

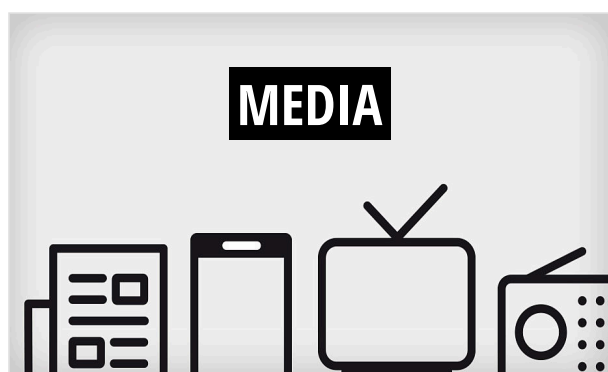
Who controls the media in Brazil?

An independent and plural media is a crucial condition for a democratic political system. After all, if the content circulating through media influences the formation of public opinion, what to expect when there is no diversity of information and perspectives?

Starting off from this premise, MOM-Brasil aims to map the most popular media outlets – thus, the most influential over public opinion – and the groups that control them. We also aim to deliver risk indicators for pluralism and media independence. Among them are: audience concentration, ownership concentration and the eventual existence of external control. Another indicator is transparency: the risk to pluralism becomes even higher when it is not clear for the audiences – and even for journalists or regulators – who has control over each media outlet, what other businesses they are invested in and what interests might be guiding the production of news.

In Brazil, the results trigger a red alert. Our system indicates high concentration of audience and ownership, high geographic concentration, lack of transparency, besides religious, political and economical interference. We analyzed 50 outlets in four segments (TV, radio, printed media and online), owned by a total of 26 communication groups. The results are available in the form of a database and indicators, besides the highlighted findings presented in narrative texts.

Media & Owners Databases



Key Findings



The World of Globo and the limitless concentration

High audience concentration and cross ownership of media outlets. Our indicators for risks to media pluralism point towards a terrible scenario. [more](#)



Fill the airwaves and subdue them

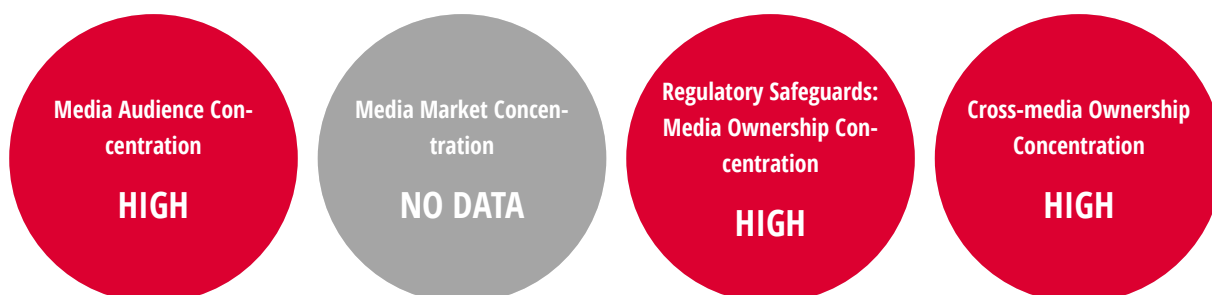
Of the 50 surveyed media outlets, 9 are owned by religious leaders – all Christian. Religious minorities neither have a voice in the media system nor a broader audience. [more](#)

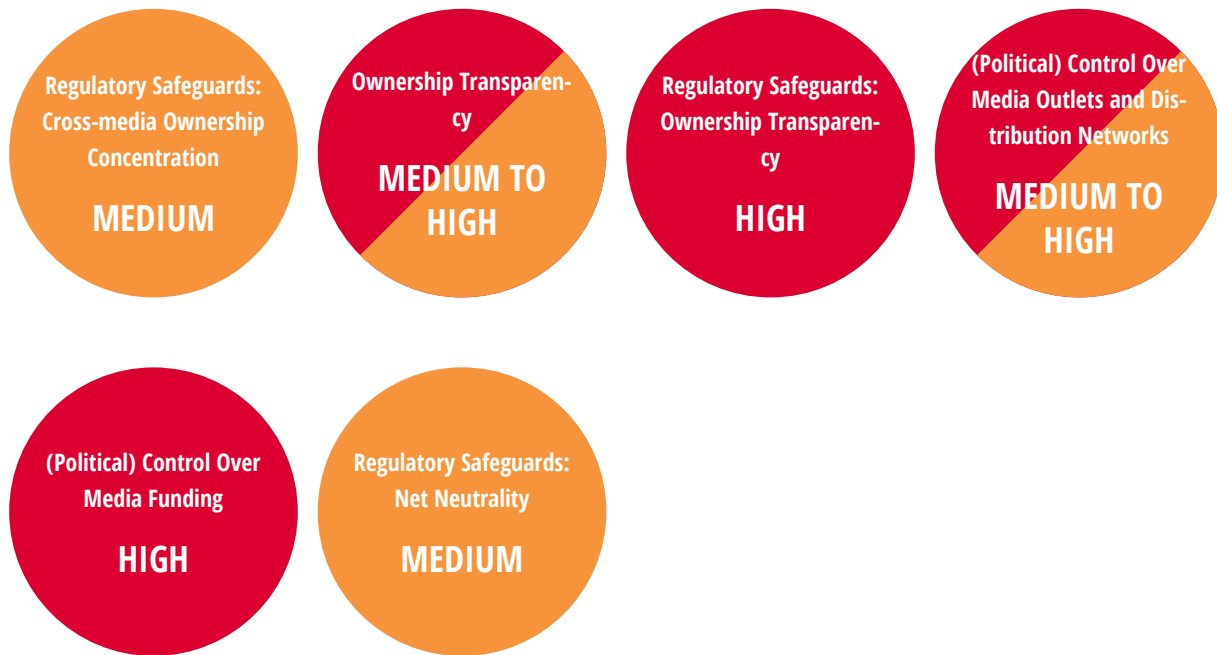


Bolsonaro and the media

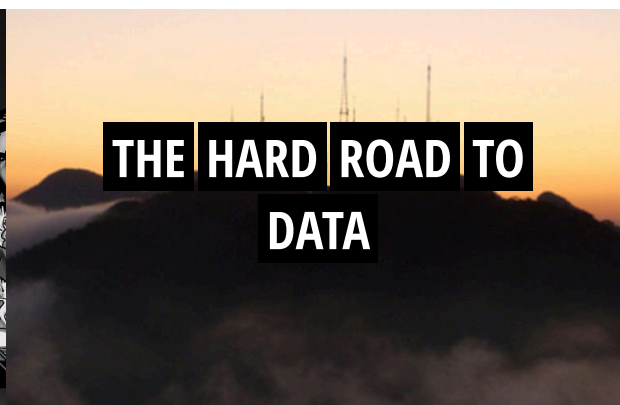
Although the relations between the government and the media is tense, the main media groups contributed to create the conditions for his winning the election. The new scenario brings great challenges to freedom of speech and to the right to information. [more](#)

Indicators of Risk to Media Pluralism









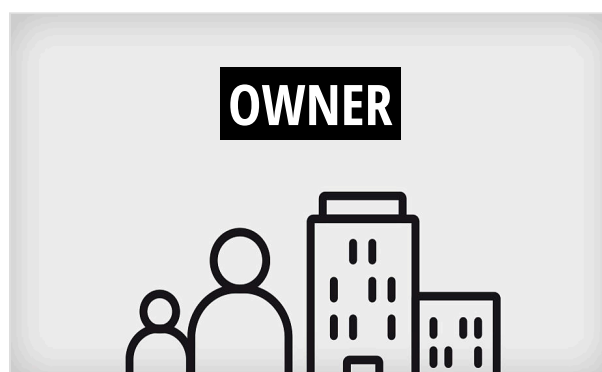
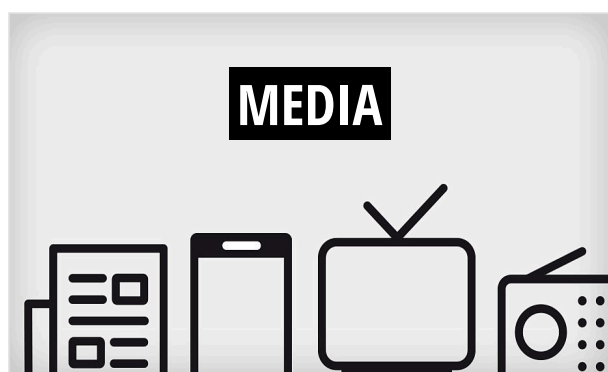
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Indicators of Risk to Media Pluralism

Media Audience Con-
centration

HIGH

Media Market Concen-
tration

NO DATA

Regulatory Safeguards:
Media Ownership Con-
centration

HIGH

Cross-media Ownership
Concentration

HIGH

Regulatory Safeguards:
Cross-media Ownership
Concentration

MEDIUM

Ownership Transparen-
cy

**MEDIUM TO
HIGH**

Regulatory Safeguards:
Ownership Transparen-
cy

HIGH

(Political) Control Over
Media Outlets and Dis-
tribution Networks

**MEDIUM TO
HIGH**

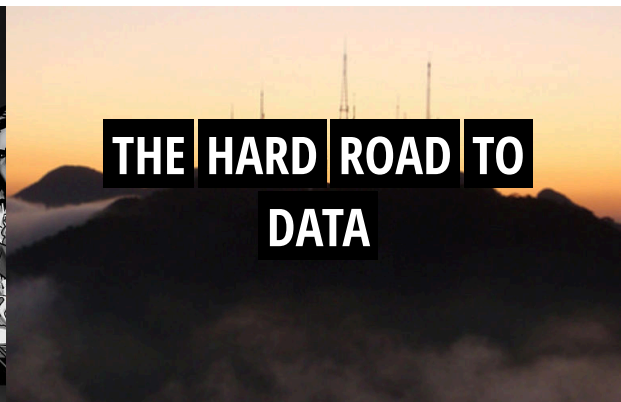
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Media Funding

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Regulatory Safeguards:
Net Neutrality

MEDIUM





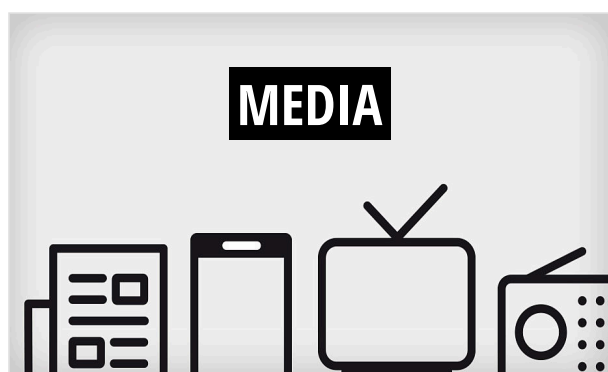
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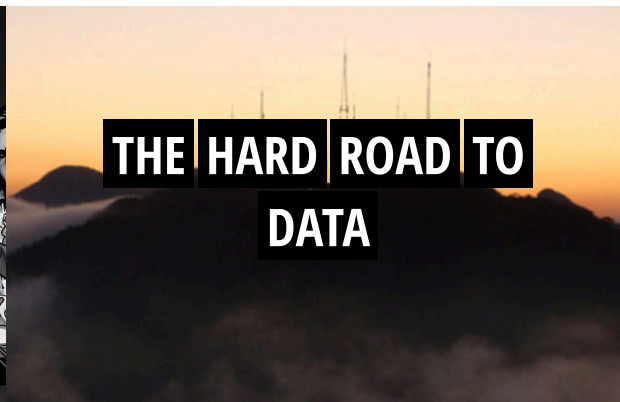
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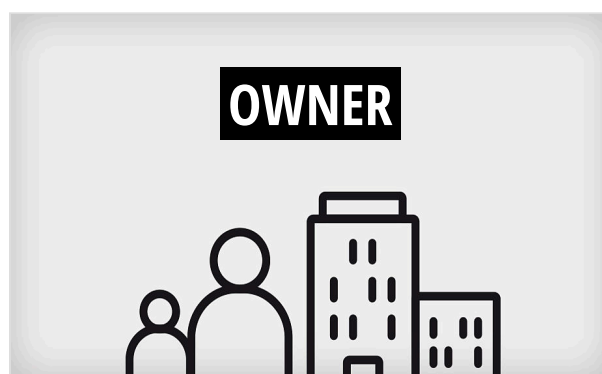
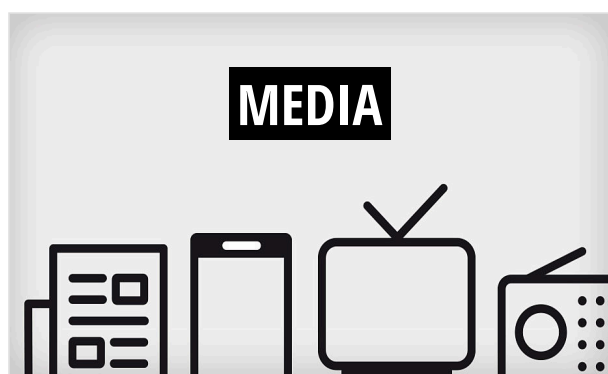
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Media

MOM-Brazil mapped 50 media outlets in Brazil: **11 TV networks** (9 free-to-air TV and 2 pay-TV), **12 radio networks**, **17 print media outlets** (daily newspapers and weekly magazines) and **10 online** (news portals). These outlets were selected based on their audience share. Their capacity of agenda setting (their potential of influencing public opinion) was also taken into consideration. The difference between the number of outlets of each type is justified by the higher or lower concentration on audience shares and by the geographical reach in each segment.

Media Databases












The analysis of the 50 media outlets listed on this website reveals, firstly, that, far from being independent, they are owned by groups with specific economic, political and religious interests.

Of the 26 business groups which control these outlets, all of them own more than one type of media and 16 also own other businesses in media sector, such as movie production, book publishing, advertisement agencies, cable TV distribution, and others. Besides, 21 maintain activities in other economic sectors and 7 of these actually concentrate on the latter. National communication groups also have a diverse range of affiliations with regional media groups, which also operate in other business areas. The main economic sectors related to media groups are: education, stock market, real estate and agroindustry, but there are others, such as energy, transportation, infrastructure and health.

The existence of religion-oriented media is also worth noting: of the 50 surveyed outlets, 9 are owned by religious entities – all christian – and, of these, 5 dedicate all their content to their specific religious values. Besides, at least 6 other media entities are not defined as religious but provide content on their pages or in programming produced by specific religious denominations.

The 50 most important national media outlets in Brazil belong to 26 corporate groups, which also own

additional publications of smaller reach, for instance on local levels, and operate in a range of other economic sectors and businesses. Of those 50 outlets, 9 are owned by Grupo Globo, 5 by Grupo Bandeirantes, 5 by Edir Macedo (considering Grupo Record and IURD's vehicles, both belong to the same owner), 4 by regional group RBS, 3 by Grupo Folha, 2 by Grupo Estado, 2 by Grupo Abril and 2 are owned by Grupo Editorial Sempre/Grupo SADA. The remaining groups (Ongoing Publisher Brasil; Consultoria Empiricus; BBC; Grupo Silvio Santos; Grupo Almicare Dallevo & Marcelo Carvaço; EBC – Empresa Brasileira de Comunicação; Igreja Renascer em Cristo; Igreja Adventista do Sétimo Dia; Igreja Católica/Rede Católica de Rádio; INBRAC – Instituto Brasileiro de Comunicação Cristã; Grupo Jovem Pan; Grupo Alfa; Grupo Mix de Comunicação/Grupo Objetivo; Grupo Jaime Câmara; Diários Associados; and Grupo de Comunicação Três) own one media outlet in the least each.

MEDIA OUTLETS BY GROUP										MEDIA OWNERSHIP MONITOR Brasil
GROUPS WITH MORE THAN ONE OUTLET										
	Grupo Globo	Grupo Bandeirantes	Grupo RBS	Grupo Record	Grupo Folha	Grupo Abril	Grupo Diários Associados	Grupo OESP (Estado)	Grupo SADA	Catholic Church
press	 o GLOBO Valor EXTRA ÉPOCA		 CORREIO DO POVO 	FOLHA DE S. PAULO ...	Agora	veja	ESTADO DE MINAS CORREIO BRAZILIENSE	ESTADO DE S. PAULO	Super O TEMPO	
TV	 GOBO GNEWS	 BAND BAND NEWS		 RECORD TV 						 REDE VIDA
radio	 rádio (Globo) CBN a rádio que você assiste	Bandfm R.B. BAJO SACRAMENTO BAND NEWS FM	GAUCHA REDE GAUCHA SAT							RCR REDE CRISTÃ DE RÁDIO
internet	globo.com		clic RBS	R7	UOL	Abril		ESTADÃO		

MOM Brazil, Oct. 2017

MOM Brazil, Oct. 2017

MEDIA OUTLETS BY GROUP							
GROUPS WITH ONLY ONE OUTLET							
press		TV		radio		internet	
Editora Três Organização Jaime Câmara		EBC Grupo Amicare Dallevo / Marcelo de Carvalho Grupo Silvio Santos Renascer em Cristo Church		Conglomerado Alpha Grupo Jovem Pan Grupo Objetivo Adventista do Sétimo Dia Church Universal Church		BBC World Service Consultoria Empiricus/ Diogo Mainardi/ Mário Sabino/	
						Grupo Ongong - Ejesa Revista Fórum	

MOM Brazil, Oct. 2017

Radio

The group of radio stations in this research consists of national-range networks, once it would be impossible to include the numerous regional and local stations that appear in the preferences of a more restrict audience. The 12 listed networks are of three types of content: those mainly focused on music, entertainment shows and humor, but that also broadcast news; those mainly focused on news and variety shows, but that also broadcast musical programming; and the religious ones (a total of three), that broadcast religious shows, besides news, entertainment and musical programming produced from a religious perspective.

In order to select these networks, we crossed data from ANATEL (Spectrum-E: Channels, 2017) on the number of stations and territorial reach of the radio networks, from the Índice de Prestígio de Marca ('Brand Prestige Index' - IPM) by Meio & Mensagem and the data on radio consumption habits (grouped by network) from Pesquisa Brasileira de Mídia (2016). Similar to the TV networks, the national radio networks reach several Brazilian States through a network of affiliates.

Radio Database



Rádio Globo



Rede Aleluia



Rede Band FM



Rede Bandeirantes



Rede BandNews



**Rede Católica de Rádio
(RCR)**



Rede CBN



Rede Gaúcha Sat



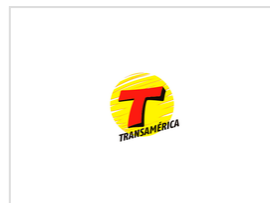
Rede Jovem Pan



Rede Mix FM















Rede Novo Tempo



Rede Transamérica

AUDIENCE - RADIO

**MEDIA
OWNERSHIP
MONITOR
Brasil**

	PBM - Radio Declared consumption (1st + 2nd) %	Radio Stations	Consumption habits Ipsos Connect - 7 days/week (%)	Media Group
	5.5%	77	77.0	Grupo Jovem Pan
	5.0%	143	45.8	Grupo RBS
	3.7%	62	36.5	Grupo Bandeirantes
	3.1%	19	28.0	Grupo Globo
	2.8%	18	24.1	Conglomerado Alfa
	2.6%	22	27.4	Grupo Objetivo/ Mix de Comunicação
	2.2%	32	52.5	Grupo Globo
	1.9%	7 sub-networks	(not included)	Catholic Church/ Rede Católica de Rádio
	1.4%	68	(not included)	Universal Church
	0.6%	64	36.5	Grupo Bandeirantes
	0.6%	10	44.5	Grupo Bandeirantes
	0.5%	18	(not included)	Adventista do Sétimo Dia Church

SOURCES:
Government and Ibope's Media Research;
ANATEL 2017;
Meio & Mensagem IPM 2015.

MOM Brazil, Oct. 2017

Television

To select the most important TV outlets, MOM-Brazil considered the main national networks, that reach a large share of the national territory through a system of affiliates. The national networks are formed by vertically integrated outlets: different channels reproduce the set of content structured in a time grid by a decision center, the so-called "network heads", with minimum local programming.

In order to select the eleven networks or TV stations that compose this research, we used audience shares measured by Kantar IBOPE (2015), data on media consumption habits by IPSOS Connect (2016) and by Pesquisa Brasileira de Mídia ('Brazilian Media Research', 2016), performed by Kantar IBOPE for the federal government, and also Índice de Prestígio de Marca ('Brand Prestige Index', IPM), published by Meio & Mensagem. The result was a list of nine free-to-air TVs and two pay-TV ones.

TV Database



Band



BandNews



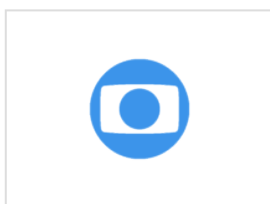
GloboNews



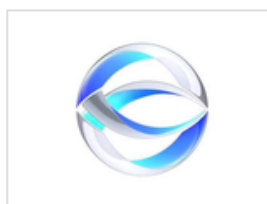
Record News



Record TV



Rede Globo



Rede Gospel



Rede TV!



We highlight the maintenance of Rede Globo's ratings and range concentration, followed by RecordTV and SBT, that fight for the second place in ratings. Another highlight is the presence of three news-based channels (RecordNews, GloboNews and BandNews). Finally, we highlight the presence of two religious stations, Rede Gospel and Rede Vida

AUDIENCE - TV					MEDIA OWNERSHIP MONITOR Brasil
	Free-to-air or Paid TV?	Kantar Ibope 2016 Share TLE %	Consumption habits Ipsos Connect - 7 days/week %	PBM - TV Declared consumption (1st + 2nd) %	Media Group
	Free-to-air	36.9	91%	75%	Grupo Globo
	Free-to-air	14.9	60%	39.1%	Grupo Silvio Santos
	Free-to-air	14.7	58%	33.1%	Grupo Record
	Free-to-air	4.1	30%	10.2%	Grupo Bandeirantes
	Free-to-air	1.2	9%	0.8%	Grupo Amilcare Dallevo / Marcelo de Carvalho
	Free-to-air	0.8	6%	0.1%	EBC
	Free-to-air	0.5	2%	0.4%	Grupo Record
	Free-to-air		3%	0.8%	Catholic Church
	Paid		9%	1.3%	Grupo Globo
	Paid		4%	0.7%	Grupo Bandeirantes
	Free-to-air		2%		Renacer em Cristo Church

SOURCES:
Kantar Ibope 2014, 2015, 2016;
Ipsos Connect 2015;
Meio & Mensagem IPM 2015;
Government and Ibope's Media Research - PBM - Pesquisa Brasileira de Mídia 2016;
PTS Paid TV data.

MOM Brasil, Oct. 2017

Print

In order to select the 17 printed media outlets that compose the research, we used circulation data audited by IVC – Instituto Verificador de Comunicação, throughout the year of 2016. There is a bigger number of printed outlets than of other media in MOM-Brasil because the audience share by outlet is lower, with regional newspapers of major importance standing out. Among the outlets listed by IVC, we considered daily newspapers of paid circulation and national range, newspapers that direct debate nationally and regional newspapers of large circulation. Besides that, we considered printed current affairs weekly magazine. Many of these outlets are owned by the same conglomerates. One of the significant trends is the growth of tabloids among those newspapers of higher circulation.

Print Database

			
Agora São Paulo	Correio Braziliense	Correio do Povo	Daqui
			
Diário Gaúcho	Época	Extra	Folha de S. Paulo



IstoÉ



O Estado de Minas



O Estado de S. Paulo



O Globo



O Tempo



Super Notícia



Valor Econômico



Veja



Zero Hora

AUDIENCE - PRESS

**MEDIA
OWNERSHIP
MONITOR**
Brasil

MAGAZINES	Media Group	Share (%)	Circulation (avg/week)
veja	Grupo Abril	15.88	1,111,968
EPÍCA	Grupo Globo	4.86	340,195
ISTOÉ	Editora Três	4.20	300,000
NEWSPAPERS			
FOLHA DE SPALHO	Grupo Folha	9.24	309,700
O GLOBO	Grupo Globo	9.02	302,225
Super	Grupo SADA	7.79	261,083
DIÁRIO DE S. PAULO	Grupo OESP (Estado)	6.46	216,271
ZH	Grupo RBS	5.99	200,707
EXTRA	Grupo Globo	3.91	131,136
DIÁRIO	Grupo RBS	3.88	130,054
O TEMPO	Grupo SADA	3.03	101,442
CORREIO DO POVO	Grupo Record	2.76	92,504
Daqui	Organização Jaime Câmara	2.72	91,068
Agora	Grupo Folha	2.42	81,170
ESTADO DE MINAS	Grupo Diários Associados	2.28	76,484
Valor	Grupo Globo	1.80	60,389
CORREIO BRAZILIENSE	Grupo Diários Associados	1.49	50,083

SOURCE: IVC 2016

MOM Brazil, Oct. 2017

Online

The online outlets listed in the research are, mostly, portals that offer news and entertainment and which are associated with the biggest national and regional media groups, that also own print media outlets, such as Globo.com, UOL, Abril portal and ClicRBS. There is also the presence of a foreign portal – BBC – that inaugurated a Brazilian branch. Besides that, it is important to note the presence of two portals owned by small communication groups positioned at opposite sides of the political spectrum: Fórum and O Antagonista.

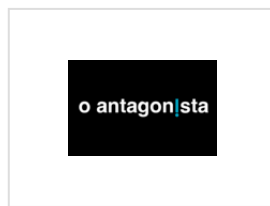
In order to define the list of the ten main portals under the category “digital media (online)”, we considered three data sources: ComScore (2016 Database, published at Mídia Dados 2017), Alexa/Amazon (july 2017 database, systematized on 01/08/2017) and **GOPAI/USP Monitor do Debate Político no Meio Digital** (in the period of july 13 to 17, 2017). We only considered those online outlets that produce news for digital media, of non-segmented interest (we excluded, for example, sports-exclusive portals) or that gather news from partner media outlets, with free access, becoming different, thus, from the digital versions of newspapers and magazines already included in the “print” outlets. We also excluded portals that, although produce news, are accessed mostly for e-mail service.

Online Database





IG Portal



O Antagonista



Portal Abril



Portal R7



Revista Fórum



UOL

AUDIENCE - ONLINE

**MEDIA
OWNERSHIP
MONITOR
Brasil**

	Position (general)	Visits from Brazil (30 days, July 2017)	GPOPAL* Facebook sharing (two weeks in July 2017)	Media Group
globo.com	5	8,027,644	12,087,835	Grupo Globo
UOL	6	5,632,303	6,770,994	Grupo Folha
Abril	29	1,005,306	2,991,178	Grupo Abril
IG	68	212,823	-	Grupo Ongoing - Ejesa
CLIC RBS	108	159,540	222,322	Grupo RBS
ESTADÃO	126	489,796	712,963	Grupo Estado
R7	136	163,514	602,887	Grupo Record
Forum	240	46,582	704,652	Revista Fórum
o antagonista	279	336,141	842,624	Consultoria Empiricus, Diego Mainardi, Mário Sabino
BBC BRASIL	319	766,961	502,394	BBC World Service

SOURCES:
Amazon Alexa;
comScore Media Metrix;
USP Political Debate Monitor - Facebook sharing count (avg. week).
* Grupo de Pesquisa em Políticas Públicas para o Acesso à Informação

MOM Brazil, Oct. 2017

Zero Hora

The newspaper Zero Hora was founded in may 4th, 1964, one month after the military coup that took down João Goulart's (a Rio Grande do Sul politician) presidency and installed a dictatorship in the country that lasted for over 20 years. It appeared as a Rio Grande do Sul's version of the newspaper Última Hora, was bought from journalist Ary de Carvalho by the Sirotsky family, owner of the Grupo RBS.



It's the newspaper with greatest circulation in Rio Grande do Sul, and although it is considered a multi-state newspaper sold all around the South region, it has the 5th largest circulation in print and digital newspapers in Brazil. It is considered a "prestigious" or "reference newspaper" for featuring news close to the "official world" and presenting them to an assumed public interest.

Even though it's content is directed at a readership from the South region, and it's edited in Porto Alegre. The newspaper presents national and international content in 17 sections. It employs over 200 journalists; over 100 columnists and has a branch office in Brasília.

Similar to other media outlets owned by Grupo RBS and other groups in the South region, Zero Hora is considered by many researchers a newspaper that values proximity to the readership and a coverage that focuses on gaúcho traditions and "local culture", which explains it's large circulation.

Since 2017, it's digital content started being articulated with Rede Gaúcha Sat's radio content through the GaúchaZH online portal

Key facts

Audience Share 5.99% (IVC)

Ownership Type private

Geographic Coverage Regional supra-state media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo RBS

Ownership

Ownership Structure Zero Hora belongs to Grupo RBS. The group is owned by the Sirotsky family.

Group / Individual Owner

› Grupo RBS

Grupo **RBS**

100 %

Media Companies / Groups



Grupo RBS

Facts

General Information

Founding Year	1964
Founder	Maurício Sirotsky Sobrinho – founder of Grupo RBS.
Ceo	Marta Gleich - Currently an editor at the newspapers Zero Hora and Diário Gaúcho and the CEO of ClicRBS, the journalist from Rio Grande do Sul held different positions in the RBS Group since 1983.
Editor-In-Chief	Nilson Vargas
Contact	Sede Porto Alegre (RS) - Av. Ipiranga, 1075 Azenha CEP: 90160-093 Tel: (51) 3218 1600 - ➤ www.gauchazh.clickrbs.com.br

Financial Information

Revenue (in Mill. \$)	2016: R\$ 426
Operating Profit (in Mill. \$)	2016: losses of R\$ 9.4
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Sources

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📄 Portal dos Journalistas. Perfil Maria Gleich. Acesso: Sep. 2017

📄 Iscom (09/2011). Perfil Nilson Vargas. Acesso: Sep. 2017

📄 GaúchaZH. RBS lança Grupo de Investigação. Acesso: Sep. 2017

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📄 Valor. Ranking 1000 Maiores 2016. Accessed Oct 2017

📄 Grupo RBS. Nossas Marcas – Zero Hora. Acesso: Sep. 2017

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📄 Iscom (09/2011). Perfil Nilson Vargas. Acesso: Sep. 2017

📄 GaúchaZH. RBS lança Grupo de Investigação. Acesso: Sep. 2017



📄 GaúchaZH. Grupo de Investigação – Últimas Notícias. Acesso: Sep. 2017

📄 ClicRBS. Não foi uma boa. Acesso: Sep. 2017

📄 ClicRBS. Editorial Somos Daqui. Acesso: Sep. 2017

📄 CPDOC/FGV. Verbete: Zero Hora. Acesso: Sep. 2017

Diário Gaúcho

Founded in 2000, Diário Gaúcho is a tabloid characterized by dramatic language, large number of images and short texts, with themes taken from day-to-day life or of personal interest to the readership.



According to information given by the newspaper, 61% of the readers belong to the middle class and, like other similar tabloids, it has customer loyalty strategies focused on services and product promotion. Furthermore, it has strategies for interaction with the readership through social media such as Whatsapp and Facebook.

The newspaper's sections are: Dia a Dia (Day-to-day), DG Ajuda Você (DG helps you), Espaço do Trabalhador (Worker's space), Entretenimento (Entertainment), Holofotes (Spotlight), Últimas (Last news) and Promoções (Offers). It also has Fala Leitor (reader's opinion) and Clube dos Corações Solitários (Lonely hearts club) sections. This is how the newspaper defines its content: "In Diário Gaúcho you find news about Rio Grande do Sul, public utility information, a lot of entertainment, besides sports and police journalism", an editorial line similar to other tabloids in Brazil, such as the Super Notícia (MG) and Agora São Paulo (SP).

Despite being a regional newspaper, Diário Gaúcho has the 7th largest circulation for a newspaper and 3rd largest for a tabloid in Brazil, behind Super Notícia (MG) and Extra (RJ). Its editorial director is Marta Gleich, who is also editorial director for Zero Hora, and its chief editor is Carlos Etchichury. Both newspapers' editorial departments are integrated, as is common in other communication groups that have both reference newspapers and tabloids – such as Grupo Globo and Grupo Sada.

Key facts

Audience Share 3.88% (IVC)

Ownership Type private

Geographic Coverage Regional supra-state media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo RBS

Ownership

Ownership Structure Diário Gaúcho belongs to Grupo RBS. The group is owned by the Sirotsky family.

Group / Individual Owner

› Grupo RBS

Grupo **RBS**

100 %

Media Companies / Groups



Grupo RBS

Facts

General Information

Founding Year	2000
Founder	Maurício Sirotsky Sobrinho – founder of Grupo RBS.
Ceo	Marta Gleich - Currently an editor at the newspapers Zero Hora and Diário Gaúcho and the CEO of ClicRBS, the journalist from Rio Grande do Sul held different positions in the RBS Group since 1983.
Editor-In-Chief	Carlos Etchichury - He built his career within the Grupo RBS, mainly as a reporter. He won prizes such as Esso (twice), Embratel (three times) and Human Rights. He is also editor of the RBS Research Group (Grupo de Investigação, GDI).
Contact	Sede Porto Alegre (RS) - Av. Ipiranga, 1075 Azenha CEP: 90160-093 Tel: (51) 3218 1600 - > www.diariogaucha.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources	http://www.gruporbs.com.br/atuacao/diario-gaucha/
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 Coletiva.net. Dez profissionais integram Grupo de Investigação do Grupo RBS. Acesso: Sep. 2017
--

Rede Gaúcha Sat

Rádio Sociedade Gaúcha was founded and began transmitting in 1927 in Porto Alegre (RS). Initially, it was a station that had more than 300 associates, with a programming focused on cultural and educative content, broadcasting classical music and scientific information. In 1937 the station was bought by Breno Caldas and Francisco Garcia e Garcia, owner of Casa Victor; the station's programming focus gradually changed to sports and entertainment. In 1957 the station was bought by Maurício Sirotsky Sobrinho and Arnaldo Ballvé, former broadcasters at the Farroupilha radio station, thus beginning the process that would constitute Grupo RBS, one of the largest communication groups in Brazil.



In 1994, Rádio Gaúcha started its satellite transmissions, thus creating Rede Gaúcha Sat, Brazilian's largest network in number of affiliates, with multi-territorial coverage: 147 radio stations in 8 Brazilian states, mostly in the Southern region (96 stations in Rio Grande do Sul, 26 in Santa Catarina, 15 in Paraná, 6 in Mato Grosso, 1 in Mato Grosso do Sul, 1 in Amazonas, 1 in Rondônia and 1 in Alagoas). The network head is Rádio Gaúcha, based in Porto Alegre, but its affiliates – both AM and FM – have different names. Many of these stations are leaders in audience in their cities.

The affiliates' programming follows that of the network head, mainly sports content, but local news content is also produced in each state. The radio network also owns an online portal with news in text, audio and video, and in 2017 there was a fusion of the radio's web content with that of Zero Hora's news content through the GaúchaZH portal.

Key facts

Audience Share 5.0% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo RBS

Ownership

Ownership Structure Rede Gaúcha Sat belongs to Grupo RBS. The group is owned by the Sirotsky family.

Group / Individual Owner

› Grupo RBS

Grupo **RBS**

100 %

Media Companies / Groups



Grupo RBS

Facts

General Information

Founding Year	1927
Founder	It was founded by 300 associates. In 1937, it was acquired by Breno Caldas and Francisco Garcia e Garcia, owner of "Casa Victor". In 1957, the station was sold to the radio broadcasters Maurício Sirotsky Sobrinho, Arnaldo and Francisco Ballvé.
Editor-In-Chief	Cyro Silveira Martins Filho – He has built almost his entire career at Grupo RBS. He is a partner of some companies of the group.
Contact	Porto Alegre – RS: Av. Ipiranga, 1075 - 3º andar Azenha CEP: 90160-093 (51) 3218 6600 - ➔ www.gauchazh.clickrbs.com.br

Financial Information

Revenue (in Mill. \$)	2016: R\$54.6
Operating Profit (in Mill. \$)	2016: R\$ 11.11
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Sources

<https://www.portofeliz.am.br/noticia/59/rede-gaucha-sat-alerta-sobre-veiculacao-de-jornadas-esportivas>

http://Sobre o contrato entre cabeça de rede e emissoras afiliadas. Accessed Sep 2017.

ABERT. Homenagem aos 90 anos da Rádio Gaúcha na Câmara dos Deputados por iniciativa dos deputados Pompeu de Matos (PDT-RS) e João Derly (Rede-RS). Accessed Sep 2017.

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Meio e Mensagem Portfólio de Mídia. Rede Gaúcha Sat. Accessed Oct 2017.

GauchaZH Esportes. Rádio Gaúcha inaugura o mais moderno estúdio da América Latina. Accessed Oct 2017.

LinkedIn. Cyro Silveira Martins Filho. Accessed Oct 2017.

ConsultaSocio. Cyro Silveira Martins Filho. Accessed Oct 2017.

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LinkedIn. Fabiana Fichbein Marcon. Accessed Oct 2017.

ClicRBS

The online news site ClickRBS is an integrated portal for digital and printed media outlets of the RBS group. It was created in 2000. Its content is aimed audiences in Rio Grande do Sul and Santa Catarina states, with regional versions for each of these states. The portal is connected with other websites owned by the group: GaúchaZH portal (fusion of Rádio Gaúcha and Zero Hora newspaper's content, since 2017), Gaúcha, Atlântida, Farroupilha and Itapema radio stations's websites, and Jornal Zero Hora and TV RBS websites.



It is the 108th most accessed website in Brazil according to Alexa (July 2017) and 36th news portal in Facebook sharing related to political news (Monitor do Debate Político no Meio Digital, July 2017).

News and other sections published in the portal prioritize sports, mainly soccer, in their editorial lines. The focus on soccer shows on other media owned by the group, such as Rede Gaúcha Sat and RBS TV, a Rede Globo affiliate which, at least by 2016, retained transmission rights for the Rio Grande do Sul and Santa Catarina's State Championships. Rede Globo, head of the network, also has rights for most of the main championships involving Brazilian teams. These transmission rights contracts depend on negotiations with soccer confederations and clubs, and entail the transfer of large amounts of money, thus becoming a source of disputes between clubs and TV networks.

Santa Catarina newspapers are bundled in Click RBS and used to belong to the RBS group, but were sold in 2016 to Grupo NC. We were not able to investigate the nature of the two groups' contract, which allows them to share content through the portal. But it is important to note that both groups' (RBS and NC) activities encompass a wide range of businesses: media, technology, investment, pharmaceutical and energy.

Key facts

Audience Share 108 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content / paywall

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo RBS

Ownership

Ownership Structure ClicRBS belongs to Grupo RBS. The group is owned by the Sirotsky family.

Group / Individual Owner

› Grupo RBS

Grupo **RBS**

100 %

Media Companies / Groups



Grupo RBS

Facts

General Information

Founding Year	2000
Founder	Maurício Sirotsky Sobrinho – founder of Grupo RBS.
Ceo	Marta Gleich - Currently an editor at the newspapers Zero Hora and Diário Gaúcho and the CEO of ClicRBS, the journalist from Rio Grande do Sul held different positions in the RBS Group since 1983.
Other Important People	The portal Click RBS also gathers news organizations that now belong to the NC Group. This group was founded in 2014 by the union of the pharmaceutical activities of the Sanchez Family with other branches of activities. In the pharmaceutical sector, the group owns the companies: EMS, Brace Farma, Legrand, Germed Pharma, Novamed and CPM. NC also owns Bionovis, NC Invest, 3D Reality and other companies. The portal Click RBS also gathers news organizations that now belong to the NC Group.
Contact	Porto Alegre - RS: Av. Ipiranga, 1075 Azenha CEP: 90160-093 Tel: (51) 3218 1600 - > www.clickrbs.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information


Sources

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 <http://Meio & Mensagem. Sobre a Mídia ClicRBS>. Accessed 1 october 2017.


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 Iscom (09/2011). Perfil Nilson Vargas. Acesso: Sep. 2017

 GaúchaZH. RBS lança Grupo de Investigação. Acesso: Sep. 2017

 GaúchaZH. Grupo de Investigação – Últimas Notícias. Acesso: Sep. 2017

Documents

- › Territórios do jornalismo: geografias da mídia local e regional no Brasil. Petrópolis: Vozes; Rio de Janeiro: Editora PUC Rio.

O Globo

The newspaper O Globo exists since 1925 and was the pioneer of Grupo Globo. Its average circulation in 2016, adding up print and digital versions, is of around 302,000 copies, with significant circulation in the city of Rio de Janeiro.



It was created in 1925 by Irineu Marinho, who died 21 days after the first publication, leaving his widow, Francisca Marinho, as main owner. Roberto Marinho took the secretary position, becoming the newspaper's president in 1931. The newspaper circulated in the afternoon from 1925 to 1962, when it became a morning paper. O Globo was the first Brazilian newspaper to circulate on Sundays in 1972. Two years later, Organizações Globo (now Grupo Globo) created Agência O Globo (AOG), which distributes information produced in the companies' outlets. The agency has over 10 million images, 2 million pages, 10,000 infographics, besides approximately 11 million articles and news reports by the newspapers O Globo and Extra. AOG daily distributes over 300 news from the newspapers' different editorials.

Since 2009, O Globo seeks to establish itself as a multiplatform outlet, following a movement launched in September 2008 with the campaign slogan "O Globo. Much more than a newspaper", which attempts to make the brand a synonym for "trustworthy information, no matter the vehicle".

The newspaper O Globo, as many other morning newspapers, sees its columnists as true "anchors" in order to attract readers, and also to guarantee their influence on businesspeople and politicians. During his career, Merval Pereira, one of these references, has occupied several positions at Grupo Globo: columnist at O Globo, political commentator at radio Rede CBN and GloboNews channel. With a liberal perspective on economy, he takes part in events and maintains activities close to business entities of the industrial and financial sectors.

Similar to Merval Pereira, Miriam Leitão appears in different outlets of the group, as economy commentator at TV Globo and GloboNews; she is a columnist at O Globo since 1991. She has a more moderate style regarding general politics; she strongly defends, for example, the punishment of torturers and human rights violators of the civilian-military dictatorship and seeks to keep a distance from the more extreme right-wing. However, she follows a strictly liberal economic line, strongly opposing the progressive and development oriented governments of Luiz Inácio Lula da Silva (2003-2010) and Dilma Rousseff (2011-2016).

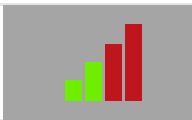
The journalist Lauro Jardim has been a part of some of the most important Brazilian print outlets, such as Jornal do Brasil, Exame magazine and Veja magazine, where he headed the Rio de Janeiro branch between 1998 and 2008 and edited the column Radar between 2000 and 2015. In 2015, Jardim left Veja and went back to the newspaper O Globo, where he had begun his career.

Another columnist of note is Ancelmo Gois, who, in the 1970s worked as a freelancer for specialized news magazines at Editora Abril (like Veja). After a passage at Jornal do Brasil in the early 2000s, he took Ricardo Boechat's place as a columnist for O Globo, a position he still holds.

Jorge Bastos Moreno, although he died in June 2017, deserves to be mentioned because he had a career of over 40 years, 35 of them at O Globo. He maintained the Blog do Moreno, where he discussed politics in an informal language, with information from the backstage of power in Brasília. In March 2017, he began hosting the Moreno na Rádio talkshow at CBN.

Irineu Marinho founded O Globo stating that his purpose was to “defend popular causes” and to be “independent” of political and economic forces. However, the newspaper relations with political and economic forces has always been tight. As an example, one can list a few known events: In April 1962, as an advocate of the market’s interests, the newspaper published the article “The 13th salary is considered disastrous for the country”; in 1964 it openly supported the military coup; in 2015 and 2016, it supported the impeachment that deposed President Dilma Rousseff; and in 2017 it supported Michel Temer’s reforms, an analysis of the articles on his labor reform shows that 88% were favorable, as were 75% of the people interviewed; among articles about the social security reform, 90% of the texts were favorable and 72% of the interviewees were pro-reform, as a study made by the NGO Repórter Brasil points out.

Key facts

Audience Share	9.02% (IVC)	
Ownership Type	private	
Geographic Coverage	National media	
Content Type	Paid content (standard)	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Grupo Globo	

Ownership

Ownership Structure

O Globo belongs to Grupo Globo, which is owned by the Marinho family.

Group / Individual Owner

> Grupo Globo

GRUPO GLOBO

100%

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year

1925

Founder




Irineu Marinho – He founded the newspaper “O Globo” together with Herbert Moses and Justo de Moraes. His son, Roberto Marinho, worked as an apprentice to his father since he was a teenager. Irineu Marinho died 21 days after the launch of the newspaper.

Ceo	Frederic Zoghaib Kachar
Editor-In-Chief	Ascânio Seleme
Other Important People	Featured columnists: Lauro Jardim, Ancelmo Gois and Jorge Bastos Moreno (died June 2017).
Contact	Sede Rio de Janeiro (RJ) - Rua Marquês de Pombal, 25 - Centro - Rio de Janeiro - RJ - CEP: 20230-240 - (21) 2534.5535, (21) 25345000 - > www.oglobo.globo.com - > www.infoglobo.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data*
Operating Profit (in Mill. \$)	Missing Data*
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Headlines	<p>http://www.gda.com/Quienes_Somos/index.php  http://GDA. Jornal O Globo faz parte do Grupo Diários América (GDA), aliança de jornais quality paper conservadores na América Latina. Accessed 03 October 2017</p> <hr/> <p> Portal Imprensa. Em editorial, "O Globo" se posiciona contra obrigatoriedade do diploma para jornalistas (2015). Accessed 01 October 2017</p> <hr/> <p> Portal Imprensa. O Globo passa a integrar consórcio que investiga contas do caso SwissLeaks. Accessed 02 October 2017</p>
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📄 G1. Morre no Rio, aos 63 anos, o jornalista Jorge Bastos Moreno, colunista de 'O Globo'. Accessed 02 October 2017

📄 Portal Imprensa. Lauro Jardim troca "Veja" por "O Globo"; coluna no jornal carioca estreia em outubro. Accessed 02 October 2017

📄 Portal dos jornalistas. Ancelmo Gois. Accessed 10 October 2017

Meta Data

* The newspapers O Globo, Extra and Expresso belong to InfoGlobo Comunicação e Participações S.A. (CNPJ 60.452.752/0001-15). The revenue of the company (2016) is: R\$ 590.5 millions and the losses are R\$ 83.4 millions.

Sources

<http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/O+GLOBO/15041/sobre>

📄 CPDOC/FGV. Verbete: O Globo. Accessed 02 October 2017

📄 Memória Globo. História - Grupo Globo. Accessed 02 October 2017

📄 Consulta Sócio - Roberto Marinho. Accessed 02 October 2017

📄 Jornais e revistas continuam avançando em 2017 com suas edições digitais. Poder360. Accessed 10 October 2017

📄 Agência O Globo comemora 40 anos renovando parcerias estratégicas. ANJ. Accessed 15 October 2017

📄 O Globo (verbetes). Carlos Eduardo Leal/Sérgio Montalvão. Accessed 15 October 2017

📄 <http://www.infoglobo.com.br/Anuncie/integra.aspx>

1557607693

Comunicado (Termo de Compromisso de Cessação de Prática/Cade). O Globo. Accessed 15 October 2017

Extra

Created in 1998, the same year Época magazine came out, the newspaper Extra is also part of Infoglobo Comunicação e Participações S.A., a subsidiary of Grupo Globo with the purpose of managing the group's print journalism (O Globo, Expresso), the real estate services and the e-commerce online portal Zap Imóveis.



Extra has a circulation of 92 thousand copies on weekdays and 168 thousand copies on Sunday, besides the online views. The consumers research done by Infoglobe indicate that the newspaper is read mostly by mid and lower middle-classes, according to the following numbers: A (upper class) 3%, B (middle class) 23%, C (lower middle class) 57%, D/E (lower class) 16%.

As a result of the sales and subscriptions decline, Infoglobo executives have decided that the newspapers O Globo and Extra would unify their production after February, 2017, to reduce costs.

This is a different reality than the one that originated the newspaper. In the months that anticipated the Extra's creation, Grupo Globo made a promotional campaign mobilizing the population of Rio de Janeiro for the creation of the newspaper's name. This first initiative reveals the importance of popular participation for the publication's profile. Even today the company states on its website that "the newspaper is recognized by its loyalty and closeness" to the readership.

Unlike the O Globo newspaper, Extra uses a more "popular" language style, design and news agenda, with a more straightforward approach, closer to ordinary life. These characteristics marked a trend from the late 1990's in the Brazilian print news editorial market: the creation of "jornais populares" ('tabloids') by groups that already produced more traditional newspapers.

Since 2009, for example, Extra maintains the character of the "boneco cidadão" ('citizen puppet'), which has had three male versions ("João Buracão", "Zé Lixão" and "Zé Lador" - 'Hole John', 'Garbage Joe' and 'Janitor Joe') and, more recently a female one, "Maria Guandu". The campaigns promoted by the newspaper around the characters revealed useful to change the City Hall's agenda and priorities in order to respond to complaints. In recent years Extra has announced that "Zé Lador is now closer to the people [...] the hero now receives complaints via Whatsapp".

Extra currently counts on popular columnists in different areas: doctor, writer and TV host (TV Globo) Dráuzio Varella, writer Paulo Coelho, catholic father Marcelo Rossi, TV host (TV Globo) Ana Maria Braga, former soccer player Gérson and evangelical pastor and singer Aline Barros.

Key facts

Audience Share 3.91% (IVC)

Ownership Type private

Geographic Coverage National media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Globo

Ownership

Ownership Structure Extra belongs to Grupo Globo, which is owned by the Marinho family.

Group / Individual Owner

➤ Grupo Globo

GRUPOGLOBO

100 %

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year	1998
Founder	Grupo Globo
Ceo	Frederic Zoghaib Kachar
Editor-In-Chief	Octavio Guedes
Other Important People	Ascanio Seleme, editorial director of O Globo,
Contact	Sede Rio de Janeiro (RJ) - Rua Marquês de Pombal, 25 - Centro - Rio de Janeiro - RJ - CEP: 20230-240 - (21) 2534.5535, (21) 25345000 - > www.oglobo.globo.com - > www.infoglobo.com.br

Financial Information


Revenue (in Mill. \$)	Missing Data*
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Operating Profit (in Mill. \$)	Missing Data*
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines	https://extra.globo.com/noticias/extra-apresenta-maria-guandu-nova-aliada-da-populacao-contra-desperdicio-de-agua-15595494.html
	 http://EXTRA apresenta Maria Guandu, nova aliada da população contra o desperdício de água. Accessed 17 Outubro 2017

 Conheça os vencedores do Prêmio Extra de TV 2016! Accessed 17 Outubro 2017
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 Os jornais O Globo e Extra vão trabalhar de forma unificada. Accessed 17 Outubro 2017

Meta Data	* The newspapers O Globo, Extra and Expresso belong to InfoGlobo Comunicação e Participações S.A. (CNPJ 60.452.752/0001-15). The revenue of the company (2016) is: R\$ 590.5 millions and the losses are R\$ 83.4 millions.
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Sources	https://extra.globo.com/
	 http://Extra website. Accessed oct. 2017
 Octavio Guedes. Accessed 17 Outubro 2017	
 Prêmio Extra TV. Accessed 17 Outubro 2017	

📄 Os jornais O Globo e Extra vão trabalhar de forma unificada. Accessed 17
Outobre 2017

📄 Mais de 30 profissionais são demitidos em unificação das redações do
Extra e O Globo. Accessed 17 Outobre 2017

📄 Guerra de ideias: o que significa a criação da editoria de guerra do Extra.
Accessed 17 Outobre 2017

📄 Octavio Guedes fala sobre os novos desafios com a fusão da redações do
Globo e do Extra. Accessed 17 Outobre 2017

📄 Boneco cidadão: a arma do jornal popular carioca Extra. Angeline Silva
Nunes (2015). Accessed 17 Outobre 2017

📄 Infoglobo - Institucional. Accessed 17 Outobre 2017

Valor Econômico

Valor Econômico is a newspaper created in a joint-venture formed in 2000 by the Folha and Globo groups - a partnership that was undone in 2016, when the Marinho family (of Grupo Globo) bought the Frias family shares.



The then columnist of Folha de S. Paulo Celso Pinto defined the initial 160 staff of journalists and the guidelines of the newspaper that claims to be “the best and most qualified content of economical journalism in the country”. He left the news staff in 2003 due to health complications. Vera Brandimarte, who already worked in the newspaper since its foundation as associate director, took over the position.

Valor Econômico quickly became leader in the print segment on economy, finances and business. The daily newspaper however still has a small market penetration. Valor has an average circulation of 60,389 copies. The major revenue model for Valor is the publication of the balance sheets of different companies in their print newspapers.

Key facts

Audience Share	1.80% (IVC)
Ownership Type	private
Geographic Coverage	National media
Content Type	Paid content (standard)
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Grupo Globo



Ownership

Ownership Structure

Valor Econômico belongs to Grupo Globo, which is owned by the Marinho family.

Group / Individual Owner

➤ Grupo Globo

GRUPOGLOBO

100%

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year

2000

Founder

Grupo Folha and Grupo Globo

Ceo	Frederic Zoghaib Kachar
Editor-In-Chief	Vera Brandimarte (editorial Director) and Heloísa Magalhães (editorial Director in Rio).
Other Important People	When it was founded, the Board of Directors: Flávio Pestana (president), Celso Pinto, Carlos Eduardo Lins da Silva and Vera Brandimarte. The Editorial Board included Antonio Manuel Teixeira Mendes, Celso Pinto, Flávio Pestana, João Roberto Marinho, Luiz Frias, Luiz Eduardo Vasconcellos, Merval Pereira and Otavio Frias Filho.
Contact	Sede São Paulo - Avenida Francisco Matarazzo, 1500 - : Ed. New York, 1º, 2º, 3º, 8º - Água Branca - São Paulo - SP - CEP: 05001-100 - Telefone: (11) 3767.1012 - > www.valor.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Headlines	<p>http://www.valor.com.br/valor15anos</p> <p>📄 http://Valor, 15 anos de bom jornalismo e reinvenções. Camila Dias e Raquel Balarin (2015). Accessed 12 Octobre 2017</p> <p>📄 Vera Brandimarte é indicada Personalidade da Comunicação 2015. Portal dos Jornalistas (2015). Accessed 10 Octobre 2017</p>
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Época

Época magazine was created in May 1998 to compete with other weekly publications from rival communication groups such as Veja (Abril) and IstoÉ (Editora Três). After a nine years preparation period, the weekly publication was launched with themes and analyzes ranging from politics and economy to behavior, science and artes.



Época's headquarters are located in São Paulo with branch offices in Rio de Janeiro and Brasília. The first edition sold 350 thousand copies (a little less than the current circulation, 20 years later) and had an editorial by Roberto Marinho, where he stated that "in these pages you will find a mass of precise, balanced, democratic and pluralist information".

The Época magazine currently has a circulation of around 360 thousand copies, of which a little less than 190 thousand are sold per subscription; the rest is sold in bookshops and newsstands. Between December 2016 and February 2017, Época went up from 50 thousand to 90 thousand online subscribers, which has also been a trend for other print vehicles.

Key facts

Audience Share	4.86% (IVC)
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Ownership Type	private
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Geographic Coverage	National media
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Content Type	Paid content (magazine)
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Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Media Companies / Groups	Grupo Globo
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Ownership

Ownership Structure

Época belongs to Grupo Globo, which is owned by the Marinho family.

Group / Individual Owner

> Grupo Globo

GRUPOGLOBO

100%

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year 1998

Founder Roberto Marinho

Ceo Frederic Zoghaib Kachar

Editor-In-Chief

João Gabriel de Lima

Contact

Sede São Paulo - SP - Avenida Nove de Julho, 5229 Jd. Paulista - São Paulo -
São Paulo - CEP: 01406-200 - (11) 3767.7000 - > www.epoca.com.br .

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total funding)

Missing Data

Market Share

Missing Data

Further Information

Headlines

<http://www.cartacapital.com.br/politica/cachoeira-plantou-noticias-na-revista-epoca/>

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Rádio Globo

The Rádio Globo broadcasters network integrates Sistema Globo de Rádio (Globo Radio System – SRG), which itself consists of Rede CBN and BH FM. Currently, besides two broadcasters (AM and FM) in Rio de Janeiro and São Paulo, Rádio Globo has 13 affiliates, 12 of them operating in AM. The network head is the Rio de Janeiro station, but part of the programming is produced by the São Paulo station.



After an intensive programming reform, Rádio Globo now presents itself as a station focused on "entertainment, music, information and sports". Today its content focus is on sports (mostly soccer), entertainment and journalism, besides religious programs.

The radio's commercial presentation underlines the "complete synergy with Grupo Globo". Since 2017, famous personalities from TV Globo and other paid channels from Grupo Globo, began integrating the radio's prime time. Among them are: Otaviano Costa, who occupies almost the entire morning every day, Léo Jaime (Mondays), Fernanda Gentil (Tuesdays), Adriane Galisteu (Wednesdays), Tiago Abravanel (Thursdays) and Cláudio Manoel (Fridays). Father Marcelo Rossi, a media phenomenon from the Brazilian Catholic Charismatic Renewal, stayed in Rádio Globo's programming even after its remodeling. His show, *Momento de Fé*, on air since 2002, only had its time changed.

Created in 1944 from a concession granted by Getúlio Vargas, Rádio Globo has had political influences since its beginning. Founded at the end of World War II, one of their main programs was "War Correspondent" and the news bulletin "O Globo no ar", with a section called "Men and opinions" which aired interviews with deputies and senators. At specific moments in Brazilian history, the radio gave voice to politicians defending certain positions, like Carlos Lacerda, an adversary of the Getúlio Vargas government (1950-1954), and other UDN (National Democratic Union) representatives. There were also other kinds of political relations: the radio's popularity helped elect some of the stations' broadcasters as representatives, such as composer and broadcaster Ari Barroso (City Councilman for UDN).

The radio became a leader in audience in the 1960s based on its "triad" music, sports and news, which it maintains to this day. At the time, they surpassed two rivals: Rádio Nacional, which suffered from the competition with the television; and Rádio Mayrink Veiga which, for having supported President João Goulart, by transmitting a message by the then Federal Deputy Leonel Brizola, was closed after the 1964 Military Coup by General Castelo Branco.

Key facts

Audience Share 3.1% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Globo

Ownership

Ownership Structure Rede Globo AM/FM belongs to Grupo Globo. The group is owned by the Marinho family.

Group / Individual Owner

› Grupo Globo

GRUPO GLOBO

100 %

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year	1944
Founder	Roberto Marinho
Ceo	Marcelo Soares
Editor-In-Chief	Julio Pedro
Contact	Rua do Russel, 434 – Glória - Rio de Janeiro – RJ.

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data

Advertising (in % of total funding)

Missing Data


Market Share


Missing Data


Further Information


Sources

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 Rádio Globo. Fernando Lattman-Weltman. Accessed 16 Octobre 2017

Rede CBN

Radio CBN consists of 4 stations (in São Paulo, Rio de Janeiro, Brasília and Belo Horizonte) owned by the network and 24 affiliates in 15 states of Brasil, with focus on journalism ("*all new*" model). It was the first radio station with this model in the country.



CBN also has a portal linked to globo.com and some columnists' blogs. It has around 100 commentators, addressing the following editorials: Behavior and Society; Culture; Economy; Education; Sports; Gastronomy and Leisure; Environment and Sustainability; Corporate World; Politics; Health, Well-being and Science; Technology; Urbanism and Cities. Most of them are present in other outlets by the group, such as GloboNews and Rede Globo.

Its target audience are people from upper classes, and the regular program reflects that. The content of CBN gives a broad space to themes related to finances and company management and privileges the view of business people and investors in themes connected to economy and politics.

CBN Network has content partnerships with BBC Brasil, Radio France (RFI Português) and Rádio ONU (UN Radio).

Key facts

Audience Share	2.2% (PBM)
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Ownership Type	private
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Geographic Coverage	National media
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Content Type	free content
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Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Media Companies / Groups	Grupo Globo
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Ownership

Ownership Structure

Rede CBN belongs to Grupo Globo. The group is owned by the Marinho family.

Group / Individual Owner

› Grupo Globo

GRUPOGLOBO

100%

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year

1991

Founder

Roberto Marinho

Ceo	Marcelo Soares
Editor-In-Chief	Ricardo Gandour
Contact	CBN São Paulo - 780 AM / 90,5 FM / Rádio Excelsior Ltda. / 150 kw - ZYD 800 / Rua das Palmeiras , 315 - Santa Cecilia - São Paulo – SP.CBN Rio de Janeiro - 860 AM / 92,5 FM / Rádio Mundial S.A. / 35 kw - ZYD 464 / Rua do Russel, 434 – Glória - Rio de Janeiro – RJ.

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Rede Globo

Structured in five self-owned channels and 118 affiliates, Rede Globo employs over 12,000 people directly or indirectly and produces 3,000 hours of journalism and 2,500 hours of entertainment every year. All of this makes Globo renowned as one of the most important television networks in the world and Grupo Globo one of the largest media groups. The channel also reaches over 300 cities via satellite, which demands large investments to maintain contracts with the sole national operator, Embratel, and other foreign operators to reach these homes. With such an installed network capacity, Rede Globo (brand name for the 123 terrestrial TV channels) covers 98.37% of Brazilian municipalities, potentially reaching 99.36% of the country's population.



The broadcaster has won many international prizes. Globo has won 12 Emmy prizes for Best Soap Opera (Caminho das Índias, Laços de Sangue, O Astro, Lado a Lado and Joia Rara), Best Comic Show (A Mulher Invisível), Best Actress (Fernanda Montenegro, for Dona Picucha in the special "Doce Mãe") and Best News & Documentary (Jornal Nacional). Globo programs are watched in 190 countries and the channel's international version is distributed by operators throughout the world. With around 40% audience participation (between 7am and 12am), Globo is the Brazilian market's leader and also on the internet with their news, sports and entertainment portals, connected to globo.com. The broadcaster has also been investing in solutions that attempt to respond to the quickly changing scenario in the audio and video content market – such as Globo Play, an on demand online video platform which makes Globo's programming available on multiple platforms.

The establishment of the first Rede Globo channel on April 26th, 1965, with its own building and modern equipment, was only possible thanks to the 6 million dollar financing Roberto Marinho obtained from the multinational Time Life, an operation actually violated Brazilian legislation, which then forbade the participation of foreigners in media businesses in Brazil. The amount, which accompanied a relevant technical assistance, was much greater than what was available for their competitors; TV Tupi, for example, had been set up a few years earlier with only 300,000 dollars. The business was questioned by representatives such as Eurico de Oliveira and Carlos Lacerda, and in 1966 a Parliamentary Inquiry Commission (CPI) was set up, which concluded that Time Life owned 30% of TV Globo's liquid profits and the operation was indeed illegal.

However, in 1967, the Castelo Branco military government archived the suit without consequences for the broadcaster, and Roberto Marinho later acquired Time-Life's shares in 1969, thanks to a public financing from the Guanabara State Bank. The broadcaster also profited from Time Life's TV experience: After eight months operating with losses, they hired Joseph Wallach, an American who used to manage broadcasters in the US and the publicist Walter Clark (a former TV Rio employee). According to Aldé, the programming at the time was decided and approved by the sponsors before being aired. The evening news (Ultra Notícias), for example, was sponsored by Ultragás, and was replaced by Jornal da Globo in 1966, when a new model was adopted in which sponsors didn't have a direct role defining content anymore, and began buying advertisement time for their

products during the programming's intervals.

Still in 1966, Roberto Marinho bought the group's second broadcaster, TV Paulista, from Organização Vítor Costa, which started producing programs in São Paulo as well as in Rio. With the acquisition of other broadcasters in Belo Horizonte in 1968, Brasília in 1971, and Recife in 1971, Globo achieved in a short time a chain structure, originating at Rede Globo, most important operational branch of Grupo Globo.

During the Military Dictatorship, the broadcaster publicized official events, government projects and campaigns, developing their news in accord to the nationalist tone recommended by the censorship, and they also had a specialized team designated to operate an internal censorship on their programs, as happened with the news about the union movement led by Luiz Inácio Lula da Silva at that time. Roberto Marinho supported the regime and even editorially defended it, receiving benefits throughout the regime. On the other hand, he was known to employ many left-wing journalists and artists. In 2013, the O Globo newspaper published an editorial recognizing that the "editorial support" to the dictatorship had been "a mistake".

In the 1980s, Manchete and SBT started growing in the market, but didn't threaten Globo's leadership in any way, which had over 70% audience participation in the country. After the redemocratization, the Communication's Minister, Antonio Carlos Magalhães ("ACM") was appointed by Roberto Marinho himself. The distribution of radio and TV concessions to political allies has also been a Rede Globo policy, and many of them own affiliates today.

Some editorial changes in the fiction, entertainment and journalism productions took place after 2015. In this process, Globo has shielded itself from touching "moral" issues connected to specific oppressions (such as gender, race and sexual diversity) – themes typically associated with a left-wing political specter, which usually produces strong criticisms against the Marinho family vehicles. Such themes have been approached in programs like "Zorra" (reformulated in 2015), "Tá no Ar: a TV na TV", "Amor & Sexo" and "Conversa com Bial". Larger and more generic themes, such as environment and corruption, that overlook economic or class structuring issues (income distribution, State reforms and macroeconomic programs) have also been addressed.

Key facts

Audience Share 36.9% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Globo

Ownership

Ownership Structure The TV network Rede Globo belongs to Grupo Globo. The group is owned by the Marinho family.

Group / Individual Owner

› Grupo Globo

GRUPO GLOBO

100 %

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year	1965
Founder	Roberto Marinho – Grupo Globo.
Ceo	Carlos Henrique Schroder – journalist, became general director in 2013.
Editor-In-Chief	Ali Kamel - besides his role on the command of Globo journalism, he is also the author of controversial books such as Não Somos Racistas ("We Are Not Racists"), Sobre o Islã ("About Islam") and Dicionário Lula ("A Lula Dictionary").
Contact	Sede Rio de Janeiro (RJ) - Rua Jd. Botânico, 266 - Jardim Botânico - Rio de Janeiro (RJ) - CEP: 22461-000 - > www.redeglobo.com.br ; Sede São Paulo - SP - Avenida Roberta Marinho

Financial Information


Revenue (in Mill. \$)	R\$ 15,332.0 (U\$ 4,840.0)
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Operating Profit (in Mill. \$)	R\$ 1,954 (U\$ 617)
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines	http://grupoglobo.globo.com/noticias/entrevista_50_anos_tv_globo.php  http://Em entrevista ao jornal Valor Econômico, acionistas do Grupo Globo falam dos 50 anos da Globo e analisam as projeções para o setor de mídia no Brasil. Accessed Oct. 2017.
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	 Roberto Marinho. Accessed 05 october 2017
	 http://grupoglobo.globo.com/tv_globo.php
	2/2 Accessed 05 october 2017
	 http://grupoglobo.globo.com/noticias/grupo_globo_entre_os_maiiores_da_midia_mundial.php Accessed 05 october 2017

📄 Marieta de Moraes Ferreira e Ribeiro Cabral. Roberto Marinho [verbete]. Accessed 04 October 2017

📄 Alessandra Aldé. Rede Globo [verbete]. Accessed 05 october 2017

📄 Memória Roberto Marinho. Accessed 05 october 2017

📄 Memória Globo. Accessed 05 october 2017

📄 Meio & Mensagem. Portfolio: Globo. Access: Sep. 2017

📄 FGV/CPDOC. Rede Globo. Accessed Oct. 2017

📄 Memória Globo. História do Grupo Globo. Accessed Oct. 2017

📄 Veja Rio. Boni. Accessed Oct. 2017

📄 Memória Globo. Carlos Henrique Schroder. Accessed Oct. 2017

📄 FGV/CPDOC. Verbetes: Roberto Marinho. Accessed Oct. 2017

📄 Grupo Globo. Grupo Globo entre os maiores da mídia mundial. Accessed Oct. 2017

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📄 Sucesso no rádio e na televisão, o programa de auditório não morre: uma análise do Programa Carlos Santos na TV. Renata Claudia Martins (2011). Accessed 05 Oct. 2017

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📄 O Liberal sob o comando de nove editores-chefes. Accessed 15 Octobre 2017

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📄 TV Vanguarda - história. Accessed 15 Octobre 2017

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📄 Projetos e eventos da TV TEM. Accessed 15 Octobre 2017

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📄 <http://www.gjccorp.com.br/>

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Grupo Jaime Câmara - Fundação. Accessed 15 Octobre 2017

📄 Morre Phelippe Daou, presidente da Rede Amazônica. Accessed 15 Octobre 2017

GloboNews

GloboNews is a pay TV new channel owned by Grupo Globo which broadcasts journalistic content 24/7. In 2016, GloboNews became the pay TV channel with the third largest audience in Brazil, only behind the children channels Discovery Kids and Cartoon Network. In 2017, at times, the channel's audience surpassed even open TV channels' SBT and Record, only staying behind the groups main broadcaster TV Globo. GloboNews is an audience leader among pay TV news channels and has the best brand prestige ratings among its rivals.



The GloboNews project began in 1994 when Evandro Carlos de Andrade, who left O Globo newspaper's direction after 24 years, took over TV Globo's Journalism and Sports direction. He invited Alice-Maria Reiniger back to the company, who had left Grupo Globo along with Armando Nogueira (then TV Journalism director) in 1990. Under Alice-Maria Reiniger and Evandro Carlos de Andrade, GloboNews appeared in October 15th, 1996, inspired by the successful international cable news TV model (such as CNN), initially going through a test period. The programming was transmitted in an internal network until the language was adjusted and the hosts were selected. GloboNews first aired with national and international news highlights. Although it is restricted to cable and satellite TV subscribers, it was the first news channel in Brazil.

The programming presents distinguished commentators who usually have an economically liberal and morally conservative ideological stance.

With different hosts, the Jornal GloboNews – airing at 5AM, 7AM, 8AM, 10AM, 12AM, 1PM, 4PM and 6PM – brings “Brazil's and the World's most important news”. The day's last two editions, due to the audience's volume, have more experienced journalists as hosts: Christiane Pelajo, former partner of William Waack at the Jornal da Globo (TV Globo) hosts the 4PM edition, while Leilane Neubarth hosts the 6PM edition, both with a conservative profile. Everyday the channel broadcasts the Jornal das Dez (at 10PM), anchored by Renata Lo Prete, with live presenters from Rio de Janeiro, São Paulo, Brasília, New York and Washington streets. Commentators and correspondents in South America, Europe and Middle East analyze the news, and Merval Pereira, columnist at O Globo newspaper, also provides analyzes and commentaries.

The “Manhattan Connection” intends to provide a “combination of differentiated information”, as the program describes itself institutionally. It is hosted by journalist Lucas Mendes, who created the show along with Paulo Francis, a conservative figure respected in progressive segments. Other hosts are Caio Blinder (US); Diogo Mainardi (Italy); Pedro Andrade (US and Brazil); and Ricardo Amorim (Brazil). Ricardo Amorim also maintains a consulting company specialized in stock markets in Brazil.

Further, there is “Fatos e Versões”, a program in which Cristiana Lobo addresses the political backstage along with journalists from other outlets. It used to be hosted by Franklin Martins until 2007, who left the channel to occupy the position of Communication's Secretary for President Lula's second mandate. Politics is also a central issue in programs such as “Roberto D'Avila”, “Diálogos com Mario Sergio Conti” and “GloboNews Paine!”, which is hosted by William Waack, anchor for the Jornal da Globo (TV Globo).

Key facts

Audience Share Missing Data

Ownership Type W

Geographic Coverage National

Content Type Paid TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Globo

Ownership

Ownership Structure The paid-TV channel GloboNews belongs to Grupo Globo. The group is owned by the Marinho family.

Group / Individual Owner > Grupo Globo

GRUPOGLOBO

100%

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year	1996
Founder	Roberto Marinho – Grupo Globo.
Ceo	Carlos Henrique Schroder – journalist, became general director in 2013.
Editor-In-Chief	Eugenia Moreyra. She announced she will be retiring in the end of 2017, and that she will be replaced by Miguel Athayde.
Contact	Sede Rio de Janeiro (RJ) - Rua Von Martius, 22 - Jardim Botânico - Rio de Janeiro - RJ - CEP: 22460-040 - > www.g1.com.br/globonews .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

<https://oglobo.globo.com/economia/oi-fecha-parceria-com-rede-globo-globosat-para-aumentar-grade-de-canais-11988369>

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📄 [http://Carlos Henrique Schroder e Alberto Pecegheiro são os homens do ano em Televisão](http://Carlos%20Henrique%20Schroder%20e%20Alberto%20Pecegheiro%20s%C3%A3o%20os%20homens%20do%20ano%20em%20Televis%C3%A3o). Ricardo Franca Cruz (2016). Accessed 13 Octobre 2017

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Globo.com

The portal globo.com is Globo Group's Internet branch, the biggest media conglomerate in Latin America, with offices in Rio de Janeiro, São Paulo and Porto Alegre. It aggregates the biggest vertical web portals in Brazil, with News (G1), Sports (globoesporte.com), Videos (Globo Play), and, until 2017, Celebrities (Ego).



Besides that, the company Globo.com acts as a service provider, strategical and technological support on the Internet for all other media business of the organization. It has a prominent position in the distribution of high volume web and is responsible for the largest simultaneous audience for video streaming in the country.

At least 187 websites with relevance in terms of editorial production and ratings integrate the Globo.com portal. Launched in 2006, G1, the portal's branch of stricto sensu journalism, has 52 directly connected thematic sections (called "content verticals"), including the local and regional news pages they keep. In the [Globoesporte.com](https://globoesporte.com) portal alone, another branch of the main portal, there are 33 thematic divisions that go from football to "Stockcar", the national automobile championship.

With 40 subpages in "GShow" and 15 more in "Famosos & Etc.", Globo.com also covers its own marketing for Globo's productions (soap operas, series, comedies), supporting the station's "star system". The portal also hosts the subpages of 19 titles of Globo Publishing, and 19 websites for the channels kept by the Globo Group on Cable TV services. Globo.com also hosts the websites of the musical producer Som Livre, the cinema co-producer Globofilmes, the stations from the Globo RadioSystem, and the online versions of three printed newspapers (Infoglobo) by the holding.

The G1 Portal, created in 2006, has affiliation connections with important regional groups for the production of local content in all 27 unities of the Federation, including productions specially created for specific regions of the states. These pages are kept by the communication groups to which the affiliated stations of Globo TV Network are connected. Since 2010, Globo advised the local communication groups to build their own "local" G1 structures.

Some of the regional communication conglomerates that keep commercial relations with the Globo Group are: Rede Mirante (Sarney Family, MA), Verdes Mares System (Edson Queiroz Group, CE), TV Gazeta (Anon de Mello Organization, Collor Family, AL), Rede Bahia (Magalhães Family, BA), Rede Amazônica (Daou Family, AC, AP, AM, RO, RR), Rede Liberal (Maiorana Group, PA), Rede Anhanguera (Jaime Câmara Group, GO, TO) e Rede Matogrossense (Zahran Group, MT, MS). Several of which are run by politics of high regional and national relevance.

Key facts

Audience Share 5 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content / paywall

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Globo

Ownership

Ownership Structure Globo.com belongs to Grupo Globo, which is owned by the Marinho family.

Group / Individual Owner

➤ Grupo Globo

GRUPOGLOBO

100 %

Media Companies / Groups



Grupo Globo

Facts

General Information

Founding Year	1996 (O Globo Online), 2000 (Globo.com)
Founder	Grupo Globo - Roberto Marinho
Ceo	Juarez Queiroz – he was Marketing Director at Telemar (Oi). Previously, he was Marketing and Sales Director at Souza Cruz S.A. He was also director of ABA (Brazilian Advertisers Association), IVC (Institute Verifier of Communication) and AMI (Interactive)
Editor-In-Chief	Fabício Vitorino – he is the editor of Globo.com's Home. He was the editor-in-chief of TechTudo for five years, between 2012 and 2016.

Other Important People

G1, the news website of Globo.com, was created in 2006. It has affiliation relations with important regional groups for the production of local content in all states. Since 2010, Globo has guided local affiliated communication groups to set up their own "local" G1 structures. Some of these groups are controlled by families with strong political ties in these locations. Among these groups:

- TV Gazeta (Família Collor – AL)
- Rede Bahia (Família Magalhães – BA)
- Rede Mirante (Família Sarney – MA)
- Rede Amazônica (Família Daou – AC, AP, AM, RO, RR)
- Rede Liberal (Grupo Maiorana – PA)
- Rede Anhanguera (Grupo Jaime Câmara – GO and TO)
- Rede Matogrossense (Grupo Zahran – MT and MS)
- Sistema Verdes Mares (Grupo Edson Queiroz – CE)

Contact

Rua Evandro Carlos de Andrade, 160 Vl. Cordeiro - São Paulo - São Paulo -
CEP: 04583-115, ✉ anuncie@corp.globo.com, ➤ www.globo.com .

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Headlines

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📄 Meio & Mensagem. Globo.com. Accessed Oct 2017.

📄 Memória Globo. História do Grupo Globo. Accessed Oct 2017.

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📄 TechTudo - Fabricio Vitorino. Accessed Oct 2017.

📄 FGV/CPDOC. Verbete: Roberto Marinho. Accessed Oct 2017.

Documents

› Territórios do jornalismo: geografias da mídia local e regional no Brasil.
Petrópolis: Vozes; Rio de Janeiro: Editora PUC Rio.

› Sempre foi pela família: mídias e política no Brasil.

Correio Braziliense

The Correio Braziliense newspaper was founded on April 21st in 1960, along with Brasília itself. The date coincidence fulfilled a promise made by the founder of the Diários Associados ('Associated Diaries') Group, Assis Chateaubriand, to the president of the Republic, Juscelino Kubitschek, idealizer of the construction of the new federal capital. On the same day, another vehicle by the same group was started: TV Brasília.



This newspaper aimed to be a rereading of the homonym original, created in 1808 by Hipólito José da Costa in Londres and considered the first Brazilian newspaper. The original "Correio Braziliense" was published until 1822, the year of Brazil's independence.

During the business' golden age, under the lead of Assis Chateaubriand, the group Diários Associados gathered 36 newspapers, 18 magazines, 36 radios e 18 television stations. The Correio Braziliense newspaper, specifically, registered a rapid growth in circulation, following the growth of Brasília's population: from 1,5 thousand copies in 1963, it reached 24,5 thousand, in 1969, and 53 thousand copies, in 2008. Within this period, more precisely in 2000, they launched the news portal CorreioWeb.

The inaugural issue of the modern Correio Braziliense consisted of 108 pages - a small demonstration of the economic power held by the Diários Associados Group at the time - most of them inserted in the section celebrating the inauguration of Brasília.

In 2016, the newspaper kept the average of 50 thousand copies, remaining among the 20 newspapers of largest circulation in Brazil in recent years.

Key facts

Audience Share 1.49% (IVC)

Ownership Type private

Geographic Coverage Multi-territorial media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Diários Associados

Ownership

Ownership Structure

Correio Braziliense belongs to Grupo Diários Associados. The group is controlled by Condomínio Acionário das Emissoras e Diários Associados.

Group / Individual Owner

› Grupo Diários Associados



100 %

Media Companies / Groups



Grupo Diários Associados

Facts

General Information

Founding Year	1960
Founder	Francisco de Assis Chateaubriand Bandeira de Melo - businessman, journalist and politician. He was senator and ambassador of Brazil in London. He founded the largest Latin American communications empire between the 1930s and 1960s.
Ceo	Álvaro Teixeira da Costa and Carlos Alexandre
Editor-In-Chief	Ana Maria Dubeux
Other Important People	Ricardo Noblat - he was the editor of the newspaper between 1993 and 2002. He left under pressure of Joaquim Roriz, the governor of the Federal District. He works at the newspaper O Globo.
Contact	Sede Brasília (DF) - SIG Qd. 2, Lt. 340 - Setor de Indústrias Gráficas - Brasília - DF - CEP: 70610-901 - Telefone: (61) 3214.1559 - > www.correiobraziliense.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

https://www.conjur.com.br/2002-out-23/cai_direcao_correio_braziliense_roriz_festeja

📄 <http://Cai a direção do Correio Braziliense. Joaquim Roriz festeja>. Accessed Oct. 2017

📄 Ricardo Noblat: Carta de intenções (30/10/2004). Accessed Oct. 2017

📄 Justiça censura edição do "Correio Braziliense" a pedido de Roriz. Accessed Oct. 2017

📄 Correio Braziliense: "Sabe com quem está falindo?". Accessed Oct. 2017

📄 Família controla maior grupo de mídia. Accessed Oct. 2017

Sources

<http://www.fgv.br/cpd/doc/acervo/dicionarios/verbete-tematico/correio-braziliense>

📄 <http://CPDOC/FGV. Verbetes: Demitrio Carta>. Accessed 8 October 2017

📄 Meio & Mensagem. Portfolio: Correio Braziliense. Accessed October 2017

📄 Diários Associados. Linha do tempo: década de 1960. Accessed October 2017



📄 Correio Braziliense. Expediente. Accessed October 2017

TV Brasil

TV Brasil came to meet the constitutional demand for complementarity between the private, the public and the state-owned systems of communication by contemplating society's aspiration for a national television of public character and acting independently of governments and democratic regimens. The aim of its creation was to broaden content, providing a programming of informative, cultural, artistic, scientific and educational nature.



Created in December 2007, TV Brasil is run by Empresa Brasil de Comunicação (EBC), which is also responsible for Agência Brasil, Radioagência Nacional, TV Brasil Internacional, Rádios MEC AM and FM and Rádios Nacional do Rio de Janeiro, Nacional AM and FM de Brasília, Nacional da Amazônia and Nacional do Alto Solimões.

The channel has 0,8% of national ratings (Kantar Ibope). A media consumer's habit survey by Ipsos Connect reveals that, in 2015, 6% of the Brazilian people claimed to watch TV Brasil every day.

The programming has nationwide coverage, and the TV is present in four cities with owned stations: Rio de Janeiro (RJ), Brasília (DF), São Paulo (SP) and São Luís (MA), reaching other 21 states by means of stations that integrate the Public TV network.

TV Brasil went live on December 2nd, 2007, at noon, on the same date of the first Digital TV broadcasts in Brazilian territory. The station became a reference for independent audiovisual production in the country, granting 20% of its grid to this type of programming. Apart from that, TV Brasil participated as a co-producer in around 140 productions in only five years, among them documentaries, series, features and short films.

EBC's and TV Brasil's public character was compromised with the Provisional Measure nº. 744/2016, published by Michel Temer. MP 744 subordinated the station to the government, determining the suspension of its Curating Council, with social participation, and strengthening the Management Council, with majority presence of government people. The MP was transformed into the law 13.417/2017.

Key facts

Audience Share 0.8% (Kantar Ibope)

Ownership Type public

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Empresa Brasil de Comunicação – EBC

Ownership

Ownership Structure TV Brasil is a public television network. It is controlled by the public company EBC – Empresa Brasil de Comunicação.

Company > Empresa Brasil de Comunicação – EBC



100 %

Media Companies / Groups



Empresa Brasil de Comunicação – EBC

Facts

General Information

Founding Year	2007
Founder	Brazilian government (Lula's second term).
Ceo	Laerte Rímoli - he was the head of communication in the Chamber of Deputies indicated by Eduardo Cunha (PMDB). He was also a communications adviser for the PSDB and the communication coordinator of Aécio Neves (PSDB) in 2014 national election.
Editor-In-Chief	Lourival Antônio de Macedo
Other Important People	Christiane Samarco, former advisor of PMDB.
Contact	Sede Brasília (DF) - SQS Q.8, B-50 Asa Sul - Brasília - Distrito Federal - CEP: 70333-900 - (61) 3799.5890, 3799.5411 – tvbrasil.ebc.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines	https://www.cartacapital.com.br/revista/918/ebc-a-nova-obsessao-de-temer
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📄 Diário do Nordeste. Temer nomeia ex-assessor de Aécio como presidente da EBC. Accessed October 2017

📄 Folha. Temer nomeia jornalista ligado a Cunha e ao PSDB para a EBC. Accessed October 2017

Sources

<http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/TV+BRASIL+-+CANAL+2/23416/home>

📄 <http://Meio & Mensagem. TV Brasil Canal 2>. Accessed October 16 2017

📄 EBC. Quem é Quem. Accessed October 16 2017

📄 Observatório do Direito à Comunicação. Do sequestro ao extermínio: os difíceis momentos da comunicação pública no Brasil. Accessed February 2019.

📄 Isto É. Publicada nomeação de Alexandre Henrique Graziani para presidir a EBC. Accessed February 2019.



📄 Observatório do Direito à Comunicação. Do sequestro ao extermínio: os difíceis momentos da comunicação pública no Brasil. Accessed February 2019.

SBT

Sistema Brasileiro de Televisão (SBT) was born in August 1981 already with its own network of owned stations, with studios in São Paulo (channel 4), Rio de Janeiro (channel 11) and Porto Alegre (channel 5), and around other 14 independent affiliated stations. In their very first decade operating, the network established itself as the vice-leader in ratings in the country's free TV, second only to Globo TV Network. It would lose its position from 2007 on, when the Sílvia Santos Group started facing a severe financial crisis, including the termination and the sell-out of companies they controlled at the same time as they witnessed the growth of Record TV Network. It would recover its second place position in 2016.



As soon as it started operations, Sistema Brasileiro de Televisão started exhibiting the show "A Semana do Presidente" ('The President's Week'), in the station's Sunday programming grid, during the transmission of "Programa Sílvia Santos". The show reported the President of the Republic's weekly schedule – at the time, a position exercised by General João Batista Figueiredo, during the military dictatorship regimen that ruled Brazil for two decades. The offer of the slot was a means to retribute the military government the choice of SBT for the public television concession.

It is estimated that SBT started with an initial investment of approximately 10 million dollars. The Network's first official broadcast was precisely the ceremony of signing the concession contract, live, straight from Brasília. In the first year of operations, the station reached 24% of ratings and increased to 30% in the second year. In 1988, SBT Network was already formed by 44 affiliated stations. Currently, SBT is a Network consisted of 114 stations, both owned and affiliated, employing approximately 6000 people.

Besides the station's headquarters, located on Centro de Televisão (CDT) – Anhanguera Complex, in the city of Osasco (SP), channel 4, SBT Network also consists of owned stations like channel 12 in Jaú (SP), channel 5 in Ribeirão Preto (SP), channel 11 in Rio de Janeiro (RJ), channel 3 in Nova Friburgo (RJ), channel 5 in Porto Alegre (RS), channel 5 in Belém (PA) and channel 12 in Brasília (DF).

On the other hand, among SBT's affiliates, are outlets from Groups such as Sistema Opinião de Comunicação ('Opinion system of communication'), owned by private health group Hapvida (TV Ponta Verde - AL; TV Ponta Negra - RN; and TV Borborema - PB); Sistema Jangadeiro de Comunicação ('Jangadeiro Communication System'), owned by Senator Tasso Jereissati's family (PSDB-CE); Massa Group, owned by TV Host and entrepreneur Carlos Roberto Massa, "Ratinho" (Iguaçu TV, Cidade TV, Naipi TV, Tibagi TV and Guará TV, all from Paraná); and Diários Associados Group (Alterosa TV - MG), that also holds shares of Sistema Opinião de Comunicação's stations.

Key facts

Audience Share 14.9% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Silvio Santos

Ownership

Ownership Structure The TV network SBT belongs to Grupo Silvio Santos. The group is owned by the Abravanel family.

Group / Individual Owner > Grupo Silvio Santos



100 %

Media Companies / Groups



Grupo Silvio Santos

Facts

General Information

Founding Year	1981
Ceo	Daniel Slaviero
Contact	Sede São Paulo - Avenida das Comunicações, 4 Vl. Jaraguá - Osasco - SP - CEP: 06276-905 - (11) 3687.3000 - > www.sbt.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data



Market Share

Missing Data

Further Information

Sources

<http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/STB/23628/>
sobre

Record TV

Record TV is part of Record Group's communication conglomerate, owned by Edir Macedo, the leader of the church Igreja Universal do Reino de Deus (IURD), and competes with SBT for the second highest ratings as measured by Kantar Ibope. Founded in 1953 by the sports executive Paulo Machado de Carvalho, half of its assets were sold to Sílvio Santos (the current owner of SBT) in 1973 and, in 1989, once again sold to its current proprietor. Under Macedo's direction, the station kept most part of its commercial programming, but inserted religious programming mainly early in the morning and late in the evening; on the other hand, IURD kept the existing practice adopted since the 1980s of renting grid slots to other stations, like Rede TV! and Band.



When inaugurated, the TV had a studio and modern equipment and hired several renowned Brazilian artists such as Dorival Caymmi and Inesita Barroso, Elis Regina and Jair Rodrigues (O fino da Bossa - 'Bossa's finest', 1964), Roberto Carlos (Jovem Guarda, 1964), Elisete Cardoso and Ciro Monteiro (Bossaudade, 1964), besides producing musical shows like Festival da Música Popular Brasileira ('Brazilian Popular Music Festival'), where names like Chico Buarque, Edu Lobo and Geraldo Vandré first appeared. It also brought to TV important names of Brazilian Drama, gathered in the Teatro Cacilda Becker Show (1955). The artists who worked at the TV station also performed at Radio Stations owned by the Machado de Carvalho Family, helping consolidate the ratings of vehicles like Jovem Pan. Joining its founder's two areas of interest, musical media and football, Record produced the first live external broadcast of a football match, Palmeiras versus Santos, in 1955, being sponsored by record labels RCA Victor and Atlantic, produced by the marketing agency J.W. Thompson. The station started to become a profitable enterprise and, in 1956, the TV's advertisement revenues would exceed the Radio's for the first time.

Record TV was Brazil's top rating station when a series of fires destroyed its studio, theaters and its TV antenna located on Avenida Paulista. Indebted and losing ratings, many of its artists migrated to the competing Globo TV, and that was when the Machado de Carvalho Family sold 50% of the TV's shares to Sílvio Santos. The commercial transaction was only publicly confirmed years later, because Sílvio Santos, a Globo Network's TV host, was under a contract with the stations that forbade him to share control of other media outlets. By the end of the 1970s and beginning of the 1980s, the station's ratings started to increase once again thanks to shows like Raul Gil's (currently at SBT) and Fausto Silva's (currently at Globo Network), but the financial situation of the station was not resolved, what lead to its sale to Edir Macedo, four around 45 million reais.

Nowadays, RecordTV's programming grid includes newcasts, soap operas, auditorium and variety shows, reality shows and religious shows, in a very similar structure to the other free TV stations. The programming consists of almost 10 hours of journalistic content during weekdays. The main newcasts of the national network are: Balanço Geral Manhã, Cidade Alerta, Fala Brasil and Jornal da Record. On weekends, there is also Domingo Espetacular, Esporte Fantástico and Câmera Record. Some of its anchors worked for many years in other

stations, like Marcos Hummel (21 years at Globo), Celso Freitas (over 30 years at Globo Network), the sports journalist Mylena Ciribelli (18 years at Globo) and Paulo Henrique Amorim, who previously worked at Globo, Band TV and also in other printed outlets like Realidade, Veja and Jornal do Brasil, he also keeps a blog, *Conversa Afiada* ('Sharp Conversation'), with emphasis on media criticism. The *Cidade Alerta* show was accused several times of human rights violations, like in the denunciation of violence incitement done by the Federal Public Ministry, encouraged by Intervozes, in 2016.

The regional programming of its affiliate stations has local news shows besides regional versions of shows like *Balanço Geral* and *Cidade Alerta*.

Recently, the station started to invest in mini-series and soap operas and also hired several artists formerly employed by Globo Network. Currently, six soap operas are broadcasted daily in almost five hours of programming. The subjects addressed by its dramaturgy are diverse, however, their highest rating soap operas are based on biblical passages like *Dez Mandamentos* ('Ten Commandments'), broadcasted in 2015, that increased the station's ratings by 83%, according to journalist Ricardo Feltrin, and even exceeded Globo's ratings with some of its episodes.

The auditorium and varieties shows are hosted by names that became famous in other stations or in other artistic activities before being hired by Record, like Fábio Porchat (who gained notoriety with the independent humorous show *Porta dos Fundos*), Marcos Mion (who worked for Globo, MTV and Band, Rodrigo Faro (former Band host and former Globo actor), Gugu Liberato (who worked for more than 20 years at SBT) and Xuxa Meneguel (who worked for Globo from 1986 to 2010).

The station has three reality shows: *A Fazenda* ('The Farm'), *A Casa* ('The House') and *Dancing Brasil*. In the *A Casa* show, 100 participants "are put in a 120 square meters house, with space and infrastructure for a four-people family and must survive under degrading and humiliating conditions, lacking a place to sleep, with scarce food and minimum hygiene conditions", as Lara Moura explains on *Carta Capital*. In its ninth edition, *A Fazenda* has a similar infrastructure of that enjoyed by Globo Network's *Big Brother Brasil*. Sixteen former participants of other shows in the segment are gathered in a farm for three months and participate in contests that test their abilities of dealing with animals and rural chores, aiming for a R\$ 1,5 million prize.

The Network's religious programming grid consists of the show *The Love School - A escola do amor*, hosted by Renato and Cristiane Cardoso, Edir Macedo's son-in-law and daughter, and broadcasted on Saturdays, from 12pm to 1pm and on Sundays (*Escola do Amor Responde*), from 8am to 9am in the morning. Other slots dedicated to religious shows are IURD's *Fala que eu te escuto* and *Programação Universal*, from Mondays to Saturdays from 1:15pm to 6am. On weekends, the religious programming also counts with *Santo Culto em Seu Lar*, *Milagres de Jesus* and *Programa do Templo* (on Sundays, from 6am to 8am). IURD pays the stations for the transmission of its shows, in a practice known as leasing and also present in Stations like RedeTV! and Band.

Key facts

Audience Share 14.7% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

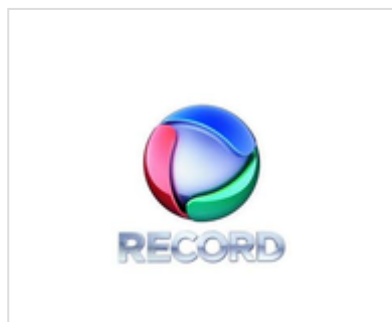
Ownership Structure The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	1953
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Marcelo Silva - RecordTV's artistic vice president since 2013, he is also bishop of the Universal Church of the Kingdom of God. He was also Executive Director of the TV network (2009-2013).

Other Important People

UNIVERSAL CHURCH OF THE KINGDOM OF GOD (IURD) - Edir Macedo, the main owner of Grupo Record, is also the founder of the Universal Church of the Kingdom of God. The Record network has 19 more stations of its own and these stations are owned by 17 bishops or former bishops of the IURD. They also have held positions on the network. Among them: Delmar Andrade Macedo, Honorilton Gonçalves da Costa, Mafran Silva Dutra, Demerval Gonçalves and Fabiano Rogério de Freitas.

BRAZILIAN REPUBLICAN PARTY (PRB) - Many bishops of the IURD are members of the PRB. Among them, Marcos Pereira (Minister of Industry, Foreign Trade and Services)

OTHER COMMUNICATION GROUPS = The affiliated network is connect to other important groups, many of them owned by politicians:

- Imperial TV (Record Roraima) -Imperial Communication System, linked to Senator Romero Jucá (PMDB);
- Equinócio TV (Record Amapá) - owned by relatives of the federal deputy Marcos Reategui Souza (PSD);
- SIC TV (Record Rondônia), belongs to the family of former state deputy Everton Leoni (PSDB, 2002-2006);
- Vitória TV (Record ES): belongs to Grupo Buaiz, which has business in many sectors: food, logistics, port operations, communication, shopping mall and real estate; one of the family members, doctor Luiz Buaiz, was a federal deputy (PSDB, 1994-1998);
- Cidade TV (Record Maranhão): linked to Senator Roberto Coelho Rocha (PSB);
- Antena 10 (Record Piauí): owned by Jose Tajra, brother of Jesus Tajra, former federal deputy (PFL, 1987-1995);
- Cidade TV (Record Ceará): belongs to Miguel Dias (PRB), substitute of Senator Eunício Oliveira (PMDB);
- Tropical TV (Record RN); owned by Senator José Aguiolino Maia (DEM);
- Correio TV (Record Paraíba): of relatives of the ex-healer Roberto Cavalcanti (PRB);
- Pajuçara TV (Record Alagoas): belongs to the Pajuçara Communication System, owned by former Senator João Tenório (PSDB) and his family and by Godofredo José Gracino Palmeria, from a family of politicians – Guilherme Palmeira (ARENA/PDS/PFL, former governor of Alagoas, former mayor of Maceió and former Senator) and Rui Palmeira (PSDB, mayor of Maceió since 2013 and former federal deputy);
- Atalaia TV (Sergipe): belongs to the Atalaia Communication System, owned by the former state deputy Walter Franco Sobrinho (PDS);
- Itapoan TV, directed by the bishops of Universal Church João Luiz Dutra Leite, Aparecido dos Reis Junior and José Célio Lopes. The TV channel had as commentator Tia Eron (PRB), who was elected as federal deputy.

Contact

Sede São Paulo - SP - Rua da Várzea, 240 - Barra Funda - São Paulo - SP -
01140-080 - Telefone: (11) 3300.4000 - Website: > www.rederecord.com.br .

Financial Information

Revenue (in Mill. \$) (2016) R\$ 1,862

Operating Profit (in Mill. \$) (2016) R\$ 227.3

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

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⌘ <http://Record> prepara bispo Marcelo Cardoso para presidir emissora .
Accessed Oct. 2017.

> UOL. Após demitir 2000 e terceirizar novela, Record tem maior lucro da história. (2016) Accessed Oct. 2017

> Meio & Mensagem. Record, SBT e Rede TV! Se unem para falar de TV digital. Accessed Oct. 2017

⌘ Edir Macedo 'chuta' Valdemiro Santiago da TV aberta. Accessed Oct. 2017

Sources

<http://noticiasdatv.uol.com.br/noticia/mercado/apos-demitir-2000-e-terceirizar-novela-record-tem-maior-lucro-da-historia--14512>

⌘ <http://UOL>. Após demitir 2000 e terceirizar novela, Record tem maior lucro da história. (2016) Accessed Oct. 2017

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› Record TV. História. Accessed Oct 2017.

› FGV CPDOC. Rede Record de Televisão. Accessed Oct 2017.

📄 Meio e Mensagem Portfólio de Mídia. TV Record. Accessed Oct 2017.

› Record TV. Emissoras da Rede. Accessed Oct 2017.

› Record TV. Por Dentro da Emissoras da Rede. Accessed Oct 2017.

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Band

In 1951, João Jorge Saad took stock control over Bandeirantes radio and started his search for a TV concession: he got a concession in SP during Getúlio Vargas' government (1950-1954), but the concession was suspended under Juscelino Kubitschek's run (1956-1961), and reclaimed during João Goulart's government (1961-1964). However, the station only broadcasted in 1967. Just like other TV stations in Brazil, the transformation of Bandeirantes into a network capable of reaching the whole national territory took place during the Military Dictatorship (1964-1985), when Saad, that already had two other concessions (BA and MG) obtained the concession from Guanabara TV (RJ) and the military offered them the legal and infrastructural conditions to form TV Networks through the affiliates system.



Initially, Band faced problems while forming its national network, for Embratel only had two available channels already occupied by Globo (the Globo group) and by Tupi (Diários Associados). The Band Network was only made possible some years later, through partnership with Embratel and Intelsat for satellite broadcast. In 1978, the network had 11 affiliates and reached 10 Brazilian states and, in 1980, it had 24 stations. It was the first Brazilian station to purchase equipment for color broadcast, in the early 1970s, after a fire destroyed the old equipment in 1969. For color adjustment, it relied on the help of North-american channel NBC.

The expansion project of Bandeirantes Network and its ensuing debts made Saad implement a kind of self-censorship inside the station. In 1972, he stated that official censorship "can and must exist to defend the family, the institutions, and the youth". In 1975, the name of Fernando Pacheco Jordão was vetoed by the military government for the position of director of telejournalism. In 1977, the then editor of Jornal Bandeirantes, Gabriel Romeiro, "resigned, because, according to him, the president of Bandeirantes TV Network, Jorge Saad, denied the station's news to broadcast popular complaints or themes related to constituent, syndicates and political amnesty".

The station would only open space for other political opinions after the 1979's amnesty, when, according to Jorge, it "broadcasted interviews with some Brazilian and Latin-American left-wing characters as well as dissidents of the military regimens", such as Luís Carlos Prestes, then general secretary of PCB (Brazilian Communist Party), Cuban President Fidel Castro and the archbishop of Olinda dom Hélder Câmara.

With the process of redemocratization of the country, the station pioneered the production of debates between Presidential candidates. Under the management of João Jorge Saad, the TV also invested in sports broadcasts (football, basketball e the Olympics), in journalism and films.

Saad passed away in 1999, when Band TV Network owned 11 stations and 68 affiliates. The TV presidency was passed upon his son, Johnny Saad, who, as vice-president of the station, had introduced content targeted for young and female audiences, as a means to compete with SBT for ratings. Later on, Johnny also invested in reality shows, such as Master Chef by Dutch producer Endemol, that became one of the highest rated shows on

Brazilian television and the most cited TV show on Twitter, according to Kantar IBOPE.

Just like other Brazilian media executives, Johnny has been accused of interfering in journalists' editorial work for personal, political or economical interests. In 2016, the columnist Barbara Gancia reported having worked under "surveillance" and was fired from the Station for having criticized congressman Eduardo Cunha, Johnny Saad's cousin and one of the articulators of the impeachment against President Dilma Rousseff, eventually arrested in the Operação Lava Jato in October 2016.

Key facts

Audience Share 4.1% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure

The TV network Band belongs to Grupo Bandeirantes. The group is owned by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1967
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of São Paulo Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Marcelo Meira
Editor-In-Chief	Diego Guebel – he was the CEO of Eyeworks - Cuatro Cabezas, which was the creator of the formats CQC, A Liga and Mulheres Ricas.

Other Important People

The affiliated network is connect to other important groups, many of them owned by politicians:

- Manaíra TV (Bandeirantes Paraíba): Sistema Opinião de Comunicação, which belongs to the private health group Harpvida;
- Capixaba TV (ES): Grupo Sá Cavalcante, with business in the Real Estate, Shopping Centers, Franchising and Communication sectors. It also owns Band News FM Espírito Santo;
- Goiânia TV (GO): Grupo Salgado de Oliveira, owned by Wellington and Jefferson Salgado de Oliveira and Marlene Salgado de Oliveira, owners of the Salgado de Oliveira Education and Culture Association (owners of the private universities Universo and Unitri). The group also has business in the agribusiness (Nellore cattle). Wellington Salgado was also a Senator (PMDB, 2005-2010);
- RBA TV (PA) belongs to Grupo RBA, owned by the family of Senator Jader Barbalho (PMDB-PA), former Governor and former Minister;
- Nordestv (Band Fortaleza - CE): belongs to the Jangadeiro Communication System, owned by the family of Senator Tasso Jereissati (PSDB-CE). The group also has other communication vehicles (TV Jangadeiro, a SBT affiliate; Tribuna Band News FM 101.7; Radio Jangadeiro FM 88.9; Rede Jangadeiro FM and the newspaper Tribuna do Ceará).

Contact

Sede São Paulo (SP) - Rua Radiantes, 13 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.1313 - > www.band.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Rede TV!

Founded in November 1999, RedeTV! consists of the five stations that used to compose the extinct Manchete TV, located in the cities of São Paulo (SP), Rio de Janeiro (RJ), Belo Horizonte (MG), Recife (PE) and Fortaleza (CE), and a Network of affiliates present in all regions of Brazil. Its headquarters is located in the Centro de Televisão Digital ('Digital Television Center' - CTD), in the city of Osasco, in São Paulo's metropolitan region.



On RedeTV!'s internet page, CTD is identified as "the World's most advanced Digital Television production and broadcast center". The built structure has an area of 50,000 square meters, houses eight studios with HighDefinition (HD) technology, a 1,5 thousand square meters studio with equipment for virtual scenography. According to the company itself, RedeTV! would be the first station "in the world to broadcast in 3D to free TV" and also "the first and only station in the world to produce 100% of its programming in digital HD".

RedeTV!'s programming is focused on entertainment, including auditorium shows, comedy shows, talkshows and variety TV magazines directed to female audiences. News, interviews and sports shows also integrate its grid.

At RedeTV!, considered the fifth largest TV network in Brazil, the religious content, with slots in the programming grid rented by churches and ministers, is the main segment of shows, occupying 43.4% of the total broadcast time. Among the biggest buyers of grid slots are the neopentecostal churches Universal, da Graça, Mundial, Vitória em Cristo and Assembleia de Deus. Among the biggest national TV Networks, SBT is the only one that does not keep religious programming.

Key facts

Audience Share 1.2% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Amilcare Dallevo / Marcelo de Carvalho

Ownership

Ownership Structure

The TV network Rede TV! belongs to Grupo Amilcare Dallevo / Marcelo de Carvalho. The company is owned by Amilcare Dallevo (71%) and Marcelo de Carvalho (29%).

Company

› Grupo Amilcare Dallevo / Marcelo de Carvalho



100 %

Media Companies / Groups



Grupo Amilcare Dallevo / Marcelo de Carvalho

Facts

General Information

Founding Year	1999
Founder	Amilcare Dallevo Jr., Marcelo de Carvalho Fragali.
Ceo	Amilcare Dallevo Jr. and Marcelo de Carvalho Fragali
Contact	Sede São Paulo - Avenida Presidente Kennedy, 2869 Remédios, Vl. São José - Osasco - São Paulo - CEP: 06298-109 - (11) 3306.1000 - > www.redetv.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

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Record News

Record News is the first free TV station entirely dedicated to journalism, one of the reasons why it reaches a higher rating than its competitors GloboNews and BandNews, broadcasted only on cable TV. The station, inaugurated on September 27th, 2007, with the presence of then-President Luiz Inácio Lula da Silva (PT) and then-governor of São Paulo José Serra (PSDB), took the signal of the extinct Mulher Network, that had been founded by media entrepreneur Roberto Montoro in 1994 and purchased by the Record Group in 1999. The operation was questioned, including by Intervozes as being illegal. On the occasion, Globo Network also questioned the operation and formalized a consultation within the Communication Ministry on the legality of having one group operating two free tv channels in one city (RecordNews and RecordTV).



The project was inaugurated during Alexandre Raposo's tenure as president of Rede Record de Televisão (2005-2013). His run was marked by a bigger investment of the Record Group in dramaturgy (see [RecordTV](#)), sports and journalism. Besides inaugurating the news channel, Raposo also created RecNov, Record's dramaturgy complex based in Rio de Janeiro, and launched the news portal R7. Raposo also acquired the rights of transmission for the 2007, 2011, 2015 and 2019 Pan American Games, and for 2012 and 2016 Olympic Games.

Record News debuted with a network consisting of 101 affiliate stations and transmitters in different Brazilian states, and nowadays reaches, according to the corporation, 391 Brazilian cities and is also present in Germany, France, Portugal, Angola and Mozambique.


The station's grid consists of 10 newscasts. The main one being Jornal da Record News, hosted by Heródoto Barbeiro, a journalist and historian, former anchor of one of the most successful educational TV shows in Brazil, Roda Viva (TV Cultura). The news show was launched with a team of commentators that included names like David Uip, Beth Goulart, Daniel Castro, Rubens Ewald Filho, Nirlando Beirão and Ricardo Kotscho, some of them known for being critics of Brazilian Media, especially of the Globo Network, as well as Paulo Henrique Amorim, an anchor at RecordTV. However, according to Folha de S. Paulo the commentators were progressively being dismissed; with Nirlando and Kotscho being the last ones, in October 2017. Other journalistic shows include Hora News, [Record News](#) (that has interaction with viewers via social media), Record News Rural ("agribusiness news, agricultural entrepreneurship, quotes and rural behavior") and Repórter em ação (a collection of the main news by RecordTV). It also broadcasts newscasts from RecordTV's grid: Jornal da Record, hosted by Celso Freitas and Adriana Araújo, Fala Brasil, Esporte Fantástico, Domingo Espetacular and Câmera Record.

The rest of the grid consists of the following programming: Cartão de Visita ('Business Card' - an interview show


about careers); Companhia de Viagem ('Travel Company' - presenting touristic destinations in Brazil and in other countries); Eco Record News Amazônia (presenting natural beauties and giving tips on sustainable lifestyle); Momento Moto ('Bike Moment' - about motorcycling); Grandes Nomes da Propaganda ('Great names of Advertising' - case reports, brands, awards, events and curiosities of the marketing area); Nascar (with a contract of transmission rights signed along with the US racing competition); Ressoar ('Resound' - with the same name as the Record Group's social responsibility project, the show presents third sector projects); Zapping (varieties show about television, cinema, internet, fashion, music, entertainment, behavior and health).

The station also exhibits the religious show Escola do Amor Responde, hosted by Edir Macedo's daughter and his son-in-law, Cristiane and Renato Cardoso, daily from 2pm to 3pm.

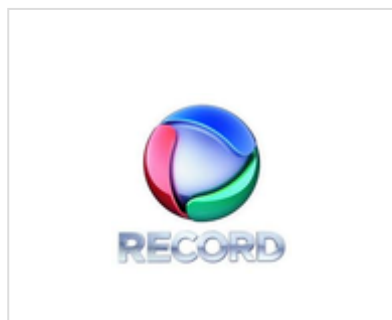
Key facts

Audience Share	0.5% (Kantar Ibope)	
Ownership Type	private	
Geographic Coverage	National	
Content Type	Free-to-air TV	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Grupo Record	

Ownership

Ownership Structure	The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.		
Group / Individual Owner	> Grupo Record 	100%	

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	2007
Founder	Edir Macedo – main owner of Grupo Record and leading bishop of the Universal Church of the Kingdom of God.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Douglas Tavolaro de Oliveira - he is nephew of Edir Macedo. He is the Journalism and Sports VP of the Grupo Record since 2009. He coordinates RecordNews, the journalism and sports areas of and the editorial project of the news portal R7.
Contact	Sede São Paulo (SP) - Alameda Ministro Rocha Azevedo, 395 - Cerqueira César - São Paulo - SP - 01410-001 - Telefone: (11) 3300.6180 - Website: > www.recordnewstv.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

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Rede Vida

With VHF e UHF terrestrial, cable and parabolic antennas coverage, Rede Vida is present, according to the station's portal, in all Brazilian capitals and in 500 major cities throughout Brazil, reaching over 1,500 municipalities. It is the first and currently the largest catholic TV channel in Brazil. Available in around 300 cities, it has already migrated from analog to digital. The generator is located in São José do Rio Preto (SP) and there are auxiliary studios in the cities of São Paulo, Rio de Janeiro, Porto Alegre and Brasília. The network also broadcasts independent productions. It defines itself as "the family's channel for its christian inspiration, its moral and ethical commitments, its vocation for service and the appreciation of the human and the social".




The programming comprises religious programs, besides News, Sports, Varieties, Entertainment, Recipes and Interviews. The programs address topics such as law, health, economy, agriculture and sustainability. Among the more formal religious programs are: Terço Bizantino, Encontro com Cristo, Filhos do Pai Eterno, O Terço, Rosário da Vida, A Cura pela Palavra, Mãe Maria, Nossa Senhora dos Aflitos, and others. Other network programs are: news programs JC TV and Jornal da Vida; Vida Melhor, which receives guests to discuss health, sports, food, culture and other topics, Tribuna Independente, which presents thematic sections and interviews with specialists of different areas (education, politics, family, health, church issues and actualities); Viva Vida, in which the singer Father Alessandro Campos presents "messages of love, faith and peace" and invites other sertanejo singers; Anatomia do Poder, in which the lawyer Ives Gandra Martins discusses the theme "power" based on interviews with personalities connected to public and private institutions; Motivação e Sucesso, hosted by professor and market consultant Luiz Marins; and Caminhos, hosted by Gabriel Chalita, former São Paulo city councilman (PSDB, 2009-2011), Federal Deputy for São Paulo (PMDB, 2011-2015), city education secretary for mayor Fernando Haddad (PT) and state education secretary for Geraldo Alckmin (PSDB), currently in PDT (Democratic Labour Party), he was candidate for vice mayor with Haddad in 2016. The network also broadcasts Telecurso (an education program produced by Fundação Roberto Marinho), concerts and soccer matches and also rents out time for other religious organizations and companies.

Rede Vida is associated with other catholic channels such as Canção Nova, TV Aparecida and TV Século XXI for content exchange. It is also a member of Signis Brasil – Associação Católica de Comunicação, an association that gathers different catholic medias (radio, TV, print, film, internet and formation), created in 2010 in accordance with the principles of SIGNIS World, founded in Brussels in 2001. In 2014, the catholic TV channels organized and broadcast CNBB's Presidential Debate. The debate between the candidates to the Presidency of the Republic was organized by Rede Vida, TV Aparecida and Signis Brasil and took place at the Centro de Eventos Pe. Vitor Coelho, in Aparecida (São Paulo state), with live broadcast by the catholic channels and online.


The network also has an online portal – Pela Vida (pelavida.redevida.com.br) – which promotes a donation campaign among the catholic community to maintain their activities. The portal also has public interaction

sections: Prayer Requests; Online Candle Lightning, Mass Celebration Requests (which are sent to Santuário da Vida in São José do Rio Preto), Testimonies and specific forms of audience participation in each of the channel's programs.

Key facts

Audience Share	Missing Data	
Ownership Type	private	
Geographic Coverage	National	
Content Type	Free-to-air TV	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)	

Ownership

Ownership Structure	The TV network Rede Vida is controlled by the Catholic Church.	
Company	> Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)	 <div>100 %</div>

Media Companies / Groups



Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)

Facts

General Information

Founding Year	1995
Founder	Dom Antonio Maria Mucciolo, João Monteiro de Barros Filho.

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Market Share

Missing Data

BandNews

BandNews is Bandeirantes Group's news channel, inaugurated in 2001. The cable TV channel loses in ratings to two other channel of the same segment: GloboNews, another Cable TV station; and RecordNews, the first free TV channel with focus on news in Brazilian television. BandNews broadcasts 24 hours of journalistic programming, with news summaries every 30 minutes.



Fernando Mitre, national director of journalism, is responsible for most of the station's shows, focused on politics and variety newscast: BandNews ao Meio do Dia ('BandNews at Noon'), hosted by journalist Eduardo Barão, with participation of guests and commentators; Canal Livre ('Free Channel'), that presents interviews with State Chiefs, political leaderships, and national and international personalities in the economic, business, cultural, sports and scientific areas; Ponto a Ponto ('Point to Point'), a debate show with political themes hosted by journalist Mônica Bergamo and by the political scientist Antônio Lavareda, director-president of MCI Markting, Estratégia e Comunicação Institucional, a company specialized in the development of political campaigns; Conexão com The New York Times ('NYT Connection'), a show with journalistic content in partnership with The New York Times, hosted by Ana Paula Padrão; and also the newscasts Jornal da Band (hosted by Ricardo Boechat and Paloma Tocci), Jornal da Noite (anchored by Boris Casoy), Jornal BandNews: 1ª edição (anchored by Rafael Colombo), Jornal BandNews: 2ª Edição, Expresso BandNews, Jornal BandNews: Edição da Noite, Fim de Semana BandNews, Madrugada BandNews, Manhã BandNews and Tarde BandNews.

Besides that, there are shows focused on specific economic sectors: Jornal Terraviva recasts news about the agribusiness produced by Terraviva Channel, also belonging to the Bandeirantes Group; Capital Natural discusses sustainable development and is hosted by Marina Machado and directed by Jorge Saad; Feiras & Negócios, in which Carlos D'Goes and Carolina Goes interview "successful entrepreneurs" and show "the main releases and trends in the market"; and Giro Business, where Sérgio Waib interviews executives from several economic areas. There is also the current affairs chronicles show Coluna e Meia com Salomão, hosted and directed by journalist and political scientist Salomão Schwartzman (who also has radio shows in BandNews FM, in the channel Arte 1 and in the educational radio Cultura FM).

The regular programming counts with the participation of commentators, journalists and anchors from Band Group's outlets as well as the participation of guests such as Fernando Schüller and Leandro Karnal. Schüller is a philosopher and political scientist dedicated to themes like "Freedom of Press and of Speech" and a professor at Insper - Instituto de Ensino e Pesquisa ('Research and Teaching Institute'), a private non-profit graduation organization founded by entrepreneurs Claudio Haddad, Jorge Paulo Lemann, Marcel Hermann Telles and Carlos Alberto da Veiga; he is also a collaborator in the Millenium Institute and a former Social Development and Justice State Secretary in Rio Grande do Sul during Yeda Crusius's tenure (PSDB, 2007-2011). Leandro Karnal is a History professor at UNICAMP and collaborates with different media vehicles (Folha de S. Paulo, O Estado de S. Paulo, Zero Hora, História Viva magazine, TV Cultura, among others); he also gives lectures in companies, schools and institutions.

BandNews TV has correspondents in several Brazilian cities, in the US and in some European countries. The

station's portal has a section called Você Repórter ('You, reporter') on which readers are invited to send "denunciations and footage caught on smartphones".

Key facts

Audience Share Missing Data

Ownership Type private

Geographic Coverage National

Content Type Paid TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure The paid-TV channel BandNews belongs to Grupo Bandeirantes. The group is owned by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	2001
Founder	João Carlos Saad (Johnny Saad) – he inherited the business from his father, João Jorge Saad.
Ceo	Paulo Saad Jafet – nephew of João Jorge Saad.
Editor-In-Chief	Fernando Mitre – national Director of journalism.
Other Important People	Silvia Saad Jafet, niece of João Jorge Saad, is another member of the family with important position in the group: she is the development director of the Bandeirantes Group. She is also a partner, administrator or owner of the following companies: Radio and TV Bandeirantes de Campinas S.A. (broadcasting); Radio and Television Bandeirantes S.A. (broadcasting); Pj Consultoria e Marketing Ltda. (advertising); Produtora Nova Força Piauí S / A (pay-TV programmer); Alhambra Produções Ltda (advertising); Bushido Participações S.A. (holdings of non-financial institutions).

Contact

Sede São Paulo (SP) - Rua Carlos Cyrillo Jr., 92 Morumbi – São Paulo - São Paulo - CEP: 05614-001 - (11) 3131.1313 - > www.bandnews.com.br .

Financial Information

Revenue (in Mill. \$) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

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Rede Gospel

Gospel Network is a tv network belonging to the Igreja Apostólica Renascer em Cristo church, that consists of 25 stations in six Brazilian states and in the Federal District, reaching 170 cities and around 46 million viewers. The broadcast is made from a tower named "Deus É Fiel" ('God is faithful'), located on Avenida Paulista.

The station is also in the cable television grid and part of its programming is conveyed by the international christian station TV Enlace, that reaches Latin American and Spanish-speaking countries. Since 2012, it has a partnership with TBN (Trinity Broadcasting Network), that gathers several Christian stations of different countries to broaden the range of its contents. The programming is also broadcasted on the internet and via smartphones and tablets apps.



The main show of their programming is De Bem com a Vida ('In good terms with life'), a show that has been around for more than 20 years. Hosted by the bishops Sônia and Fernanda Hernandes, it is an magazine directed to the female audience that addresses themes like health, cuisine, beauty, family, crafting and child education. The audience interacts via social media. The program is broadcasted nationally, from Monday to Friday, starting at 8:50am, with live broadcast at 1pm, and on Saturday at 7am. Derived from the former, there is the Mamãe de Bem com a Vida ('Mamma in good terms with life') show, broadcasted on Saturday at 10am, and on Sunday at 7am.

Other shows produced by the station are: Renascer ('Rebirth'), hosted by the apostle Estevam Hernandes, has a format similar to a cult, presenting music, the minister's sermon, prayers and small segments with advice, 'the word of the day', among others; CEA de Profetas, hosted by Bishop Daniel Tenuta, with commentary by Bishop Gê (president of Renascer and former federal deputy), is defined as a 'teleclass' "that addresses detailed studies of the Holy Scripts, biblical characters, civilization histories, geography and ancient people's culture"; the newscast Diário de Notícias ('News Diary'), hosted by Karen Chrisostomo and described as "a dynamic, non-biased, up-to-date journal, open to the plurality of opinions and critical analysis of what is truly behind the facts"; Vem Renascer ('Come Reborn'), a show of church's followers testimonies; Bom Dia com Alegria ('joyful good morning'), a variety show hosted by Ana Paula Barros, presents music, service provision and news; Renascer Kids, lead by Professor Xuxu, singer Milana and her gang, presents interviews, cartoons, plays and biblical content; O2 TV, a varieties show directed to the youth, hosted by ministers Dogão and Camila Campos; and Direito e Justiça em Foco ('Law and Justice on Focus'), hosted by judge Laércio Laurelli. The TV also broadcasts Sunday Cults from the church through the show Celebrando a Família ('Celebrating the Family').

In the grid, there are also shows from other countries' stations: Not a Fan (Um Fã ou Um Seguidor), Acts of God (Atos de Deus) and TBN Network's TBN 340; Switch of Your Brain (Ligue seu Cérebro), hosted by Caroline Leaf; Music Village, about international gospel music; Gospel Cine, with the exhibition of Christian films; AHA (Avivamento Honestidade e Ação), about the limits of faith; Behind The Scenes, about protestant growth

around the world; Travel The Road (Pela Estrada), about international missions; the Praise The Lord Talk Show; and the show with best-selling writer Max Lucado.

Gospel network also presents two independently produced shows: Fonte da Vida ('Source of Life'), by Igreja Apostólica Fonte de Vida, and Visão de Vida ('Life Vision'), in which Senator Magno Malta (PR-ES) and his wife, gospel singer and former federal deputy Lauriete Rodrigues (PSC, 2011-2014), receive celebrities, artists and personalities. Both are members of Assembleia de Deus church. They also broadcast the educational show TV Escola, by the Ministry of Education.

Another politician who has hosted shows for Gospel network is Marcelo Aguiar, federal deputy for (PSC/PSD/DEM-SP). Marcelo converted himself a protestant in 2000 and started integrating the ministry of praise Renascer Praise before going for a solo career. In office, he stands for Christian moral values and copyrights for musicians and songwriters. He is the author of the bill PL 6449, that "obliges internet operators to create a system that filters and automatically blocks all content related to virtual sex, prostitution and pornography websites", with exceptions for websites with paid access to their subscribers. In 2017, he was one of the most prominent figures at the event Marcha para Jesus ('March to Jesus').

Key facts

Audience Share	Missing Data
Ownership Type	private
Geographic Coverage	National
Content Type	Free-to-air TV
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Renascer em Cristo Church



Ownership

Ownership Structure

Rede Gospel is controlled by the Renascer em Cristo Church.

Company

› Renascer em Cristo Church



100 %

Media Companies / Groups



Renascer em Cristo Church

Facts

General Information

Founding Year

1996

Founder

Estevam and Sônia Hernandes – bishops and founders of the Renascer em Cristo Church.

Contact

Sede São Paulo (SP) - Avenida Lins de Vasconcelos, 1410 Cambuci - São Paulo
- São Paulo - CEP: 01538-001 - (11) 2114.1104 - > www.redegospel.tv.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Correio do Povo

The one hundred years old newspaper Correio do Povo's foundation and transformations demonstrate the well-established relations between media ownership, politics, industry and religion in Brazil. Sergipe journalist Francisco Antônio Caldas Júnior founded the Correio do Povo with the purpose of keeping a distance from dominant political positions in Rio Grande do Sul by the end of the 19th century. That ideal was expressed even in the publication's color, pink, to oppose the federalists (maragatos, who wore a red scarf) and the republicans led by the then governor Júlio de Castilhos (the pica-paus [woodpeckers], who wanted an independent country and wore white scarfs). While the newspaper didn't stand for any political party, they had connections with southerner ranchers, the state's agrarian elite.



The newspaper established a period of professionalism in the Rio Grande do Sul press, and had important collaborators such as the writer Mario Quintana. With the founder's death in 1913, however, the newspaper established ambiguous relations with political groups. In 1928, with the approximation between different Rio Grande do Sul parties around Getúlio Vargas inauguration as state governor and his candidacy to the Republic's presidency, the newspaper supported Vargas, which caused conflicts between Francisco Antônio's son, Francisco Caldas, who wished to maintain the independent profile created by his father, and Dolores Caldas, widow of the Correio do Povo's founder.

Thus, the Correio do Povo supported the 1930 revolution which made Getúlio Vargas President of the Republic. Years later, however, they became an opposition to the provisional government, which received as an answer an advertisement boycott by the government and a sales prohibition in places like railroads. In 1935, Breno Caldas, son of Francisco Antônio and Dolores, became the newspaper's director and attempted to keep a distance from political parties UDN (National Democratic Union) and PSD (Social Democratic Party), although they seemed to favor the PSD candidate, Eurico Gaspar Dutra, elected in 1945. They also supported the ban of the PCB (Brazilian Communist Party) in 1947.

The Caldas Júnior family formed a communications group when they incorporated other vehicles: the newspapers Folha da Tarde (1936-1984) and Folha da Manhã (1969-1982), Rádio Guaíba (1957) and TV Guaíba (1979). In 1961 Rádio Guaíba was used by the state governor Leonel Brizola to disseminate the "Cadeia da Legalidade" ('Legality chain'), a campaign for the defense of vice president João Goulart's assuming of the presidency after the resignation of president Jânio Quadros.

However, the newspaper Correio do Povo didn't support Goulart's presidency, taking the opposite stance. Three years later the Correio do Povo supported the military coup that deposed President João Goulart and originated the Civilian-Military Dictatorship (1964-1985), inaugurating an era of censorship of media outlets which ended up affecting the newspaper itself. With the debts generated by the high investments on TV Guaíba and lack of governmental support, the newspaper, rival to the Zero Hora newspaper of Grupo RBS, stopped

circulating between 1984 and 1986. The group's debts led Caldas Júnior to selling his communication outlets to agroindustry and real estate entrepreneur Renato Bastos Ribeiro, shareholding controller of soy producer Incobrasa Industries, Ltd. Ribeiro invested in the Correio do Povo and in the TV Guaíba channel, but closed Folha da Manhã and Folha da Tarde activities.

In 2007, the group's communication outlets were again sold, this time to Rede Record, owned by bishop Edir Macedo, leader of the Igreja Universal do Reino de Deus (IURD - Universal Church of the Kingdom of God) for about R\$100 millions, according to information publicized by Folha de S. Paulo (9/15/2007). Macedo maintained the newspaper editorial line, as he did with other Grupo Record commercial outlets. The sale was questioned by the Rio Grande do Sul Professional Journalists Union (Aguilar, 2015). Brazilian legislation determines that broadcasting companies can only operate through public concession, that is, the selling of radio stations and TV channels would be forbidden, and when the concession operator no longer wishes or is no longer able to operate, he should give the concession back to the Ministry of Communications, which would start a new granting process. However, this practice is common in Brazil, not only in the case of the Caldas Júnior group companies, but also with different outlets and groups' profiles listed in this research.

The newspaper has a tabloid format and is sold predominantly in the southern region of Brazil. As most of the region's communication subsystems, they address national and international themes, but with a local viewpoint and an emphasis on regional issues. The **internet portal's** slogan is "Portal de notícias dos gaúchos" ("Newsportal for the Rio Grande do Sul people"). The portal displays different news sections: Economy, Education, World, Police, Politics and Rural. They still have sports sections for Rio Grande do Sul's soccer clubs Grêmio and Internacional, Soccer and Other Sports. The culture sections are divided by artistic languages: Film, Exhibitions, Literature, Fashion, Music, Theater and TV, besides the section Gente ('People'), focusing on agents related to each of the other sectors.

The blogs hosted on the website, unlike other national online portals, emphasize the themes rather than the authors. There are blogs about pets, cars and motorcycles, careers, Formula 1, pop culture, photography, film, books, interviews with contemporary artists, a section similar to "female magazines" and another aimed at the youth, besides regional sections about cities in Rio Grande do Sul and gaúcho traditions. The only signed columns are sports journalist Hilton Monbach's, writer, playwright and military police officer ("brigadista") Oscar Bessi Filho's and journalist, historian and sociologist Juremir Machado Silva's, who also coordinates the Communication graduate course at Pontifícia Universidade Católica do Rio Grande do Sul (PUC-RS). The portal also has an e-mail service and an archive with content published by the newspaper since June 1997.

Key facts

Audience Share 2.76% (IVC)

Ownership Type private

Geographic Coverage Multi-territorial media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

Ownership Structure Correio do Povo belongs to Grupo Record. The group is owned by the Macedo family.

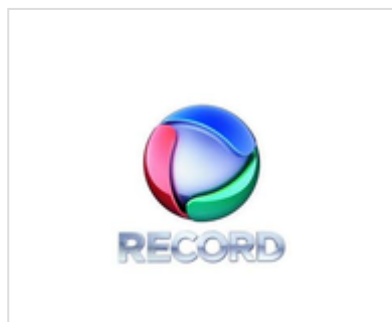
Group / Individual Owner

› Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	1895
Founder	Francisco Antônio Vieira Caldas Júnior - journalist and businessman. He had relations with the agrarian elite of Rio Grande do Sul.
Ceo	Reinaldo Gilli - since 2014, is president of Grupo Record Sul. Gilli is a partner of seven companies of Grupo Record.
Editor-In-Chief	Eugenio Bortolon - editor-in-chief since 2015.
Contact	<p>Sede Porto Alegre (RS): Endereço: Rua Caldas Junior, 219 – Centro / Porto Alegre - RS – 90019-900 / Fone: (51) 3215-6111 / E-mail:</p> <p>✉ atendimento@correiodopovo.com.br / Site: ➔</p> <p>www.correiodopovo.com.br .</p>

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information


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 - › A Igreja Universal e seus demônios: um estudo etnográfico
 - › Sempre foi pela família: mídias e política no Brasil.
-

Portal R7

The R7 portal was founded during Alexandre Raposo's tenure as president of Record TV Network (2005-2013). His run was marked by a bigger investment of the Record Group in dramaturgy (see [RecordTV](#)), sports and journalism. Besides inaugurating the News Portal, Raposo created RecNov, Record's dramaturgy entity Complexo de Dramaturgia da Record based in Rio de Janeiro, and the free TV informative channel RecordNews.



The portal gathers content that is being produced by different Record Group outlets, such as RecordTV and RecordNews, as well as content developed by affiliated companies from different Brazilian States, following the same strategy employed by one of its biggest competitors, Globo Group's G1/Globo.com portal. The regional pages are: Bahia, Distrito Federal, Minas Gerais, Rio de Janeiro and São Paulo. Besides that, R7 brings links to the regional portals owned by the Record Group - the Correio do Povo newspaper and RecordTV RS - and to portals belonging to affiliated communication groups: A8 Sergipe, owned by Atalaia Communication Group; TNH1, owned by Pajuçara Communication System; and Folha Vitória, owned by Buaiz Group.

In the beginning of its implementation, Raposo used a series of strategies to increase ratings: the integration of content (and of publicity sales) of the Group's different platforms, stimulation of audience participation with the inclusion of promotions associated to TV shows and online reality shows (such as The Apprentice Online, hosted by the current mayor of São Paulo, PSDB's João Dória), the offering of free e-mail service and the coverage of big events, such as the carnival, the Pan-American Games (2007, 2011, 2015 and 2019) and the Olympics (2012 and 2016). In 2010, R7 broadcasted a live football match on its platform: Palmeiras versus Boca Juniors.

The portal also gathers a team of columnists and bloggers, notably Heródoto Barbeiro, a journalist and historian, former host of one of the most successful shows on Brazilian Educational TV, Roda Viva (TV Cultura) and also the anchor for Record News; Silvio Lancellotti a journalist and architect that writes a column on sports, gastronomy and other themes and that worked for Veja and IstoÉ magazines under Mino Carta's direction in the latter, for Folha de S. Paulo and Estadão newspapers, for Band, Record and ESPN TVs; and last the investigative reporters Percival de Souza and Renato Lombardi, that write the blog Arquivo Vivo, are RecordTV's security commentators; the sports journalist Cosme Rimoli; and the culture journalist and editor André Forastieri.

Key facts

Audience Share 136 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

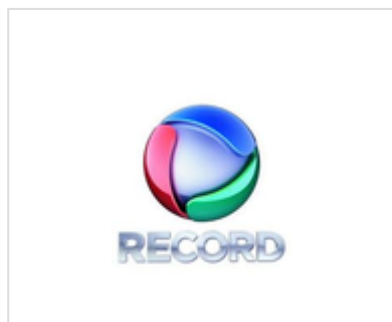
Ownership Structure The Portal R7 belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	2009
Founder	Edir Macedo – main owner of Grupo Record and leading bishop of the Universal Church of the Kingdom of God.
Ceo	André Forastieri (Executive Director) and Antonio Guerreiro (General Director)
Editor-In-Chief	Domingos Fraga, Luiz Pimentel, Edna Dantas, Gustavo Heidrich, Paula Morales, Odair Braz Jr., Celso Fonseca, Beatriz Cioffi
Contact	Sede São Paulo - SP - Alameda Ministro Rocha Azevedo, 395 Cerqueira César - São Paulo - São Paulo - CEP: 01410-001 - (11) 3300.7676 - ➔ www.r7.com .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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› A Igreja Universal e seus demônios: um estudo etnográfico

› Sempre foi pela família: mídias e política no Brasil.

Rede BandNews

BandNews Network is the first all news FM station in Brazil. Founded in 2005, it currently owns stations in 10 Brazilian capitals: São Paulo, Rio de Janeiro, Belo Horizonte, Curitiba, Porto Alegre, Salvador, Brasília, Fortaleza, João Pessoa and Vitória. It also broadcasts for the station's radio in Orlando (USA). Each of its stations broadcasts local, national and international news.



The main shows of the station are: Jornal da BandNews FM, with journalist Ricardo Boechat; BandNews São Paulo, with Sheila Magalhães and Eduardo Barão; BandNews No Meio Do Dia ('BandNews in the middle of the day'), with Carla Bigatto and Felipe Bueno; Jornal da BandNews FM, with Gabriela Mayer and Sandro Badaró; BandNews em Alta Frequência ('High Frequency bandNews'), with Débora Alfano and André Coutinho; É da Coisa ('It's the thing'), with Reinaldo Azevedo, André Coutinho and Rodrigo Orengo; and BandNews na Área ('BandNews in the area'), about sports. According to information provided by the station's journalism executive publisher, Sheila Magalhães, to Portal da Imprensa (24/01/2014), the radio has a higher number of female anchors and reporters than any other stations. The objective would be to differentiate the station from other allnews radios, that have a mostly male audience, and attract women to their programming.

Some of **Bandeirantes's** columnists are also columnists at Band News. The most notable are:

- Fernando Schüller is a philosopher and political scientist dedicated to themes like "Freedom of Press and of Speech" and a professor at Insper - Instituto de Ensino e Pesquisa ('Research and Teaching Institute'), a private non-profit graduation organization founded by entrepreneurs Claudio Haddad, Jorge Paulo Lemann, Marcel Hermann Telles and Carlos Alberto da Veiga; he is also a collaborator in the Millenium Institute and a former Social Development and Justice State Secretary in Rio Grande do Sul during Yeda Crusius' tenure (PSDB, 2007-2011).
- Leandro Karnal is a history professor at UNICAMP and collaborates with different media vehicles (Folha de S. Paulo, O Estado de S. Paulo, Zero Hora, História Viva magazine, TV Cultura, among others); he also gives lectures at companies, schools and institutions.
- Eduardo Oinegue, a journalist and owner of analysis publishing and management advisement companies, was IG's publisher (2009-2011), a reporter and editor of Abril Group's outlets (1986-2005); in 2016, refused the invitation by president Michel Temer (PMDB) to be his spokesman, but developed a communication plan for the government; even before President Dilma Rousseff (PT) was removed from office, the journalist helped Temer with communication training.
- Luís Paulo Rosenberg: an economist graduated at USP, with a master's and a doctor's degree at Vanderbilt University, is an economical consultant, owner of the company Rosemberg Associados. He also makes economical commentary for Folha de S. Paulo, Jovem Pan and Eldorado Radios and Carta Capital magazine. He was an advisor for minister of planning Delfim Netto during João Figueiredo's military government (1979-1985) and a member of the FMI negotiation team; later, he was president José Sarney's economic

advisor (PMDB, 1985-1989). He was also a member in the councils of the companies Cia. Suzano, Nestlé and BBVA bank and Marketing vice-president of sports club Corinthians.

- Luiz Barretto: a sociologist, is the president of Caixa Crescer, a microcredit providing company of Caixa Econômica Federal. He was the director president of Sebrae Nacional (2011-2015) and Minister of Tourism (2008-2010) during Lula's government (PT).
- Reinaldo Azevedo: a journalist and political commentator self-defined as "a catholic, conservative, liberal and hillbilly" (Portal Imprensa, 6/12/13). Also has columns in RedeTV!, RedeTV! Portal and in Folha de S.Paulo. A former columnist of Veja magazine and former commentator at Jovem Pan Radio.

Other important columnists are:

- Mônica Bergamo: a journalist specialized in politics, has a column in Folha de S. Paulo (Folha Group)
- Dora Kramer: a journalist, is a former political columnist for Jornal do Brasil and Estado de S.Paulo. Nowadays, also has a column in the veja magazine portal (Abril Group).
- Luiz Carlos Mendonça de Barros: an economist, is the former president of BNDES and former minister of communication during Fernando Henrique Cardoso's government (PSDB, 1995-1998). Also has a column in the Exame magazine portal (Abril Group).
- Salomão Schwartzman: a journalist and political scientist, also has shows on BandNews TV, on Arte 1 channel and on educational radio Cultura FM.

There are also a great number of columnists and commentators in other thematic areas: Milton Neves and André Coutinho (Football), Manu Karsten (pets), Carol Costa (gardening), Miguel Icassatii (Pub culture), Gil Giardelli and Letícia Valente – Revolução Band News, Rosely Sayão and Thais Dias ('Your Children'), István Wessel (Gastronomy) Paulo Olzon and Elaine Freires (Health), Vicky Bloch and Bruno Venditti (Career), Ricardo Freire (Travel), Alexandra Corvo (Wines), Carla Bigatto ('There's a woman around'), Inês de Castro ('Inside the mirror'), Vivi Favery (Bicycling), Marcelo Duarte and Maiara Bastianello (travel), Álvaro Bandeira and Érico Oyama (Financial market), among others.

Key facts

Audience Share 0.6% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede BandNews belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	2005
Founder	João Carlos Saad (Johnny Saad) – He inherited the business from his father, João Jorge Saad.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Sheila Magalhães - executive editor of Journalism in BandNews FM since 2013. She is also a anchorwoman of the station since 2006.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Júnior, 92 Jd. Leonor - São Paulo - São Paulo - CEP: 05614-000 - (11) 3131.7418 - > www.bandnews.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources	http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/BANDNEWS+FM+-+96%252C9/20190/sobre
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Rede Band FM

Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

Part of their programming is transmitted to all affiliates. The main nationally broadcasted shows are: Band Coruja, Band Bom Dia, the humour show A Hora do Ronco (an audience interaction program, on air for three decades), Manhã Show and Tarde na Band (music, prizes, information, entertainment with audience participation), Quem Ama Não Esquece (the broadcasters tell a story sent by a listener in a radio soap opera format, with audience participation in the end), Super 6 and Toca Todas (music and prize distribution), Band Brasil, Consultório Sentimental and Band Love.

The affiliates also produce local content and emphasize on some segments of popular music according to the audience's preference. As Murilo Huada, artistic director for the station, says in an interview with the online portal Sucesso: "Some of the ideas implemented at the affiliates are used here in São Paulo. We are always tuned in each region's musical tendencies. Many songs are tested in the affiliates of Band FM". In other occasions, the affiliates also retransmit programs with journalistic content from partner stations like Band News and Bandeirantes AM, such as Band News and Jornal da Band, which are part of the programming of Band FM Sorocaba and Band FM Dracena.

Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - > www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Florianópolis. Accessed October 16 2017.

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IG Portal

The iG portal – at first an acronym for “Internet Grátis” (‘free internet’), then “Internet Group”, then “Internet Generation” – is the fifth most visited news website in Brazil. According to Amazon Alexa’s Top 500 Ranking, iG had 74,703 single visitors in July, 2017 and a total of 233.359 views. In the general ranking the portal occupies the 68th position.

iG was founded by the group GP Investimentos and Opportunity, having as founding partners Nizan Guanaes, Jorge Paulo Lemann, Aleksandar Mandic and Matinas Suzuki Jr., with participations from Demi Getschko and Carla Sá. They began operating in January 2000, within an intense advertisement campaign.



In 2004, the internet access provider was bought by BrasilTelecom and merged with the portals iBest and BrTurbo, which already belonged to the telephone company. In 2008, Oi Telecomunicações bought Brasil Telecom along with iG. In April 2012, the portal was bought by the Portuguese group Ongoing, which, on its turn, after a financial crisis, in 2015, passed its management to the entrepreneur Mario Cuesta, owner of the newspaper Diário de S. Paulo and the website Cereja Digital. Cuesta gave the portal’s management back to Ongoing in June, 2016.

iG became famous in Brazil for offering free dialed access to the internet, a service that remained in operation until February 2016. In March, during Mario Cuesta’s management, iG began charging for existing and new e-mail accounts. Users who wished to keep their accounts were forced to adhere to an annual payment plan.

Among the various sites hosted on the iG portal are Último Segundo (news), TV iG, iG Gente, iG Esportes, iG Economia, Canal do Pet, Delas, Deles and iGay. The portal is a Google partner, using their search system and keyword advertisement in a regional format.

Último Segundo had a special impact when the portal first came online as it was the first online only news company. Other news websites at that time - and in most cases still today - were related to traditional outlets, mostly newspapers and news agencies.

Key facts

Audience Share 68 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Ongoing – Ejesa

Ownership

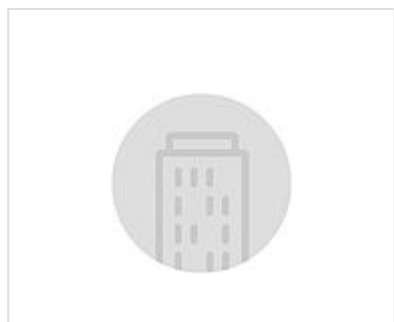
Ownership Structure IG belongs to Ejesa (company of Grupo Ongoing). Grupo Ongoing – Ejesa is owned by Maria Alexandra and Nuno Almeida e Vasconcelos.

Group / Individual Owner > Grupo Ongoing – Ejesa



100 %

Media Companies / Groups



Grupo Ongoing – Ejesa

Facts

General Information

Founding Year	2000
Founder	Nizan Guanaes, Jorge Paulo Lemann, Aleksandar Mandic, Matinas Suzuki Jr., Demi Getschko and Carla Sá.
Ceo	Nuno Vasconcelos

Other Important People

The founders:

- Nizan Guanaes - businessman and publicist. He is partner and co-founder of Grupo ABC de Comunicação, a holding that gathers 18 companies in the areas of advertising, marketing, content and entertainment;
- Jorge Paulo Lemann - entrepreneur, he holds a degree in Economics from Harvard University;
- Aleksandar Mandic - entrepreneur, pioneer in telecommunications and Internet providers in Brazil;
- Matinas Suzuki Jr. - journalist and publisher;
- Demi Getschko - computer scientist, he is considered one of the pioneers of the Internet in Brazil. He is the chairman of the Executive Board of the Brazilian Network Information Centre (NIC.br);
- Carla Sá - she is currently the Communications Strategy Director at Rede Globo.

Contact

São Paulo/SP: Avenida das Nações Unidas, 11633 Bairro: Brooklin Novo,
8°CEP: 04578-901 * Telefone: (11) 3127.5239 Website: ➤ www.ig.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Rede Novo Tempo

The Novo Tempo network is formed by 18 radio stations in 10 Brazilian states, reaching 893 cities. It is also present in other countries: Argentina, Bolivia, Chile, Ecuador, Falklands Islands, Paraguay, Peru and Uruguay. In Brazil, according to information given by the network, their audience is composed mainly by the middle class (middle to lower income – 65%), followed by higher classes (high income – 25%); 70% of their audience is female; 50% are above 50 and 26% between 35 and 49 years old. The network's first station was inaugurated in 1989, in the city of Afonso Cláudio, Espírito Santo state interior. The network transmission began in 1995 from Vitória, the state capital. From 1996 to 2005, the network's headquarters was set in Nova Friburgo (Rio de Janeiro state) and, since then, the transmissions are broadcast from Jacareí (São Paulo state).



Their programming is divided into the following segments: Spirituality, Music, Economy, Actualities, Health, Journalism, Testimonies and Family. The most important programs are: A Voz da Profecia, oldest religious program in Brazil, founded in 1943 and currently hosted by pastor Ivan Saraiva, with the participation of the quartet Arautos do Rei; Clube da Música, about the backstage of gospel music; Redescobrimdo, with 1960s to 80s musical hymns; Anjos da Esperança, in which pastor Laerte Lanza presents life stories and testimonies; the Bible studies programs Bíblia Fácil, Lições da Bíblia, Na Mira da Verdade, Encontro com Profecias and Reavivados pela Palavras; programs about family like Consultório da Família and Pais e Filhos; thematic programs such as NT Saúde, NT Ecologia, Sempre Mulher and Seu Cardápio; and Contracultura, defined as a program "for you, who likes to think different, always guided by God's word". The musical programming benefits from another Igreja Adventista operation, the recorder Novo Tempo, with a cast of 23 groups and artists, the most important of which is the quartet ministry Arautos do Rei, which, since 1943, with different formations has recorded 45 albums and 6 DVDs. However, the most famous of Igreja Adventista are currently member of other recorder's cast, such as Leonardo Gonçalves (Sony Music), Os Arrais (Sony Music) and Daniela Araújo (Som Livre).

The stations radio news bulletin, Conexão NT, has a group of commentators:

- Suhad Nasser (external commerce, international relations and Arabic culture specialist, has worked at Embraer – Brazilian Aeronautics Company, at IAEA-ONU [International Atomic Energy Agency] and is a member of the group REDEAGENTES – External Commerce Agents of the MDIC – Ministry for Development, Industry and Exterior Commerce);
- Rudá Ricci (sociologist and political scientist, general director at Instituto Cultiva, member of the Brazilian Budget Forum and of the International Observatory on Participatory Democracy, author of "Lulismo - da era dos movimentos sociais à ascensão da nova classe média brasileira" ("Lulismo – from the age of social movements to the ascension of the new Brazilian middle class") and "Nas ruas - a outra política que emergiu em junho de 2013" ("On the streets – the other politics that arose in June, 2013", among others);
- Rodrigo Udo Zeviani, History, Philosophy and Sociology professor, graduated and master in Political History

and History at the State University of Maringá and a member of Laboratório de Estudos do Tempo Presente (Present Time Studies Lab);

- Ricardo Vargas, nutricionist and coordinator on the technical course on Nutrition and Dietetics at the Associação Paulistana of IASD (Adventist Church of the Seventh Day).
- Paulo Barradas, specialist in constitutional and consumer law and professor at the Amazonia University.
- Michelson Borges, journalist graduated at UFSC (Federal University of Santa Catarina), master in Theology at Unasp, member of the Brazilian Creationist Society, reports on the backstage of media;
- Denise Dias, musical therapist, educator, psycho-pedagoge, specialist in psychosomatics and Behavior Analysis Applied to Autism (ABA) graduated at UFSCar (Federal University of São Carlos);
- Alfredo Meneguetti, professor at PUC-RS (Rio Grande do Sul Pontifical Catholic University) and economist at the Fundação de Economia e Estatística;
- Wélida Dancini, consultant and author of the book “Sucesso em Dose Dupla: Empreendedores e Colaboradores podem chegar juntos ao topo” (Two times success: Entrepreneurs and Collaborators can reach the top together”).

The radio online portal promotes actions and campaigns and discloses ECAD (Central Office for Collection and Distribution – a Brazilian copyright collection agency) reports for the songs played in the radio. It also has a link for the Anjos da Esperança portal, a fund raising campaign for Rede Novo Tempo projects, that claims not to broadcast any commercial advertisement.

Key facts

Audience Share 0.5% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Seventh-day Adventist Church

Ownership

Ownership Structure

Rede Novo Tempo is controlled by the Seventh-day Adventist Church.

Company

› Seventh-day Adventist Church



100 %

Media Companies / Groups



Seventh-day Adventist Church

Facts

General Information

Founder

Seventh-day Adventist Church

Ceo

Antonio Tostes

Contact

Rede Novo Tempo de Comunicação Rod. SP 66 Km 86 N° 5876 – Jacareí – SP –
CEP 12340-010 Fone: 12-21273000 / Fax: 12-21273001

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Sources

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Rede Bandeirantes

Bandeirantes AM is Bandeirantes Group's first radio network, that also has two other national networks (BandNews FM and Band FM) and a regional one (Nativa FM), all of them occupying good positions in ratings rankings as measured by Kantar IBOPE. Focused on journalism, current affairs and sports, with a small musical programming, the network has 9 owned stations and 55 affiliates in 15 states, reaching more than 1,000 Brazilian cities. The network also has an internet [portal](#), where one can listen to the program produced in São Paulo, and send messages to its studio. It also interacts with listeners via social media.



Bandeirantes AM Radio was founded by entrepreneur and sports executive Paulo Machado de Carvalho and sold, in 1945, to the politician Adhemar de Barros, that was a federal auditor in the São Paulo state (1938-1941), governor of the state (1947-1951; 1963-1966) and mayor of the capital (1957-1961). Barros assigned the direction of the radio to Rebello Junior, "an icon of sports journalism at the time", but transferred the direction to João Jorge Saad, in 1948, when the latter married his daughter.

Saad kept the focus on sports, but broadened the radio programming when he inserted journalism under the direction of José Bonifácio de Oliveira Sobrinho (Boni), who would become Globo's general director between 1967 and 1997. In 1950, the radio supported the victorious campaigns of Getúlio Vargas for the Presidency of the Republic, and of Lucas Nogueira Garcez for the Government of the State. In 1958, during the World Cup in Sweden, Saad created the Cadeia Verde Amarela ('Green yellow Chain'), an association of stations from all over Brazil that broadcast commentary and the football matches. The initiative was repeated in the following World Cup in 1962, in Chile. In 2013, the Group resumed the initiative to broadcast sports events like the Confederation Cup, the America Cup and the World Cup, but articulated only radios of their own group (Bandeirantes AM, BandNews FM, Bradesco Esportes FM, among others).

Currently the main shows of the station's national network are: 90 minutos, Bastidores do Poder, Jornal de Amanhã, Jornal Gente, Jornal Primeira Hora (journalism); Domingo Esportivo Bandeirantes, Esporte em Debate, Esporte Notícias Internacional, Pole Position, Resenha, futebol e humor e Terceiro Tempo (sports); Arquivo musical, Chansons D'Amour and Sábado de Classe (music). The shows vary with the days of the week and not all of them are broadcasted to all affiliates.

Some of the columnists for Bandeirantes AM are also columnists for Band News FM. Amongst which:

- Fernando Schüller is a philosopher and political scientist dedicated to themes like "Freedom of Press and of Speech" and a professor at Insper - Instituto de Ensino e Pesquisa ('Research and Teaching Institute'), a private non-profit graduation organization founded by entrepreneurs Claudio Haddad, Jorge Paulo Lemann, Marcel Hermann Telles and Carlos Alberto da Veiga; he is also a collaborator in the Millenium Institute and a former Social Development and Justice State Secretary in Rio Grande do Sul na gestão during Yeda Crusius's tenure (PSDB, 2007-2011).

- Leandro Karnal is a History professor at UNICAMP and collaborates with different media outlets (Folha de S. Paulo, O Estado de S. Paulo, Zero Hora, História Viva magazine, TV Cultura, among others); he also gives lectures in companies, schools and institutions.
- Eduardo Oinegue, a journalist and owner of analysis publishing and management advisement companies, was IG's publisher (2009-2011), a reporter and editor of the Abril Group's outlets (1986-2005); in 2016, refused the invitation by president Michel Temer (PMDB) to be his spokesman, but developed a communication plan for the government; even before President Dilma Rousseff (PT) was moved from office, the journalist helped Temer with communication training.
- Luís Paulo Rosenberg: an economist graduated at USP, with a master's and a doctor's degree at Vanderbilt University, is an economical consultant and owner of the company Rosemberg Associados. He also makes economical commentaries for Folha de S. Paulo, Jovem Pan and Eldorado Radios and Carta Capital magazine. He was an advisor for the Minister of Planning Delfim Netto during João Figueiredo's military government (1979-1985) and a member of the FMI negotiation team; later, he was President José Sarney's economic advisor (PMDB, 1985-1989). He was also a member of the councils of the companies Cia. Suzano, Nestlé and BBVA bank and marketing vice-president of the sports club Corinthians.
- Luiz Barretto: a sociologist, is the president of Caixa Crescer, a microcredit providing company of Caixa Econômica Federal. He was the director president of Sebrae Nacional (2011-2015) and Minister of Tourism (2008-2010) during Lula's government (PT).
- Reinaldo Azevedo: a journalist and political commentator self-defined as "a catholic, conservative, liberal and hillbilly" (Portal Imprensa, 6/12/13). Also has columns in RedeTV!, RedeTV! Portal and in Folha de S. Paulo. He is a former columnist of Veja magazine and former commentator at Jovem Pan Radio.

The radio also has other columnists:

- Gesner Oliveira: an economist, partner of Go Associados consulting and professor in the Planning Department and Applied Economic Analysis at Fundação Getúlio Vargas (FGV-SP). He was the president of Sabesp during José Serra's government (PSDB, 2007-2010) and president of CADE - Conselho Administrativo de Defesa Econômica ('Economic Defense Administrative Council') (1996-2000) during Fernando Henrique Cardoso's government (PSDB, 1994-2002). During his run ahead of the council, the fusion of Antartica breweries with Ambev was approved, becoming today's Jorge Lemann's AB InBev.
- Delfim Netto: an economist, he was the finance minister during the governments of generals Costa e Silva and Emilio Garrastazu Médice (1967-1974), Brazilian ambassador in France (1975-1978), minister of Agriculture (1979) and Chief-minister of planning during general João Figueiredo's government (1979-1985); he was a federal deputy under the parties originated by ARENA (PP/PPR/PDS, from 1987 to 2007). He also writes a column in the Carta Capital magazine.
- Luiz Felipe Pondé: a philosopher and professor, defines his ideas as being based on a "certain pessimism, in the preservation of western religious traditions and on the fight against the politically correct thought in the universities. He is one of the most prominent defenders of conservative thought in the last 10 years in Brazil". He also has a column in Folha de S. Paulo.

Key facts

Audience Share 0.6% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Bandeirantes belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1937
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Thays Freitas - executive director of Radio Bandeirantes since 2006. Thays also presents the program Bastidores do Poder (“Behind the Power”).
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-000 - (11) 3131.7418 - > www.radiobandeirantes.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Headlines

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Super Notícia

Super Notícia is a “popular newspaper” sold in Minas Gerais state. It was launched by Grupo Editorial Sempre Editora (Grupo SADA) in 2002, at around the same time as other Brazilian tabloids (jornais populares) such as Extra (1998, Grupo Globo); Agora São Paulo (1999, Folha); Diário Gaúcho (2000, RBS); and Daqui (2007, Jaime Câmara).



In a few years, the newspaper, which started circulating with only 6 thousand copies, became the print outlet with the largest circulation in Brazil. In 2016, adding up print and digital versions for subscribers, it was the newspaper with third highest circulation in Brazil, with an average of 261,083 copies, after Folha de S. Paulo and O Globo, and ahead of O Tempo, a reference newspaper owned by the group (8th in circulation) and traditional Minas Gerais newspaper O Estado de Minas (14th in circulation), owned by the Diários Associados group.

In a tabloid format, smaller and easier to handle than standard newspapers, Super Notícia is declaredly inspired by Diário Gaúcho, after the editorial staff visited their headquarters.

The newspaper presents a series of features that attract a readership belonging to the C and D classes (lower income classes). Regarding content and presentation, it privileges short texts, with many pictures, entertainment, sports, police action coverage, service provision and ordinary life articles.

It is a cheap newspaper (R\$ 0.50, in 2017) and is sold not only in newsstands but also in strategical points such as traffic lights and busy streets. They also promote numerous offers and contests. Super Notícias sells 80% of its copies in newsstands and circulation spaces and only 20% through subscriptions.

Key facts

Audience Share 7.79% (IVC)

Ownership Type private

Geographic Coverage Regional state media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Sada - Grupo Editorial Editora Sempre

Ownership

Ownership Structure

Super Notícia belongs to Grupo Editorial Editora Sempre, a company of Grupo SADA. Grupo SADA is owned by the Medioli family.

Group / Individual Owner

› Grupo Sada - Grupo Editorial Editora Sempre



100 %

Media Companies / Groups



**Grupo Sada - Grupo Editorial
Editora Sempre**

Facts

General Information

Founding Year	2002
Founder	Vittorio Medioli - born in Parma, Italy. He owns the SADA group. He also holds a political career: he is currently mayor of Betim (MG) by PHS. He was a federal deputy elected by the PSDB of Minas Gerais for four terms.
Ceo	Heron Guimarães – journalist and publicist. He is a specialist in political marketing. During two intervals outside Editora Sempre, he worked as an advisor and as the Secretary of Communication of the government of Betim (MG) municipality.
Editor-In-Chief	Lúcia Castro - she has worked at Editora Sempre/Grupo Sada's newspapers since the foundation of "O Tempo", in 1996.

Other Important People

Lúcia Machado Mediolli - writer and president of Editorial Group Semper Editora, Lúcia is married to Vittorio Mediolli. There are important Brazilian writers coming from her family, such as Aníbal Machado, Maria Clara Machado and Lúcia Machado de Almeida. She signs a column at the newspaper, some of which were gathered in two books. She is affiliated to the Humanist Party of Solidarity (PHS).

Mariana Mediolli – vice President of Editora Sempre since March 2016, Mariana is the daughter of Vittorio and Lúcia Mediolli.

Contact

Sede Belo Horizonte - MG - Rua Pernambuco, 712 - Funcionários - Belo Horizonte - MG - 30130-151 - (31) 2138.3900 -
 > www.otempo.com.br/supernoticia

Financial Information

Revenue (in Mill. \$) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding)	Missing Data
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Market Share Missing Data

Further Information

Headlines

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O Estado de Minas

The Estado de Minas newspaper was created in 1928 with the purchase of the assets of Diário da Manhã by Pedro Aleixo, Mendes Pimentel and Juscelino Barbosa – the former two being members of Belo Horizonte’s deliberative council, the current City Council, and the latter being director of Minas Gerais’ Mortgage and Agricultural Bank. The three joined Milton Campos and Abílio Machado to create the partnership. Diário da Manhã ('The Morning Diary') is considered to be the first major journalistic company from Minas Gerais.



Aleixo became the director of the Estado de Minas newspaper and assembled a team that would have an important role in national culture and politics, gathering Carlos Drummond de Andrade, Milton Campos, Francisco Negrão de Lima, Manuel Teixeira de Sales, among others. In 1929, Barbosa left the partnership and the newspaper, under the direction of de Pimentel and Aleixo it adopted a more political tone.

In 1929, Estado de Minas was purchased by Assis Chateaubriand to be incorporated by the Diários Associados Group, in a period of frank business expansion – that would culminate in the following decades in the formation of the biggest Latin-American communication conglomerate. In 1930, it had its name changed to Estado de Minas. In 1979, was inaugurated the Geraldo Teixeira da Costa Graphic Park, boosting its circulation.

Estado de Minas was the first media outlet to launch an internet access provider, Uai, in 1996. From that point on, the same strategy was reproduced by the group in their other printed mediums. According to the National Newspapers Association (ANJ), it has kept itself among the 15 newspapers of largest circulation in the country in recent years. It also publishes the Aqui MG newspaper, with content focused on sports, police and television – also present in the list of the 15 newspaper with largest circulation in Brazil.

Key facts

Audience Share 2.28% (IVC)

Ownership Type private

Geographic Coverage Multi-territorial media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Diários Associados

Ownership

Ownership Structure

O Estado de Minas belongs to Grupo Diários Associados. The group is controlled by Condomínio Acionário das Emissoras e Diários Associados.

Group / Individual Owner

› Grupo Diários Associados



100 %

Media Companies / Groups



Grupo Diários Associados

Facts

General Information

Founding Year	1928
Founder	Juscelino Barbosa, Álvaro Mendes Pimentel and Pedro Aleixo
Ceo	Álvaro Teixeira da Costa
Editor-In-Chief	Carlos Marcelo Carvalho and João Bosco Martins Sales.
Contact	Sede Belo Horizonte (MG) - Av. Getúlio Vargas, 291 - Funcionários- Belo Horizonte – MG Cep: 30112-020 - (31) 3263.5231 – > www.em.com.br/ .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Rede Aleluia

Aleluia Network was started in 1995 with the purchase of FM Radio 105,1 (RJ) by the church Igreja Universal do Reino de Deus (IURD). In 1998, it became a network, with 17 affiliates and a radio frequency signal generator in Rio de Janeiro. In 2002, the generator was changed to FM 99,3 and moved to São Paulo, that already served as the church's headquarters since 1989. In 2017, according to information of IURD's institutional pages, the network is composed of 68 stations "present in all regions of the country, strategically located in 22 states, capitals and other cities", "with a coverage that reaches 75% of the national territory". The station can also be accessed on the internet and through cell phone apps.



Differently from other Record Group's vehicles, also owned by bishop Edir Macedo, Aleluia Radio has an exclusively religious programming. Its slogan is "The radio for the family". The programming consists of music, journalistic information, spiritual counseling and followers' testimonies. There is also health, beauty and cultural advice. The main national network show is Palavra Amiga ('Friendly Word'), hosted by Edir Macedo, from Mondays to Saturdays at 11pm, with reruns at 6am and at noon.

The radio's website does not offer all its programming, but names other shows of the stations national grid. Two of them are radio versions of shows broadcasted by RecordTV: Fala que Eu Te Escuto ('Speak as I listen'), from Mondays to Saturdays at 8am, and The Love School – A Escola do Amor, hosted by Edir Macedo's daughter and son-in-law, Renato and Cristiane Cardoso, from Mondays to Saturdays at 11:30am. Another show is Momento do Presidiário ('The Inmate Moment'), broadcasted daily at 9pm, when bishop Eduardo Guilherme and the families of prison inmates send radio messages to their beloved ones in jail. The show also has a website providing information on penal legislation, testimonies and actions performed by IURD in detention centers. On Sundays, Santo Culto em Seu Lar ('The holy cult in your home') is broadcasted at 9:30am.

As several studies on IURD indicate, the stations that integrate Aleluia Network also have a great amount of local programming, on which bishops regularly invite the listeners to visit the church's temples and the different types of cult IURD performs (liberation cults, culto de libertação, fasting for impossible causes, women's meeting, discharge sessions, salvation nights, love therapy, the success congress, among others).

The local programming also varies according to the selected musical tracklist, inside the many sub-genres of the so-called Brazilian Gospel Music. Gospel music is the second best-selling musical genre in Brazil and also the second in consumer's choice. The songs are produced by religious record labels (Central Gospel Music, Graça Music, MK Music, among others), but, since the late 2000s, also by the major ones (such as multinationals Universal Music and Sony Music as well as Som Livre, from Globo Group). IURD has its record label, Line Records, since 1991. In 1995, it instituted the FM 105 Award, renamed in 1997 to Troféu Talento ('Talent Award'). For many years, this was the most important Gospel Music awards in Brazil, but had its last edition in 2009. The record company, however, just like other ones connected to churches, specially after the entrance of the major labels in the religious music market, started experiencing financial difficulties and

currently has a reduced cast.

Aleluia Network also has a [portal](#) with religious messages, followers' testimonies and links to SOS Espiritual - Fale Agora com um Pastor, an online platform where users receive pastoral advice through live chat.

Key facts

Audience Share 1.4% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Universal Church of the Kingdom of God

Ownership

Ownership Structure Rede Aleluia is controlled by the Universal Church of the Kingdom of God.

Company > Universal Church of the Kingdom of God



100%

Media Companies / Groups



Universal Church of the Kingdom of God

Facts

General Information

Founding Year	1995
Founder	Edir Macedo - leading bishop of the Universal Church of the Kingdom of God
Ceo	Bishop Gilmar Rosas – pastor since 1984 and bishop of IURD since 1998. He is a partner, owner or administrator of two radios of the Aleluia network.
Contact	Sede São Paulo (SP) - Rádio Aleluia 99,3 FM - Rua dos Missionários, 139 - 2º andar - Santo Amaro(11) 5644.5000 - ➤ www.redealeluia.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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➤ A Igreja Universal e seus demônios: um estudo etnográfico

➤ Sempre foi pela família: mídias e política no Brasil.

Veja

Veja magazine was founded in 1968, in the harshest period of the Military Dictatorship (1964-1985), by Roberto Civita, son of Italian-American media entrepreneur Victor Civita, founder of Grupo Abril. Despite the acute financial and credibility crisis faced by their magazine today, until late 2016 it was the magazine with the largest circulation in Brazil, with an average of 1,111,968 copies printed, way ahead of the second place, Época magazine, owned by Editora Globo, with an average of 340,195 copies.



Roberto Civita was born in Milan in 1936 and moved with his family to Brazil in 1950, after a period when his Jewish-Italian family lived in New York. At 22 years old, while doing an internship at Time magazine (US), he was called by his father to take over the publishing of Grupo Abril magazines. It was then that the project was born that changed the face of the editor: the news magazine Realidade (1966-1976), focused on long journalism articles, Veja (since 1958), specialized in politics, and the Brazilian version of Playboy magazine (1975-2015).

Roberto Civita official biography underlines his role in the “defense of press freedom and democracy”. In their beginnings, indeed, Veja and Realidade magazines were created in a more progressist line: Veja’s first editor was journalist Mino Carta and the contract he signed with Abril guaranteed the magazine’s editorial independence in relation to the group. Under Carta’s editorial direction, the magazine published a series of articles that opposed the military governments: the repression of the União Nacional dos Estudantes (National Student Union – UNE), in Ibiúna (state of São Paulo) in October, 1968; the proclamation of the Ato Institucional nº5 (Institutional Act 5: AI-5), which inaugurated the most violent phase of the military regime; the execution by the army police of Chael Charles Schreier, which contradicted the military government’s statement that there was no torture in Brazil. Realidade magazine, at first, followed the same editorial line, with longer articles: they denounced François Duvalier dictatorship in Haiti; they interviewed exiled politicians such as João Goulart, Leonel Brizola and Celso Furtado; they published sections of Che Guevara’s journals; they published a special edition about women with polemical topics like abortion and virginity. Both magazines, however, have become more and more conservative with time and drifted away from their democratic principles.

Realidade magazine, already in 1969, started focusing more on behavior and published a series of articles about the military government actions, interviews with regime leaderships and a laudatory profile of General Emílio Garrastazu Médici. Veja changed its profile in 1976, after Mino Carta’s resignation due to military pressure, and an ever stronger control by Roberto Civita over its editorial line. Under Roberto Civita and editorial direction by José Roberto Guzzo, followed by Mário Sérgio Conti, the magazine started openly defending less state intervention in the economy, the welcoming of foreign capital, privatizations, the punishment of worker union movement’s and the “gradual, slow and safe” end of the regime, as the military wanted. With the redemocratization, the magazine always backed center-right and right-wing candidates in presidential elections.

The magazine became a leader in readership in the 1980's and remains so until today. Political and economical interference in the journalists' work continued in the group. In 1995, for example, Roberto Civita asked sports journalist Juca Kfoury to no longer criticize CBF's (Brazilian Soccer Confederation) president Ricardo Teixeira in Placar magazine's pages, which led the journalist to resign after 25 years of services. The safeguarding of political and economical positions connected to the group's interests also continued. This stance is published in sensationalist covers which produce manichaeist discourses. In the early 2000s, for example, Veja magazine covers which demonized MST (Landless Workers Movement) leaders became notorious, as demonstrates Kleber Mendonça. In 2016, before the impeachment of president Dilma Roussef, the magazine anticipated celebrations in a cover which brought Dilma's picture and the headline "Out of the deck" (April 4th, 2016).

After Roberto Civita's death in 2013, Grupo Abril started being run by his sons Giancarlo Civita and Victor Civita Neto. In order to attract investors after a drop in their advertisement income, the magazine changed their editorial staff, with journalist André Petri as chief editor. In some editions the change didn't please some of the magazine's more conservative readers. The cover of October 11th, 2017 called extreme right-wing federal deputy Jair Bolsonaro a "threat" to Brazil, and received criticism by readers who support Bolsonaro and deemed the cover "fake news". In the following week, the cover brought an article about families with transgender children. The reaction was even stronger: the hashtag "Veja lixo" ("Veja is garbage") was the largest trending topic on Twitter, followed by messages that accused the magazine of becoming "extreme-left" and defending "gender ideology".

Key facts

Audience Share 15.88% (IVC)

Ownership Type private

Geographic Coverage National media

Content Type Paid content (magazine)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Abril

Ownership

Ownership Structure

Veja belongs to Grupo Abril. The group is owned by the Civita family (70%) and by the South African media conglomerate Naspers (30%).

Group / Individual Owner

➤ Grupo Abril



100 %

Media Companies / Groups



Grupo Abril

Facts

General Information

Founding Year

1968

Founder



Roberto Civita - He is son of the Grupo Abril founder, Victor Civita. He inherited from his father the control of Grupo Abril and the group's magazine business.

Ceo	Walter Longo - president of Grupo Abril since 2016. Longo is a member of boards of several companies, a member of the Main Board of the conservative think tank Millennium Institute.
Editor-In-Chief	André Petry - Editor-in-Chief of Veja magazine since 2016. According to the journalist Luiz Nassif, the choice of Petry as the editor-in-chief is an attempt to change the image of the newspaper, after years of betting on a radical right-wing audience.
Other Important People	Thomaz Souto Corrêa - vice President of Abril Editorial Board. Alecsandra Zapparoli – editorial director of Editora Abril.
Contact	Sede São Paulo - SP - Caixa Postal: 11079 - CEP: 05422-970, São Paulo, SP - Fax: (11) 3037-5638 - E-mail: veja@abril.com.br - www.veja.abril.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Headlines	<p>https://www.revistaforum.com.br/mariafro/2011/09/02/venicio-lima-ate-quando-no-brasil-a-midia-sera-um-poder-acima-de-todos-os-outros  http://Revista Fórum. Reportagem publicada na revista Veja é acusada de violar a ética do jornalismo. Accessed 1 october 2017.</p> <p> ABRIL. Portal do Grupo Abril destaca mensagens de grandes políticos e empresários na ocasião da morte de Roberto Civita. Accessed 1 october 2017.</p>
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Rede Jovem Pan

Jovem Pan FM (100.9) Radio started broadcasting in July 1976 in São Paulo, and is controlled by Antonio Augusto Amaral de Carvalho Filho (Tutinha). Since 1994, when Jovem Pan Sat launched, the station began organizing as a network which now owns 66 affiliates in 20 Brazilian states, thus becoming a nationwide outlet. Since its beginning, the station chose an informal and irreverent language, directed mainly at the young audience. Most of the programming consists of music broadcasts, but there are pop music, journalism and entertainment shows.



One of its leading programs is Pânico, broadcasted on the radio since 1993, it later became a TV show (Pânico na TV) on Rede TV! in 2003, which helped increase the radio station's audience. Currently, the show is part of the Band channel programming (Pânico na Band). National audience leader in the youth directed segment, their most important rivals on a national scale are Band FM, Globo AM/FM, Transamérica and Mix FM. On a regional level, there are other rivals such as Rede Atlântida, owned by the RBS group, audience leader in many cities in the south of the country, and radio stations Tupi FM and Nativa FM in São Paulo.

The station belongs to the Jovem Pan group, which also owns Jovem Pan News, an all news radio network (with a programming consisting of journalism, sports and entertainment) founded in 2013, result of a fusion of different AM stations owned by the group. Since its first concession in 1944 (Panamericana radio station), with emphasis on sports, it consolidated a programming focused on sports and journalism. Jovem Pan News today owns three radio stations and has 14 affiliates in 7 Brazilian states. They compete with networks such as CBN, Bandeirantes and Globo News, however, their audience doesn't reach the same numbers as the others on a national level, even though they are very high in São Paulo.

The two stations share some programs, mostly in the news coverage sector, such as the daily Jornal da Manhã. The radio stations have an online portal (Jovem Pan Online), with an exclusive programming and audio, video and text news, and an app (Opina Pan) which presents opinions by the audience about economy, politics, behaviour and soccer.

Key facts

Audience Share 5.5% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Jovem Pan

Ownership

Ownership Structure Rede Jovem Pan belongs to Grupo Jovem Pan group. The group is owned by Antonio Augusto Amaral de Carvalho.

Group / Individual Owner > Grupo Jovem Pan



100 %

Media Companies / Groups



Grupo Jovem Pan

Facts

General Information

Founding Year	1976
Founder	Antonio Augusto Amaral de Carvalho (Tuta) - He was the director of TV Record (founded by his father, Paulo Machado de Carvalho), before directing Jovem Pan radios.
Ceo	Antonio Augusto Amaral de Carvalho Filho (Tutinha) – As his father, he worked at TV Record before Jovem Pan.
Editor-In-Chief	Antonio Augusto Amaral de Carvalho Filho (Tutinha) – As his father, he worked at TV Record before Jovem Pan.
Contact	Sede São Paulo - Av. Paulista, 807 - 24º andar - Cerqueira César - São Paulo - SP - +55 11 2870-9700 - ✉ jovempanonline@jovempan.com.br – jovempan.uol.com.br

Financial Information


Revenue (in Mill. \$) 2015: R\$ 59.8

Operating Profit (in Mill. \$) 2016: R\$ 4.5

Advertising (in % of total funding) Missing Data


Market Share Missing Data


Further Information


Headlines <https://tvefamosos.uol.com.br/colunas/flavio-ricco/2017/10/12/ancora-da-jovem-pan-comemora-21-anos-de-casa-e-e-demitido-no-dia-seguinte.htm>
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Folha de S. Paulo

Folha de S. Paulo is the daily newspaper of largest paid circulation in Brazil. Owned by the Frias family, it is described by Grupo Folha as “the most influent newspaper in Brazil” and “best seller newspaper in the country among national daily newspapers of general interest”.

Their editorial line is envisaged by Projeto Folha ('Folha Project'), which was implemented by Otávio Frias Filho in the early 1980s, a period that coincides with the moment when the publication became a reference on the national print media market.



The Frias family only acquired control over Folha da Manhã S.A. in August 1962, when the three Folha brands had already been circulating as a single newspaper called Folha de S. Paulo. Octávio Frias de Oliveira and his partner Carlos Caldeira Filho invited the scientist José Reis, one of the creators of SBPC (Brazilian Society for the Advancement of Science), to occupy the position of chief editor. But the newspaper's restructuring would happen under Cláudio Ábramo, who previously worked at O Estado de São Paulo. Ábramo had worked with Frias at Transaco, a stock brokerage and analysis company that provided services to Folha da Manhã.

Folha de S. Paulo supported the group of events that led to the 1964 Military-Civilian Coup in Brazil, although later they sought to maintain an independent position in relation to the military regime. In 1974, in face of the so called economical “Brazilian miracle”, Folha de S. Paulo stated that the country was “skipping steps, finding shortcuts and entering, without making a fuss, the category of countries with well defined national goals [...]. We could say we are today an unequally developed nation instead of an unequally impoverished nation [...]. The imbalance in growth preferable to the imbalance in emaciation. The unequal distribution of wealth distribution in growth is much better than the equal distribution of chronic poverty” (3/31/1974).

Later, in 1977, the company decided to suspend all editorials and articles of Folha de S. Paulo as a protest against the imprisonment of journalist Lourenço Diaféria. He had written a chronicle that the military considered offensive of Duque de Caxias, patron of the Brazilian Army. The then Security Secretary of the state of São Paulo, colonel Antônio Erasmo Dias, claimed that the newspaper had “a lot of subversive elements” in their staff, and threatened to frame the company within the National Security Law. The answer from Octávio Frias de Oliveira, Octávio Frias Filho's father, was to remove Cláudio Ábramo from the position of chief editor putting Bóris Casoy in his place, and to remove the column “Jornal dos Jornais” ('Newspaper of the Newspapers'), written on Sundays by Alberto Dines.

Key facts

Audience Share 9.24% (IVC)

Ownership Type private

Geographic Coverage National media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Folha

Ownership

Ownership Structure Folha de S. Paulo belongs to Grupo Folha. The group is owned by the Frias family.

Group / Individual Owner > Grupo Folha



100 %

Media Companies / Groups



Grupo Folha

Facts

General Information

Founding Year	1921
Founder	Olívio Olavo de Olival Costa, Julio Mesquita Filho, Pedro Cunha, Leo Vaz, Mariano Costa and Artêmio Figueiredo
Ceo	Luiz Frias - Chairman of the Board of Directors of Grupo Folha and UOL. He is the CEO of the company since 1989.
Editor-In-Chief	Otávio Frias Filho – editorial Director of Grupo Folha
Other Important People	Fernanda Diamant, editor of the magazine Quatro Cinco Um and wife of Otávio Frias Filho.
Contact	Sede São Paulo - SP - Alameda Br. de Limeira, 425 Campos Elíseos - São Paulo - São Paulo - CEP: 01202-900 - (11) 3224.3129 - > www.folha.uol.com.br .

Financial Information

Revenue (in Mill. \$) 2015: R\$ 526

Operating Profit (in Mill. \$) 2015: R\$ 2.6

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

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Natali, João Batista. Nabantino Ramos, um modernizador da imprensa.
Accessed Oct. 2017

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Agora São Paulo

Agora São Paulo is a tabloid owned by Folha Group, released in 1999. It is São Paulo's best-seller in this segment, reaching an average circulation of 81.170 copies in 2016 – being the eleventh top newspaper with paid circulation in the country.



Just like other tabloids, its content is more connected to everyday life, to service provided to the readers and to sports content, police coverage and varieties. Its texts are short, written in an accessible language. Classifieds are published daily, but on Sundays they receive specific sections on Real State, Vehicles, Jobs and Business.

Besides the printed version, Agora São Paulo is also made available on the internet, at the web address agora.uol.com.br. In its online format, the texts are reduced, as a means of encouraging the purchase of the printed edition for the full text, or even the subscription of the publication.

Key facts

Audience Share	2.42% (IVC)
Ownership Type	private
Geographic Coverage	National media
Content Type	Paid content (standard)
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Grupo Folha



Ownership

Ownership Structure

Agora São Paulo belongs to Grupo Folha. The group is owned by the Frias family.

Group / Individual Owner

› Grupo Folha



100 %

Media Companies / Groups



Grupo Folha

Facts

General Information

Founding Year

1999

Founder

Grupo Folha - Luíz Frias and Otávio Frias Filho

Ceo	Luiz Frias and Otávio Frias Filho
Editor-In-Chief	César Camasão
Contact	Sede São Paulo - SP - Alameda Br. de Limeira, 425 Campos Elíseos - São Paulo - São Paulo - CEP: 01202-900 - (11) 3224.7909 - > www.agora.uol.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

Sources	<p>http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/AGORA+S%25C3%2583O+PAULO/14777/home</p> <p>📄 Folha. Publicidade: Agora. Accessed Oct. 2017.</p> <p>📄 Mundo das Tribos. Jornal Agora São Paulo. Accessed Oct. 2017.</p> <p>📄 Grupo Folha. Conheça o Agora. Accessed Oct. 2017.</p>
Documents	> Territórios do jornalismo: geografias da mídia local e regional no Brasil. Petrópolis: Vozes; Rio de Janeiro: Editora PUC Rio.

UOL

UOL (uol.com.br) is Brazil's most accessed news portal in terms of unique visitors. It is controlled by the Folha Group, and conveys its own content, besides content from the Folha de S. Paulo newspaper and from several other local and regional newspapers as well as from other thematic sub-portals.

UOL went live in 1996, offering an online chat service, the daily editions of Folha de S. Paulo, Folha da Tarde and of Notícias Populares, files from Folha archives with around 250 thousand texts, The New York Times reports translated to Portuguese, Ads, Guides, Health, the IstoÉ magazine and the UOL TV, the first in Brazil specially made for the internet.



Several business by the Folha Group for the internet are linked to UOL, such as UOL Host (website hosting services) and UOLDIVEO (infrastructure and outsourcing solutions for information technology). UOL also offers services like Shopping UOL, Emprego Certo (a job vacancy portal), Go4Gold (digital games) and UOL PlayKids (children's content). They created several similar websites as a business strategy, as well as other existing services on the internet, such as Metadeldeal (relationship website), UOLK/UOLKut (social network similar to Orkut) and Bate Papo UOL (chatrooms).

In 2007, they launched PagSeguro, a service directed to the e-commerce market. Linked to UOL, PagSeguro is the leader among online paying methods in Brazil. Some years earlier, in 2002, UOL had broadcast the first game of Brazil's National Football Team on the internet, exclusively for its subscribers. Later, in 2010, it produced the first internet-exclusive presidential debate in the history of the country. Over 1,4 million people in 127 countries watched the show.

UOL competes with Globo.com for the leadership in audience reach of Brazilian portals. While it wins on unique visitors - 654.797 against Globo.com's 526.935 in July 2017 -, both change positions when total number of visits a month is accounted for: 8.744.710 accesses at Globo.com, and 6.349.834 visits to UOL. The two portals occupy, respectively, the fifth and sixth positions among all websites, no matter the category.

Key facts

Audience Share 6 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content / paywall

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Folha

Ownership

Ownership Structure UOL belongs to Grupo Folha. The group is owned by the Frias family.

Group / Individual Owner > Grupo Folha



100 %

Media Companies / Groups



Grupo Folha

Facts

General Information

Founding Year	1996
Founder	Grupo Folha - Luiz Frias and Otávio Frias Filho
Ceo	Luiz Frias (President/CEO Grupo Folha and UOL S.A) – chairman of the Board of Directors of the companies Grupo Folha and Universo Online (UOL). He has been the president of UOL since it was founded. Ricardo Dutra (CEO UOL Conteúdo, Serviços e Meios de Pag
Editor-In-Chief	Ricardo Dutra
Contact	Sede São Paulo (SP) - Avenida Brig. Faria Lima, 1384 - JardimPaulistano - São Paulo - SP - CEP: 01452-002 - Telefone: (11) 3038.8200 - > www.uol.com.br .

Financial Information

Revenue (in Mill. \$)	2016: R\$ 1,941.4
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Operating Profit (in Mill. \$)	2016: R\$ 162.7
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

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✎ <http://Meio & Mensagem. Revistas, jornais e livros ganham plataforma digital do UOL. Accessed Oct. 2017.>

✎ Portal Comunique-se. UOL escreve carta aberta e afirma que é hora de repensar publicidade online. Accessed Oct. 2017.

✎ Propaganda do UOL é vetada pelo Conar. Accessed Oct. 2017.

Sources

<http://www1.folha.uol.com.br/poder/2016/02/1744086-a-partir-do-jornal-grupo-folha-se-diversificou-e-hoje-tem-5-empresas.shtml>

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Documents

- › Territórios do jornalismo: geografias da mídia local e regional no Brasil.
Petrópolis: Vozes; Rio de Janeiro: Editora PUC Rio.
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Portal Abril

Abril.com was founded in 1999 as a news and entertainment portal gathering dozens of pages with different services and content, such as Portal da Viagem, in a partnership with online flying tickets sales company Decolar.com. In 2013, however, due to the economic crisis faced by Grupo Abril, the portal stopped producing information and the address Abril.com became the institutional website for the group. However, Abril.com (or Abril.com.br) is still one of the most visited pages in Brazil for hosting many of the group's magazines' content, Veja, the largest weekly magazine in circulation in the country, with over 1.1 million copies, among them.



Besides print magazine websites, the portal currently gathers some online only magazines, such as bebe.abril.com.br, educarparacrescer.abril.com.br and planetasustentavel.abril.com.br. The portal also sends segmented newsletters with each of the magazines' content to users who subscribe.

According to Alexa (July 2017) data, the Abril portal is the 29th most visited website in Brazil, and the 3rd most visited news portal, behind Globo.com (Grupo Globo) and UOL (Grupo Folha), all of them portals that produce their own content and that offer e-mail services. Alexa also shows that, within the portal, the most accessed contents are those of Exame magazine (exame.abril.com.br), with 30.47% of the accesses, followed by Veja (veja.abril.com.br), with 26.25% of accesses; Veja SP comes in 6th place, with 5.27%. Among the most searched keywords by portal users are "veja", "exame", "revista veja" and "Reinaldo Azevedo", a conservative journalist and commentator.

Veja's portal also appears among the three most shared political news websites on Facebook, according to the Monitor do Debate Político no Meio Digital (Digital Media Political Debate Monitor – GPOPAI/USP, July 2017). Besides that, Exame and Veja magazines appear, respectively, in the third and seventh positions on the Torabit Index (news segment), which measures engagement on Facebook, Twitter and Instagram.

Before founding Abril.com, Grupo Abril created, in 1996, the Brasil Online (Bol.com) portal, a news and entertainment portal, e-mail service and internet provider that is currently owned by UOL (Grupo Folha). The portal became popular in Brazil for being the first to offer their users free e-mail services. Still today, according to Alexa data, the portal is visited mainly for e-mail access.

The two magazines that generate the most accesses to the portal – Exame and Veja – have a team of famous columnists hosting their blogs on the portal. The Veja portal hosts the blogs of Silvio Navarro, Veja editor; economist Mailson da Nóbrega, former Finance Minister; Sérgio Praça, professor and researcher at FGV (Fundação Getúlio Vargas); João Batista Araújo e Oliveira, former Ministry of Education, executive secretary during Fernando Henrique Cardoso's presidency and collaborator at Instituto Millenium; besides political humor blog Sensacionalista. The magazine lost their most accessed columnist Reinaldo Azevedo, who resigned in March 2017, after conversations with Andrea Neves, senator Aécio Neves' (PSDB-MG) sister, leaked in the

media, in which he made criticism of an article published by Veja. Among the columnists hired in 2016 are Mauricio Lima, Dora Kramer and Lillian Witt Fibe.

Key facts

Audience Share 29 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Abril

Ownership

Ownership Structure Veja belongs to Grupo Abril. The group is owned by the Civita family (70%) and by the South African media conglomerate Naspers (30%).

Group / Individual Owner > Grupo Abril



100 %

Media Companies / Groups



Grupo Abril

Facts

General Information

Founding Year	1999
Founder	Roberto Civita - He inherited the control of Grupo Abril and the group's magazine business from his father, Victor Civita. Roberto Civita was a member of the conservative think-tank Millenium Institute.
Ceo	Walter Longo - president of Grupo Abril since 2016. He is responsible for media operations, graphics and distribution. Longo is a publicist and manager with a major in Marketing in the United States. Before that he was the President and CEO of Grey Brazil
Editor-In-Chief	Alecsandra Zapparoli Zanotti - Editor-in-Chief and publisher of Editora Abril since march 2016. Since 2008 she has held important positions in Grupo Abril. Before that, she worked at the newspapers DCI and O Estado de S.Paulo (SP) and at Editora Globo (SP)

Other Important People

Columnists of veja.abril.com.br (Veja): Mauricio Lima, Augusto Nunes, Dora Kramer, J.R. Guzzo, Silvio Navarro, Lillian Witt Fibe, Mailson da Nóbrega, Isabela Boscov, João Pedroso de Campos, Vilma Gryzinski, Maicon Tenfen, Tatiana Cunha, Ione Aguiar, Dias Lopes, Sérgio Praça, Sérgio Martins, Jerônimo Teixeira, João Batista Oliveira, among others.

Columnists of exame.abril.com.br (Exame): Celso Toledo (LCA Consultores), Luciana Allan (Instituto Crescer), Eduardo Moreira (Brasil Plural group), Felipe Scherer, Luiz Rogé, Joel Pinheiro da Fonseca, Lucas de Aragão (Arko Advice consulting), Luiz Carlos Mendonça de Barros (former president of BNDES and former Minister of Communications of the government of Fernando Henrique Cardoso/PSDB), Monica de Bolle (Peterson Institute for International Economics), Paul Krugman (Nobel Prize in Economic Sciences), Ricardo Sennes (Prospectiva consulting), Sérgio Vale (MB Associados consulting), Silvio Genesini (former president of Grupo Estado and of Oracle do Brasil, managing partner of Accenture), besides a blog from the conservative think thank Millenium Institute.

Contact

Sede São Paulo (SP) - Avenida das Nações Unidas, 7221 - Pinheiros - São Paulo - SP - CEP: 05425-902 - (11) 3037.2000 - > www.grupoabril.com.br -

> www.abril.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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Rede Mix FM

Mix FM radio (106.3) was founded in 1997 in São Paulo by João Carlos di Genio – founder and CEO of Grupo Objetivo, one of the largest private education groups in the country. The Mix FM network, established in 2005, currently owns 22 affiliate stations in 14 States in Brazil.

The station's programs are the same in all affiliates, but the content is produced locally (musical selections, program's ordering, news bulletins and information). Each station has their own website and some have local partnerships with other stations and companies.

Directed at a younger audience - the same audience for the group's education activities - the programming is composed of music, mostly national and international pop.

Their most important rivals at a national level are Jovem Pan FM radio, Transamérica and Band FM. All these networks have a considerable amount of time dedicated to musical programming (with different styles). They differ in the quantity and format of their entertainment, varieties and journalism programs. Mix FM, compared to others, broadcasts more music and has a reduced news coverage time.



Key facts

Audience Share 2.6% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Objetivo - Grupo Mix de Comunicação

Ownership

Ownership Structure

Rede Mix FM belongs to Grupo Objetivo. The group is owned by João Carlos Di Gênio.

Group / Individual Owner

› Grupo Objetivo - Grupo Mix de Comunicação



100 %

Media Companies / Groups



Grupo Objetivo - Grupo Mix de Comunicação

Facts

General Information

Founding Year

1997

Founder	João Carlos Di Genio - currently the owner of Grupo Objetivo, also has business in real estate and owns farms.
Ceo	Marcelo Braga
Editor-In-Chief	Marcos Vicca
Contact	Sede São Paulo: Rua Vergueiro, 1211 Paraíso - São Paulo - São Paulo - CEP: 01504-001 - (11) 2166.1500 - > www.mixfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data
Market Share	Missing Data

Further Information

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Rede Novo Tempo

The Novo Tempo network is formed by 18 radio stations in 10 Brazilian states, reaching 893 cities. It is also present in other countries: Argentina, Bolivia, Chile, Ecuador, Falklands Islands, Paraguay, Peru and Uruguay. In Brazil, according to information given by the network, their audience is composed mainly by the middle class (middle to lower income – 65%), followed by higher classes (high income – 25%); 70% of their audience is female; 50% are above 50 and 26% between 35 and 49 years old. The network's first station was inaugurated in 1989, in the city of Afonso Cláudio, Espírito Santo state interior. The network transmission began in 1995 from Vitória, the state capital. From 1996 to 2005, the network's headquarters was set in Nova Friburgo (Rio de Janeiro state) and, since then, the transmissions are broadcast from Jacareí (São Paulo state).



Their programming is divided into the following segments: Spirituality, Music, Economy, Actualities, Health, Journalism, Testimonies and Family. The most important programs are: A Voz da Profecia, oldest religious program in Brazil, founded in 1943 and currently hosted by pastor Ivan Saraiva, with the participation of the quartet Arautos do Rei; Clube da Música, about the backstage of gospel music; Redescobrimdo, with 1960s to 80s musical hymns; Anjos da Esperança, in which pastor Laerte Lanza presents life stories and testimonies; the Bible studies programs Bíblia Fácil, Lições da Bíblia, Na Mira da Verdade, Encontro com Profecias and Reavivados pela Palavras; programs about family like Consultório da Família and Pais e Filhos; thematic programs such as NT Saúde, NT Ecologia, Sempre Mulher and Seu Cardápio; and Contracultura, defined as a program "for you, who likes to think different, always guided by God's word". The musical programming benefits from another Igreja Adventista operation, the recorder Novo Tempo, with a cast of 23 groups and artists, the most important of which is the quartet ministry Arautos do Rei, which, since 1943, with different formations has recorded 45 albums and 6 DVDs. However, the most famous of Igreja Adventista are currently member of other recorder's cast, such as Leonardo Gonçalves (Sony Music), Os Arrais (Sony Music) and Daniela Araújo (Som Livre).

The stations radio news bulletin, Conexão NT, has a group of commentators:

- Suhad Nasser (external commerce, international relations and Arabic culture specialist, has worked at Embraer – Brazilian Aeronautics Company, at IAEA-ONU [International Atomic Energy Agency] and is a member of the group REDEAGENTES – External Commerce Agents of the MDIC – Ministry for Development, Industry and Exterior Commerce);
- Rudá Ricci (sociologist and political scientist, general director at Instituto Cultiva, member of the Brazilian Budget Forum and of the International Observatory on Participatory Democracy, author of "Lulismo - da era dos movimentos sociais à ascensão da nova classe média brasileira" ("Lulismo – from the age of social movements to the ascension of the new Brazilian middle class") and "Nas ruas - a outra política que emergiu em junho de 2013" ("On the streets – the other politics that arose in June, 2013", among others);
- Rodrigo Udo Zeviani, History, Philosophy and Sociology professor, graduated and master in Political History

and History at the State University of Maringá and a member of Laboratório de Estudos do Tempo Presente (Present Time Studies Lab);

- Ricardo Vargas, nutricionist and coordinator on the technical course on Nutrition and Dietetics at the Associação Paulistana of IASD (Adventist Church of the Seventh Day).
- Paulo Barradas, specialist in constitutional and consumer law and professor at the Amazonia University.
- Michelson Borges, journalist graduated at UFSC (Federal University of Santa Catarina), master in Theology at Unasp, member of the Brazilian Creationist Society, reports on the backstage of media;
- Denise Dias, musical therapist, educator, psycho-pedagoge, specialist in psychosomatics and Behavior Analysis Applied to Autism (ABA) graduated at UFSCar (Federal University of São Carlos);
- Alfredo Meneguetti, professor at PUC-RS (Rio Grande do Sul Pontifical Catholic University) and economist at the Fundação de Economia e Estatística;
- Wélida Dancini, consultant and author of the book “Sucesso em Dose Dupla: Empreendedores e Colaboradores podem chegar juntos ao topo” (Two times success: Entrepreneurs and Collaborators can reach the top together”).

The radio online portal promotes actions and campaigns and discloses ECAD (Central Office for Collection and Distribution – a Brazilian copyright collection agency) reports for the songs played in the radio. It also has a link for the Anjos da Esperança portal, a fund raising campaign for Rede Novo Tempo projects, that claims not to broadcast any commercial advertisement.

Key facts

Audience Share 0.5% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Seventh-day Adventist Church

Ownership

Ownership Structure

Rede Novo Tempo is controlled by the Seventh-day Adventist Church.

Company

› Seventh-day Adventist Church



100 %

Media Companies / Groups



Seventh-day Adventist Church

Facts

General Information

Founder

Seventh-day Adventist Church

Ceo

Antonio Tostes

Contact

Rede Novo Tempo de Comunicação Rod. SP 66 Km 86 N° 5876 – Jacareí – SP –
CEP 12340-010 Fone: 12-21273000 / Fax: 12-21273001

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Sources

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Rede Band FM

Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

Part of their programming is transmitted to all affiliates. The main nationally broadcasted shows are: Band Coruja, Band Bom Dia, the humour show A Hora do Ronco (an audience interaction program, on air for three decades), Manhã Show and Tarde na Band (music, prizes, information, entertainment with audience participation), Quem Ama Não Esquece (the broadcasters tell a story sent by a listener in a radio soap opera format, with audience participation in the end), Super 6 and Toca Todas (music and prize distribution), Band Brasil, Consultório Sentimental and Band Love.

The affiliates also produce local content and emphasize on some segments of popular music according to the audience's preference. As Murilo Huada, artistic director for the station, says in an interview with the online portal Sucesso: "Some of the ideas implemented at the affiliates are used here in São Paulo. We are always tuned in each region's musical tendencies. Many songs are tested in the affiliates of Band FM". In other occasions, the affiliates also retransmit programs with journalistic content from partner stations like Band News and Bandeirantes AM, such as Band News and Jornal da Band, which are part of the programming of Band FM Sorocaba and Band FM Dracena.

Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - > www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Band FM Catanduva. Accessed October 16 2017.

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Florianópolis. Accessed October 16 2017.

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Rede Católica de Rádio (RCR)

Founded in 1994, at SEPAC (Communication Pastoral Service)'s headquarters in São Paulo, Rede Católica de Rádio (Catholic Radio Network) is an association of networks connected to Catholic Church's organisms and lay stations of christian inspiration. It is formed by seven large generating bases which produce and distribute content and programming for over one thousand stations (with small shows) and generate chain transmissions for over 430 radio stations throughout the country.



In the last years, RCR has been working in the production of joint national and international coverage projects. The result of this partnership is the production and distribution of "christian journalistic content".

The programming comprises news, debates, national and international news. The content is transmitted by programs such as Jornal Brasil Hoje, Plantão RCR, RCR em Debate, Igreja no Rádio, Consagração a Nossa Senhora, Palavra da CNBB (National Brazilian Bishops Conference), among others, from different regions in Brazil. Special coverages are also articulated, such as the election of Pope Francis in the Vatican, and the World Youth Day in Brazil, both in 2013.

RCR also takes part in coverages along with other catholic print and TV outlets, the so called "multimedia reports". Some of the themes addressed were: the Church's presence in the Legal Amazon, in 2013; the Church's operation in the Madeira river flood in Porto Velho (Rondônia state), in 2014; the populations and places impacted by the mining activity in Serra dos Carajás, Pará state, in 2016; and the situation of the district of Bento Rodrigues one year after the Fundão Dam breach in Mariana (Minas Gerais state), in 2016. They also produce multimedia content disseminated through their portal, Signis Brasil's portal and social networks.

Unlike the traditional affiliate system, RCR doesn't have one generator that reproduces content to affiliates, but shares content between seven sub-networks which produce their own content.

The oldest of them is Rede Aparecida (São Paulo state), created by the Congregation of the Most Holy Redeemer missionaries in 1935 and with the first concession in 1951. The network transmits their programming in medium waves (AM 920 khz), short (49 meters – 6135 khz – 31 meters – 9630 khz – 25 meters – 11855 khz) and tropical (60 meters – 5035 khz), besides owning a FM station (Rádio Pop 909FM) aimed at the young audience. They can also be tuned online and via cell phone apps. It belongs to Fundação Nossa Senhora Aparecida, officially connected to the Catholic Church in Brazil and is also financially supported by the Clube dos Sócios (Partner's Club).

Another radio connected to an already traditional catholic communication group in Brazil is Rede Canção Nova (São Paulo state), which belongs to Comunidade Canção Nova, a catholic charismatic renewal community founded by father Jonas Abib and recognized by the Pontifical Council for Laypeople as an international private association, with a legal entity of its own, based in Cachoeira Paulista (São Paulo state) and connected to the

Lorena Diocese. The community is an association of Christians, priests and deacons, who vow to live a radical consecration to God stemming from their baptism and confirmation, focusing on the apostleship, in a community life. Their first radio station was acquired in 1980 and now they have 27 stations in 8 states broadcasting their programming partially or entirely, reaching a large part of the Brazilian territory using short, medium and tropical waves, besides parabolic antennas and internet. They also have a broadcaster in Portugal. Canção Nova radio stations and TV channels have the legal name Fundação João Paulo II.

The third sub-network is Rede Milícia Sat/Rádio Imaculada Conceição (São Paulo state), founded in 1995 and formed by 6 stations in three Brazilian states: São Paulo, Mato Grosso do Sul and Alagoas. The generator is Rádio Imaculada Conceição – 1490 AM. It is owned by Milícia da Imaculada, a public and international Christian association of Pontifical Right, founded in Rome in 1917 by Saint Maximilian Maria Kolbe. In Brazil their activities began in 1987 and are financed by donations by the so-called Mílites.

The fourth is Rede Sul de Rádio (Tua Rádio/Scalabriniana), inaugurated in 1999. It currently encompasses twelve stations located in the north and northeast of Rio Grande do Sul, and in the west of Santa Catarina. It stems from the former Rede Scalabriniana (Rio Grande do Sul), which used to be formed by 5 AM stations in both states. It currently reaches a population estimated with three million people in over 120 municipalities. They also have an online [portal](#). The radio's programming, similar to other catholic networks, mixes journalism, entertainment and more formal religious programs. The portal has a large production of news on themes such as politics, economy, agriculture, safety, education, health, culture, citizenship, environment, science & technology and religion.

Also located in the Brazilian South, Rede Evangelizar é Preciso (Paraná state) is a network of radios which is part of Rede Evangelizar de Comunicação, of Associação Evangelizar é Preciso, a non profit organization which counts with the support of the Archdiocese of Curitiba (Paraná state). It was conceived by father Reginaldo Manzotti in 2005. One of the biggest records seller in Brazil (ABPD, 2016), father Manzotti is also dean of the Santuário Nossa Senhora de Guadalupe. The program Experiência de Deus, hosted by Manzotti has been on air since September 2004. According to the network's website, currently over 1,500 radio stations transmit the program in Brazil and other countries, live from 10 to 11am, with reruns from 5 to 6pm and from 10 to 11pm, from Monday to Saturday. The list of retransmitters is available on the website.

RCR newest associates are Rede Pai Eterno and RCR Espírito Santo. Rede Pai Eterno (Goiás state) belongs to Santuário Basílica and was officially inaugurated during a pilgrimage that takes place in the sanctuary in 2012. Generated by Rádio Vox Patris, it comprises 10 stations in 4 states and is present in over 500 cities. Finally, RCR Espírito Santo is the regional version of RCR located in the Espírito Santo state, where the network has three stations (Rádios América 91.1 FM, América 690 AM and Líder 101.5 FM).

Key facts

Audience Share 1.9% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Catholic Church - Rede Católica de Rádio (RCR)

Ownership

Ownership Structure Rede Católica de Rádio (RCR) is controlled by the Catholic Church.

Company > Catholic Church - Rede Católica de Rádio (RCR)



100 %

Media Companies / Groups



Catholic Church - Rede Católica de Rádio (RCR)

Facts

General Information

Founding Year	1994
Ceo	Angela Moraes - president of RCR (2017-2019). She is a member of one of RCR's sub-networks, Rede Milícia Sat.
Contact	Sede São Paulo (SP): Avenida Jabaquara, 2400 03 Jabaquara / São Paulo - SP - (11) 2578-4866 - ✉ rcr@rcr.org.br - rcr.org.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data



Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

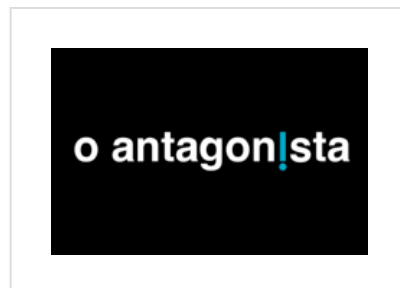
Headlines

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▣ [http://Padres, profissionais de rádio e políticos se reúnem no I Congresso de Rádio Católica do Brasil, realizado em 28/03/2017, em Aparecida \(SP\).](http://Padres,profissionais%20de%20r%C3%A1dio%20e%20pol%C3%ADticos%20se%20re%C3%BAnem%20no%20I%20Congresso%20de%20R%C3%A1dio%20Cat%C3%B3lica%20do%20Brasil,realizado%20em%2028/03/2017,em%20Aparecida%20(SP).)
Accessed Oct. 2017

O Antagonista

O Antagonista ('The Antagonist') is a website aligned to the right-wing political spectrum, created in 2015 by Diogo Mainardi and Mário Sabino. It focuses on comments on politics through short notes of few paragraphs, under the perspective of right-wing and anti-PT ('Workers' Party') political forces.



The website is described by Google as a "blog". It occupies the 279th position in the Brazilian Alexa Rankings, being the 9th website among the ones with journalism-related content. Its Facebook page has over 780 thousand likes and its Youtube channel more than 150 thousand subscribers. O Antagonista is a cited reference for predominantly fake news websites such as "Jornalivre" (connected to Movimento Brasil Livre/Students for Liberty), "*O Implicante*" and "*Reaçonaria*".

Its creators came from Veja magazine – where Mainardi (1999-2010) was a columnist and Sabino was a chief-editor (2004-2012). Mainardi also participates in GloboNews' Manhattan Connection show, with other right-wing commentators. The journalist Cláudio Dantas also contributes to the website. They also record videos with agenda commentary.

Felipe Moura Brasil, former Veja's anti-PT blogger, also joined the O Antagonista team. Moura Brasil organized a book by conservative writer Olavo de Carvalho ("O mínimo que você precisa saber para não ser um idiota" - 'The minimum you need to know to avoid being an idiot') and gained visibility with videos like "Como o socialismo arruinou meu país" ('How socialism ruined my country'). He has a political commentary show in Jovem Pan Radio, with fellow anti-PT Joice Hasselmann, author of judge Sérgio Moro's biography, and Augusto Nunes, a columnist at Veja magazine and the host of the Roda Viva Show (at São Paulo's TV Cultura). Between January and September 2017, the website also had the participation of journalist Madeleine Lacsco editing the Antagonista TV. Madeleine worked at Jovem Pan, Rádio Justiça and was part of the STF ('Federal Supreme Court') communication team during Gilmar Mendes's tenure. She was also an advisor for state deputy Carlos Bezerra Jr. (PSDB).

O Antagonista became medium of reference in the coverage of the Lava Jato process, even broadcasting the secretive accusations made by Marcelo Odebrecht in exchange for witness immunity. The website was sued by the Workers' Party (PT), on the charges of slander, infamy and defamation.

Key facts

Audience Share 279 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Empiricus

Ownership

Ownership Structure

The ownership of the website is split: 50% of it belongs to Empiricus Research (Consultoria Empiricus), 30% to Diogo Mainardi and 20% to Mario Sabino. Empiricus Research, in turn, has as shareholders the group The Agora, Inc. (Baltimore, USA) and the Brazilian company Sextus, owned by Caio Cesar de Arruda Mesquita, Felipe Abi-Acl de Miranda and Rodolfo Cirne Amstalden.

Company

› Empiricus



50 %

Individual Owner

› Diogo Mainardi



30 %

› Mario Sabino



20 %

Media Companies / Groups



Empiricus

Facts

General Information

Founding Year	2015
Founder	Diogo Mainardi - A former columnist of Veja magazine (Grupo Abril), and a commentator on the TV show Manhattan Connection on GloboNews (Grupo Globo). Mario Sabino - formerly the editor in chief of Veja magazine (Grupo Abril) from 2004 to 2011.
Ceo	Diogo Mainardi and Mario Sabino
Editor-In-Chief	Diogo Mainardi and Mario Sabino
Contact	R Joaquim Floriano, 913, Andar 2 Cj. 22Itaim Bibi, Sao Paulo,SP, CEP 04534-013, Brasil(11) 2229-9000

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

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Revista Fórum

Fórum Magazine was released with the coverage of the first Fórum Social Mundial ('World Social Forum'), that took place in January 2001 in the Brazilian city of Porto Alegre. Issue number zero was released in April 2001 and the magazine circulated with a monthly periodicity between September 2001 and December 2013.

Since January 2014 the printed magazine has no longer been published, but the website is still online with daily news, and, every Friday, a weekly edition. Its focus is the political coverage under the perspective of leftist and center-left political forces in Brazil.

Its Editorial Council consists of leaders of civil society's organized movements such as the União Nacional dos Estudantes ('National Students Union'), Central Única dos Trabalhadores ('Worker's Unique Central'), Intervozes, Ibase and the Paulo Freire Institute, besides economists Paul Singer, Pochmann and Luiz Gonzaga Belluzzo, philosopher Renato Janine Ribeiro and writer Wladimir Pomar.



Key facts

Audience Share	240 (Alexa Ranking)
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Ownership Type	private
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Geographic Coverage	International
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Content Type	free content
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Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Media Companies / Groups	Publisher Brasil
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Ownership

Ownership Structure

Revista Fórum belongs to Publisher Brasil, a company of Renato Rovai Jr.

Company

› Publisher Brasil



100 %

Media Companies / Groups



Publisher Brasil

Facts

General Information

Founding Year

2001

Founder

Renato Rovai – journalist, professor at Cásper Líbero. He is a militant of the democratization of communication, a blogger and one of the articulators of the Forum of Free Media and of the National Meeting of Bloggers and Digital Activists.

Editor-In-Chief Renato Rovai

Contact Rua Primeiro de Maio, 57 – Aparecida – CEP: 11035-181 – Santos (SP)
✉ contato@revistaforum.com.br Telefone: (13) 3877-0636

Financial Information

Revenue (in Mill. \$) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Sources <http://www.redebrasilatual.com.br/revistas/19/comunicacao-o-desafio-da-esquerda>
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Estadão.com.br

The estadao.com.br portal is the fourth most frequented portal in Brazil, among the platforms with journalistic content, being the 126th in the general rankings, according to Amazon Alexa's Top 500 Ranking Brazil for July 2017. By this ranking, the portal had 76,609 unique users visits and 548.484 total visits during the month. The number is significantly lower than the leading news portals: the Globo portal had 8.7 million total accesses in August, while the UOL portal registered 6.3 million total visits.



Created in May, 2000 estadao.com.br unified in one single address the content made available individually by the O Estado de S. Paulo, Jornal da Tarde (that stopped being published in 2012) and Agência Estado portals. Although the Financial Information Broadcast Service by Agência Estado keeps an independent website, it is accessible through estadao.com.br – which is also the case with the Território Eldorado Radio.

Key facts

Audience Share	126 (Alexa Ranking)
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Ownership Type	private
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Geographic Coverage	International
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Content Type	free content / paywall
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Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Media Companies / Groups	Grupo OESP (Estado)
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Ownership

Ownership Structure

Estadao.com.br belongs to Grupo OESP (Estado). The group is owned by the Mesquita family.

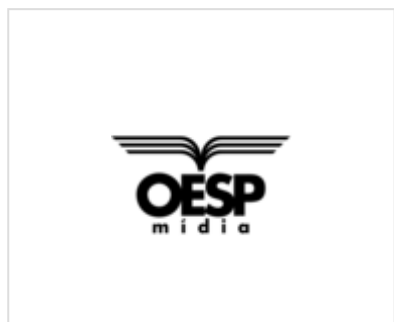
Group / Individual Owner

› Grupo OESP (Estado)



100 %

Media Companies / Groups



Grupo OESP (Estado)

Facts

General Information

Founding Year

2000

Founder

Grupo Estado – Ruy Mesquita - he was president of Grupo Estado. He is brother of Júlio de Mesquita Neto.

Ceo	Roberto Mesquita
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Editor-In-Chief	João Caminoto
------------------------	---------------

Contact	Sede São Paulo - SP - Avenida Eng. Caetano Álvares, 55 Limão - São Paulo - São Paulo - CEP: 02598-900 - (11) 3856.2750 – > www.estadao.com.br .
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Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources	http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/ESTADAO.COM/26004/home
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	 Acervo Estadão. História do Grupo – década de 2000. Acesso: Sep. 2017
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Documents	> Territórios do jornalismo: geografias da mídia local e regional no Brasil. Petrópolis: Vozes; Rio de Janeiro: Editora PUC Rio.
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O Estado de S. Paulo

O Estado de S. Paulo is the third largest newspaper in paid circulation among outlets of national distribution. In 2016 it reached an average daily circulation of 216,271 copies, which amounts to 6.46% of the market. It is thus, in terms of circulation, only behind Folha de S. Paulo and O Globo, both of nationwide distribution, and Super Notícia, distributed in Minas Gerais.



In 2012 the newspaper started incorporating the reformulated section of Jornal do Carro, which had circulated until then within Jornal da Tarde, which had its operations closed. The interruption of Jornal da Tarde, which had been circulating since 1966, was part of the group's reorganization strategy. In a moment of continuous decline in large Brazilian newspapers' circulation, the group had decided to centralize their investments around print media in their largest vehicle, O Estado de S. Paulo.

O Estado de S. Paulo backed the military coup of March 31st, 1964, which deposed the elected president João Goulart, but then reconsidered this support when it realized that the military would hold onto power, and were no longer willing to let it go. The newspaper then became a target for censorship. On December 13th, 1968, for example, just before the imposition of the AI-5 (Institutional Act #5, which installed a censorship and assembly ban in the country), copies of O Estado de S. Paulo were confiscated.

In June, 1981, during the last stages of the military dictatorship, the newspaper exposed the corruption involved in the construction of the Quatro Rodas Hotels in the Northeast region. According to the articles, the BNH (National Housing Bank) had granted funds in an amount of two hundred million Cruzeiros for the construction of hotels. Some of these enterprises, however, did not start operating and others were not even built. According to O Estado de S. Paulo, Grupo Abril kept 36.5% of the total amount.

O Estado de S. Paulo is controlled by the Mesquita family since 1902, when Júlio Mesquita became its sole owner. He had been the newspaper's editor since 1885 and one of its 16 founders. The current owners are the fourth generation of the family in charge of the business.

Key facts

Audience Share 6.46% (IVC)

Ownership Type private

Geographic Coverage National media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo OESP (Estado)

Ownership

Ownership Structure

O Estado de S. Paulo belongs to Grupo OESP (Estado). The group is owned by the Mesquita family.

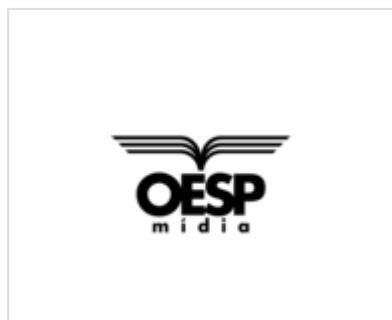
Group / Individual Owner

› Grupo OESP (Estado)



100 %

Media Companies / Groups



Grupo OESP (Estado)

Facts

General Information

Founding Year	1875 ("A Província de São Paulo")
Founder	José Maria Lisboa, Francisco Rangel Pestana, Américo de Campos, Manoel Ferraz de Campos Salles, Américo Brasiliense and José Alves de Cerqueira César. Cerqueira César was a coffee producer, father-in-law of Julio Mesquita, who would become the sole propri
Ceo	Francisco Mesquita Neto - vice president of the National Association of Newspapers (ANJ), he served as president of the association for two terms.
Editor-In-Chief	João Fábio Caminoto - Director of journalism at Grupo Estado.
Contact	Sede São Paulo - SP - Avenida Eng. Caetano Álvares, 55 - Limão - São Paulo - SP - CEP: 02598-900 - (11) 3856.2750 - > www.estadao.com.br .

Financial Information

Revenue (in Mill. \$) 2016: R\$ 413.1


Operating Profit (in Mill. \$) 2016: losses of R\$17.9


Advertising (in % of total funding) Missing Data


Market Share Missing Data

Further Information

Headlines


http://portalimprensa.com.br/noticias/ultimas_noticias/77238/estadao+extingue+cargo+de+editor+chefe+cida+damasco+segue+como+colunista
 <http://Estadão extingue cargo de editor-chefe. Cida Damasco segue como colunista. Accessed Oct. 2017>

 [Brasil 247. Em editorial, Estadão rompe com Moro para tentar salvar Temer. Accessed Oct. 2017](#)

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Rede Transamérica

Rádio Transamérica was founded in 1973 in Recife (PE), by banker and entrepreneur Aloysio de Andrade Faria, then owner and president of Banco Real and currently owner of Conglomerado Alfa. The network has currently 73 stations and affiliates (which Conglomerado Alfa calls franchises), in 15 Brazilian states, reaching 2,525 municipalities.



It was the Northeast's first FM radio station. In 1990 it started transmitting via satellite, which allowed for the creation of the Rede Transamérica network, through its affiliate system.

Since 2000, Transamérica network is formed by three sub-networks: Pop, Hits and Light. The three sub-networks have content consisting of musical programming and sports, directed at different audiences. A part of the programming is shared between the three sub-networks and the rest is exclusive to each one. The same happens between network heads and affiliates: part of the content is transmitted nationwide and part is produced locally.

Transamérica Pop is directed at a younger audience and focuses on pop/rock, black and dance music, with a humorous language; it has 12 stations in 8 states. Transamérica Hits is directed at the "popular segment" and young audience with an "eclectic musical programming", focused on national and international hits; it has 59 stations, is based in Belo Horizonte (MG) and generates content in São Paulo. Finally, Transamérica Light is directed at an "adult and educated" audience, putting together news coverage and musical programming focused on international pop music, MPB and World Music; it has only 2 stations, one in Curitiba (PR) and one in Feira de Santana (BA).

Key facts

Audience Share 2.8% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Conglomerado Alfa

Ownership

Ownership Structure Rede Transamérica belongs to Conglomerado Alfa. The group is controlled by Aloysio de Andrade Faria.

Group / Individual Owner > Conglomerado Alfa



100 %

Media Companies / Groups



Conglomerado Alfa

Facts

General Information

Founding Year	1973
Founder	Aloysio de Andrade Faria – former owner and president of Banco Real. He is the main owner of Conglomerado Alfa.
Ceo	Luiz Guilherme Albuquerque
Contact	Sede São Paulo: Rua Pio XI 1587, Alto de Pinheiros - São Paulo - SP - 05468902 - (11) 30245800 / > www.radiotransamerica.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data

Advertising (in % of total funding)

Missing Data

Market Share

Missing Data

Further Information

Headlines

<http://www.meioemensagem.com.br/home/midia/2016/01/26/transamerica-e-napster-criam-aplicativo.html>

📄 <http://Meio & Mensagem. Transamérica e Napster criam aplicativo.>
Accessed Sep. 2017

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http://www.radiotransamerica.com.br/pop/rede_Hlt494988880_Hlt494988881/_Hlt494988880_Hlt494988881conteudo/midia-kit-midia-kit

📄 <http://Radio Transamérica. Midia Kit. Acesso Sep 2017.>

📄 Radio Transamérica. Institucional. Acesso Sep 2017.

📄 Radio Transamérica. Official Website. Acesso Sep 2017.

📄 Transhopping. Official Website. Acesso Sep 2017.

📄 Propmark (27 de janeiro, 2016). Transamérica lança aplicativo com o Napster. Acesso Sep 2017.

📄 Meio e Mensagem Portfólio de Mídia. Transamérica – 100,1. Accessed Oct 2017.

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📄 Adnews. Diretor da Transamérica integra Conselho Fiscal da Abert. Accessed Oct 2017.



📄 Abert. Conselho Superior 2015-2018/Fiscal. Accessed Oct 2017.

📄 <https://www.linkedin.com/in/arnaldo-cruz-machado-de-ara%C3%BAjo-67515840>

📄 Associação das Emissoras Rádio e Televisão do Estado de São Paulo (AESP). Diretoria. Accessed Oct 2017.

📄 LinkedIn. Jaqueline Pontes. Accessed Oct 2017.

O Tempo

The newspaper O Tempo was founded in 1996, when Grupo Editorial Sempre Editora, owned by the SADA group, inaugurated their own printing plant and launched a daily “jornal de referência” or “quality paper” intended to compete with the traditional Estado de Minas, owned by Grupo Diários Associados.



In a few years, the newspaper’s circulation surpassed that of its rival and, despite having a distribution focus on Minas Gerais state, it became the eight largest newspaper in circulation in Brazil and the 4th among “quality papers”, behind Folha de S. Paulo, O Globo and Zero Hora.

Similarly to what happened to a tabloid owned by the group, Super Notícias, O Tempo sales received a boost in sales from a strategy involving, on one hand, marketing and sales campaigns and, on the other hand, news formats and content.

The group has invested in readership loyalty through subscription campaigns in which sales representatives would travel to cities in the state’s countryside to introduce the newspaper. The campaign involved the distribution of souvenirs to new customers and a subscriber’s club, with discounts and benefits. Currently, 95% of its sales are made through subscription.

Regarding its format, the newspaper, first published in standard size, changed to a tabloid format in 2008, allowing for easier handling.

O Tempo prioritizes political and economic news, in all scales. The themes, however, are approached from a “mineiro” observation of the events”, that is, they are oriented by a principle of proximity and regionality. That means that, even when referring to issues on other scales, the articles put emphasis on the ways these themes relate to the state and the agents and institutions in Minas Gerais, which might be overlooked by other national media. These other vehicles tend to prioritize Rio de Janeiro’s and São Paulo’s protagonism.

Key facts

Audience Share 3.03% (IVC)

Ownership Type private

Geographic Coverage Multi-territorial media

Content Type Paid content (berliner)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Sada - Grupo Editorial Editora Sempre

Ownership

Ownership Structure

Super Notícia belongs to Grupo Editorial Editora Sempre, a company of Grupo SADA. Grupo SADA is owned by the Medioli family.

Group / Individual Owner

› Grupo Sada - Grupo Editorial Editora Sempre



100 %

Media Companies / Groups



**Grupo Sada - Grupo Editorial
Editora Sempre**

Facts

General Information

Founding Year	1996
Founder	Vittorio Medioli - born in Parma, Italy. He owns the SADA group. He also holds a political career: he is currently mayor of Betim (MG) by PHS. He was a federal deputy elected by the PSDB of Minas Gerais for four terms.
Ceo	Heron Guimarães – journalist and publicist. He is a specialist in political marketing. During two intervals outside Editora Sempre, he worked as an advisor and as the Secretary of Communication of the government of Betim (MG) municipality.
Editor-In-Chief	Lúcia Castro - she has worked at Editora Sempre/Grupo Sada's newspapers since the foundation of "O Tempo", in 1996.

Other Important People

Lúcia Machado Medioli - writer and president of Editorial Group Semper Editora, Lúcia is married to Vittorio Medioli. There are important Brazilian writers from her family, such as Aníbal Machado, Maria Clara Machado and Lúcia Machado de Almeida. She signs a column at the newspaper, some of them are gathered in two books. She is affiliated to the Humanist Party of Solidarity (PHS).
Mariana Medioli - vice President of Editora Sempre since march 2016, Mariana is the daughter of Vittorio and Lúcia Medioli.

Contact

Sede Belo Horizonte - MG - Rua Pernambuco, 712 - Funcionários - Belo Horizonte - MG - 30130-151 - (31) 2138.3900 -
> www.otempo.com.br/supernoticia

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

<https://poderemfoco.com.br/adalclever-lobes-e-vittorio-medioli-se-reunem-para-discutir-as-eleicoes-de-2018/>
 [http://Vittorio Medioli \(PHS\) articula candidatura ao governo de Minas Gerais com PMDB e PT para as eleições de 2018 \(2017\)](http://Vittorio%20Medioli%20(PHS)%20articula%20candidatura%20ao%20governo%20de%20Minas%20Gerais%20com%20PMDB%20e%20PT%20para%20as%20eleicoes%20de%202018%20(2017).). Accessed 10 october 2017.

Sources

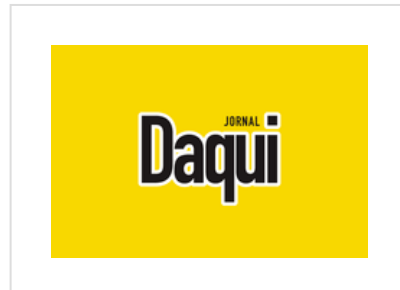
<http://www.otempo.com.br/super-noticia/voc%C3%AA-no-super>

 OTempo. Opiniao - Colunistas do dia. Acesso: Sep. 2017



Daqui

Daqui is a popular newspaper from Goiânia, printed in tabloid format and sold for less than R\$ 0.75 in supermarkets, newsstands, bus terminals and in strategic points of the city, with special penetration within middle class audiences with per capita income between R\$ 291 and R\$ 1064 per month. It focuses on local subjects, with highlights on sports, police and neighborhoods news, besides information on the celebrity world. It was created in 2007, since 2013 it also published in Palmas, capital of the Tocantins state. In 2016, its circulation was of 91.1 thousand daily copies. With the tenth biggest circulation in the country, it dominates 44.19% of the middle-western market.



It is part of a bundle of printed newspapers by the Jaime Câmara Group, just like the Jornal Popular (that publishes more national news), and that holds 10.43% of the market. Together, they amount to 54.62% of the middle-western market. It invests in interactivity with the reader and in promotions with free gifts distribution. Its digital platform includes the Daqui Radio, the social network Daqwitter and the Daqui passport, strategies to encourage the interactivity with the readers.

Key facts

Audience Share 2.72% (IVC)

Ownership Type private

Geographic Coverage Regional supra-state media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Jaime Câmara

Ownership

Ownership Structure

Daqui belongs to Grupo Jaime Câmara. The group is owned by the Câmara family.

Group / Individual Owner

› Grupo Jaime Câmara



100 %

Media Companies / Groups



Grupo Jaime Câmara

Facts

General Information

Founding Year 2007

Founder Grupo Jaime Câmara

Editor-In-Chief

Luciano Martins

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Sources

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📄 <http://Daqui.Expediente>. Acessado em October 2017.

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MDB_JOR_CIRCULACAO_TITULOS_FILIADOS_AO_IVC

Mídia Dados. Circulação dos Títulos Filiados ao IVC. Acessado em October 2017.

📄 [Esdra Basilio. Jornal Daqui 2007-2013. UFG.](#) Acessado em October 2017.

IstoÉ

The IstoÉ magazine was founded in may 1976, by Encontro Editorial Ltda., from a partnership between Domingo Azugaray and Mino Carta. Initially, the magazine had a monthly periodicity, but in the following year the varieties magazine became a weekly publication, approaching mainly political subjects, in addition to economy, culture, science, behavior, sports, among others. It came to light in a moment of the Military Dictatorship (1964-1985) in which the censorship exercised on communication outlets was less intense than in the prior decade.



At this point, political coverage was critical of the military regimen, though in a cautious way. Carta and Azugaray brought important journalists and intellectuals to the magazine, such as Raimundo Faoro, Vilas Boas Correia, Francisco Weffort, Cláudio Abramo, Bolívar Lamounier, Henfil, Millôr Fernandes, Luís Fernando Veríssimo, Elio Gaspari, Marcos Sá Correia, Plínio Marcos, Paulo Sérgio Pinheiro, Edmar Bacha, Carlos Guilherme Mota, Antônio Calado, Maurício Kubrusly, Clóvis Rossi, Maria Vitória Benevides, Paulo Caruso, Pietro Maria Bardi, Ferreira Gullar, Luís Gonzaga Belluzzo, Fernando Pedreira, Carlos Castelo Branco and Zuenir Ventura.

In 1980, because of its debts the magazine was given to Unibanco and was then run by Fernando Moreira Salles (the bank owner's son). Mino Carta left the editorial direction of the magazine (1981) and became director of Senhor, that remained under Três Publisher. He was replaced by Tão Gomes Pinto. In January 1984, the magazine was once again sold, this time to Luís Fernando Levy, owner of the Gazeta Mercantil newspaper, and the editorial direction was handed to Milton Coelho da Graça, who kept defending the campaign for direct elections and the congregation of a National Constituent Assembly. In 1985, however, the magazine started to support indirect elections as a transition between the dictatorship and the democratic government and even supported the beginning of José Sarney's government, criticizing him only after his first year in charge.

In 1988, Domingo Azugaray manages to buy the magazine again, promoting the fusion between the magazines IstoÉ and Senhor under the title IstoÉ Senhor, that would become only IstoÉ again in 1992. The magazine was once again run by Mino Carta. In the 1989 elections, the magazine did not explicitly supported an of the candidates, but criticized the campaign promoted by Fernando Collor de Melo against Lula, the labor's party candidate (PT).

While the dictatorship and the early process of re-democratization lasted, Mino Carta and Domingo Alzugaray shared certain editorial views, but this landscape started to change from 1993 on, when their political and economical divergences became clear. Mino, along with Raimundo Faoro, left IstoÉ in 1993 and founded Carta Capital in 1994, with a leftist editorial profile. IstoÉ was again run by Tão Gomes Pinto, defending the neo-liberal policies of Fernando Henrique Cardoso's government, while Carta Capital defended the policies of the labor's party.


In April 1996, Tão Gomes Pinto left the direction of the magazine, being replaced by the journalist and photographer Hélio Campos Mello, who remained in the position of director until February 2006, when he left the publisher and founded the Brasileiros magazine. The magazine is currently run by Carlos José Marques. One of the three biggest weekly magazines in Brazil, besides Veja (Abril Group) and Época (Globo Group), IstoÉ, just like other magazines from its group faces financial difficulties and, according to information from the press, looks for a buyer.

Besides Veja (Grupo Abril) and Época (Grupo Globo), IstoÉ is one of the three largest weekly magazines. Currently, just like some of the other magazines from its group, it faces financial difficulties and, according to information circulating in the press, is searching for a buyer.

Key facts

Audience Share	4.20% (IVC)	
Ownership Type	private	
Geographic Coverage	National media	
Content Type	Paid content (magazine)	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Grupo de Comunicação Editora Três	

Ownership

Ownership Structure	Isto É belongs to Grupo de Comunicação Editora Três. The group is owned by the Alzugaray family.		
Company	> Grupo de Comunicação Editora Três		100 %

Media Companies / Groups



Grupo de Comunicação Editora Três

Facts

General Information

Founding Year	1976
Founder	Domingo Alzugaray and Mino Carta
Ceo	Caco Alzugaray
Editor-In-Chief	Carlos José Marques
Contact	Rua William Speers, 1.088, São Paulo – SP, CEP: 05065-011. Tel.: (11) 3618-4200 – Fax da Redação: (11) 3618-4324. São Paulo – SP.

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$) Missing Data


Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Sources

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 CPDOC/FGV. Verbete: Demitrio Carta. Accessed 8 October 2017

 LinkedIn Profile: Carlos José Marques. Accessed 8 October 2017

 IstoÉ. Coluna de Carlos José Marques. Accessed 8 October 2017

 LinkedIn Profile: Hélio Campos Mello. Accessed 8 October 2017

 Entretantos. Entrevista com Helio Campos Mello, da revista Brasileiros. . Accessed 8 October 2017

Rede Bandeirantes

Bandeirantes AM is Bandeirantes Group's first radio network, that also has two other national networks (BandNews FM and Band FM) and a regional one (Nativa FM), all of them occupying good positions in ratings rankings as measured by Kantar IBOPE. Focused on journalism, current affairs and sports, with a small musical programming, the network has 9 owned stations and 55 affiliates in 15 states, reaching more than 1,000 Brazilian cities. The network also has an internet [portal](#), where one can listen to the program produced in São Paulo, and send messages to its studio. It also interacts with listeners via social media.



Bandeirantes AM Radio was founded by entrepreneur and sports executive Paulo Machado de Carvalho and sold, in 1945, to the politician Adhemar de Barros, that was a federal auditor in the São Paulo state (1938-1941), governor of the state (1947-1951; 1963-1966) and mayor of the capital (1957-1961). Barros assigned the direction of the radio to Rebello Junior, "an icon of sports journalism at the time", but transferred the direction to João Jorge Saad, in 1948, when the latter married his daughter.

Saad kept the focus on sports, but broadened the radio programming when he inserted journalism under the direction of José Bonifácio de Oliveira Sobrinho (Boni), who would become Globo's general director between 1967 and 1997. In 1950, the radio supported the victorious campaigns of Getúlio Vargas for the Presidency of the Republic, and of Lucas Nogueira Garcez for the Government of the State. In 1958, during the World Cup in Sweden, Saad created the Cadeia Verde Amarela ('Green yellow Chain'), an association of stations from all over Brazil that broadcast commentary and the football matches. The initiative was repeated in the following World Cup in 1962, in Chile. In 2013, the Group resumed the initiative to broadcast sports events like the Confederation Cup, the America Cup and the World Cup, but articulated only radios of their own group (Bandeirantes AM, BandNews FM, Bradesco Esportes FM, among others).

Currently the main shows of the station's national network are: 90 minutos, Bastidores do Poder, Jornal de Amanhã, Jornal Gente, Jornal Primeira Hora (journalism); Domingo Esportivo Bandeirantes, Esporte em Debate, Esporte Notícias Internacional, Pole Position, Resenha, futebol e humor e Terceiro Tempo (sports); Arquivo musical, Chansons D'Amour and Sábado de Classe (music). The shows vary with the days of the week and not all of them are broadcasted to all affiliates.

Some of the columnists for Bandeirantes AM are also columnists for Band News FM. Amongst which:

- Fernando Schüller is a philosopher and political scientist dedicated to themes like "Freedom of Press and of Speech" and a professor at Insper - Instituto de Ensino e Pesquisa ('Research and Teaching Institute'), a private non-profit graduation organization founded by entrepreneurs Claudio Haddad, Jorge Paulo Lemann, Marcel Hermann Telles and Carlos Alberto da Veiga; he is also a collaborator in the Millenium Institute and a former Social Development and Justice State Secretary in Rio Grande do Sul na gestão during Yeda Crusius's tenure (PSDB, 2007-2011).

- Leandro Karnal is a History professor at UNICAMP and collaborates with different media outlets (Folha de S. Paulo, O Estado de S. Paulo, Zero Hora, História Viva magazine, TV Cultura, among others); he also gives lectures in companies, schools and institutions.
- Eduardo Oinegue, a journalist and owner of analysis publishing and management advisement companies, was IG's publisher (2009-2011), a reporter and editor of the Abril Group's outlets (1986-2005); in 2016, refused the invitation by president Michel Temer (PMDB) to be his spokesman, but developed a communication plan for the government; even before President Dilma Rousseff (PT) was moved from office, the journalist helped Temer with communication training.
- Luís Paulo Rosenberg: an economist graduated at USP, with a master's and a doctor's degree at Vanderbilt University, is an economical consultant and owner of the company Rosemberg Associados. He also makes economical commentaries for Folha de S. Paulo, Jovem Pan and Eldorado Radios and Carta Capital magazine. He was an advisor for the Minister of Planning Delfim Netto during João Figueiredo's military government (1979-1985) and a member of the FMI negotiation team; later, he was President José Sarney's economic advisor (PMDB, 1985-1989). He was also a member of the councils of the companies Cia. Suzano, Nestlé and BBVA bank and marketing vice-president of the sports club Corinthians.
- Luiz Barretto: a sociologist, is the president of Caixa Crescer, a microcredit providing company of Caixa Econômica Federal. He was the director president of Sebrae Nacional (2011-2015) and Minister of Tourism (2008-2010) during Lula's government (PT).
- Reinaldo Azevedo: a journalist and political commentator self-defined as "a catholic, conservative, liberal and hillbilly" (Portal Imprensa, 6/12/13). Also has columns in RedeTV!, RedeTV! Portal and in Folha de S. Paulo. He is a former columnist of Veja magazine and former commentator at Jovem Pan Radio.

The radio also has other columnists:

- Gesner Oliveira: an economist, partner of Go Associados consulting and professor in the Planning Department and Applied Economic Analysis at Fundação Getúlio Vargas (FGV-SP). He was the president of Sabesp during José Serra's government (PSDB, 2007-2010) and president of CADE - Conselho Administrativo de Defesa Econômica ('Economic Defense Administrative Council') (1996-2000) during Fernando Henrique Cardoso's government (PSDB, 1994-2002). During his run ahead of the council, the fusion of Antartica breweries with Ambev was approved, becoming today's Jorge Lemann's AB InBev.
- Delfim Netto: an economist, he was the finance minister during the governments of generals Costa e Silva and Emilio Garrastazu Médice (1967-1974), Brazilian ambassador in France (1975-1978), minister of Agriculture (1979) and Chief-minister of planning during general João Figueiredo's government (1979-1985); he was a federal deputy under the parties originated by ARENA (PP/PPR/PDS, from 1987 to 2007). He also writes a column in the Carta Capital magazine.
- Luiz Felipe Pondé: a philosopher and professor, defines his ideas as being based on a "certain pessimism, in the preservation of western religious traditions and on the fight against the politically correct thought in the universities. He is one of the most prominent defenders of conservative thought in the last 10 years in Brazil". He also has a column in Folha de S. Paulo.

Key facts

Audience Share 0.6% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure

Rede Bandeirantes belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner

➤ Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1937
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Thays Freitas - executive director of Radio Bandeirantes since 2006. Thays also presents the program Bastidores do Poder (“Behind the Power”).
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-000 - (11) 3131.7418 - > www.radiobandeirantes.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

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Rede Vida

With VHF e UHF terrestrial, cable and parabolic antennas coverage, Rede Vida is present, according to the station's portal, in all Brazilian capitals and in 500 major cities throughout Brazil, reaching over 1,500 municipalities. It is the first and currently the largest catholic TV channel in Brazil. Available in around 300 cities, it has already migrated from analog to digital. The generator is located in São José do Rio Preto (SP) and there are auxiliary studios in the cities of São Paulo, Rio de Janeiro, Porto Alegre and Brasília. The network also broadcasts independent productions. It defines itself as "the family's channel for its christian inspiration, its moral and ethical commitments, its vocation for service and the appreciation of the human and the social".




The programming comprises religious programs, besides News, Sports, Varieties, Entertainment, Recipes and Interviews. The programs address topics such as law, health, economy, agriculture and sustainability. Among the more formal religious programs are: Terço Bizantino, Encontro com Cristo, Filhos do Pai Eterno, O Terço, Rosário da Vida, A Cura pela Palavra, Mãe Maria, Nossa Senhora dos Aflitos, and others. Other network programs are: news programs JC TV and Jornal da Vida; Vida Melhor, which receives guests to discuss health, sports, food, culture and other topics, Tribuna Independente, which presents thematic sections and interviews with specialists of different areas (education, politics, family, health, church issues and actualities); Viva Vida, in which the singer Father Alessandro Campos presents "messages of love, faith and peace" and invites other sertanejo singers; Anatomia do Poder, in which the lawyer Ives Gandra Martins discusses the theme "power" based on interviews with personalities connected to public and private institutions; Motivação e Sucesso, hosted by professor and market consultant Luiz Marins; and Caminhos, hosted by Gabriel Chalita, former São Paulo city councilman (PSDB, 2009-2011), Federal Deputy for São Paulo (PMDB, 2011-2015), city education secretary for mayor Fernando Haddad (PT) and state education secretary for Geraldo Alckmin (PSDB), currently in PDT (Democratic Labour Party), he was candidate for vice mayor with Haddad in 2016. The network also broadcasts Telecurso (an education program produced by Fundação Roberto Marinho), concerts and soccer matches and also rents out time for other religious organizations and companies.

Rede Vida is associated with other catholic channels such as Canção Nova, TV Aparecida and TV Século XXI for content exchange. It is also a member of Signis Brasil – Associação Católica de Comunicação, an association that gathers different catholic medias (radio, TV, print, film, internet and formation), created in 2010 in accordance with the principles of SIGNIS World, founded in Brussels in 2001. In 2014, the catholic TV channels organized and broadcast CNBB's Presidential Debate. The debate between the candidates to the Presidency of the Republic was organized by Rede Vida, TV Aparecida and Signis Brasil and took place at the Centro de Eventos Pe. Vitor Coelho, in Aparecida (São Paulo state), with live broadcast by the catholic channels and online.


The network also has an online portal – Pela Vida (pelavida.redevida.com.br) – which promotes a donation campaign among the catholic community to maintain their activities. The portal also has public interaction

sections: Prayer Requests; Online Candle Lightning, Mass Celebration Requests (which are sent to Santuário da Vida in São José do Rio Preto), Testimonies and specific forms of audience participation in each of the channel's programs.

Key facts

Audience Share	Missing Data	
Ownership Type	private	
Geographic Coverage	National	
Content Type	Free-to-air TV	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)	

Ownership

Ownership Structure	The TV network Rede Vida is controlled by the Catholic Church.	
Company	> Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)	 <div>100%</div>

Media Companies / Groups



Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)

Facts

General Information

Founding Year	1995
Founder	Dom Antonio Maria Mucciolo, João Monteiro de Barros Filho.

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Market Share

Missing Data

Record TV

Record TV is part of Record Group's communication conglomerate, owned by Edir Macedo, the leader of the church Igreja Universal do Reino de Deus (IURD), and competes with SBT for the second highest ratings as measured by Kantar Ibope. Founded in 1953 by the sports executive Paulo Machado de Carvalho, half of its assets were sold to Sílvio Santos (the current owner of SBT) in 1973 and, in 1989, once again sold to its current proprietor. Under Macedo's direction, the station kept most part of its commercial programming, but inserted religious programming mainly early in the morning and late in the evening; on the other hand, IURD kept the existing practice adopted since the 1980s of renting grid slots to other stations, like Rede TV! and Band.



When inaugurated, the TV had a studio and modern equipment and hired several renowned Brazilian artists such as Dorival Caymmi and Inesita Barroso, Elis Regina and Jair Rodrigues (O fino da Bossa - 'Bossa's finest', 1964), Roberto Carlos (Jovem Guarda, 1964), Elisete Cardoso and Ciro Monteiro (Bossaudade, 1964), besides producing musical shows like Festival da Música Popular Brasileira ('Brazilian Popular Music Festival'), where names like Chico Buarque, Edu Lobo and Geraldo Vandré first appeared. It also brought to TV important names of Brazilian Drama, gathered in the Teatro Cacilda Becker Show (1955). The artists who worked at the TV station also performed at Radio Stations owned by the Machado de Carvalho Family, helping consolidate the ratings of vehicles like Jovem Pan. Joining its founder's two areas of interest, musical media and football, Record produced the first live external broadcast of a football match, Palmeiras versus Santos, in 1955, being sponsored by record labels RCA Victor and Atlantic, produced by the marketing agency J.W. Thompson. The station started to become a profitable enterprise and, in 1956, the TV's advertisement revenues would exceed the Radio's for the first time.

Record TV was Brazil's top rating station when a series of fires destroyed its studio, theaters and its TV antenna located on Avenida Paulista. Indebted and losing ratings, many of its artists migrated to the competing Globo TV, and that was when the Machado de Carvalho Family sold 50% of the TV's shares to Sílvio Santos. The commercial transaction was only publicly confirmed years later, because Sílvio Santos, a Globo Network's TV host, was under a contract with the stations that forbade him to share control of other media outlets. By the end of the 1970s and beginning of the 1980s, the station's ratings started to increase once again thanks to shows like Raul Gil's (currently at SBT) and Fausto Silva's (currently at Globo Network), but the financial situation of the station was not resolved, what lead to its sale to Edir Macedo, four around 45 million reais.

Nowadays, RecordTV's programming grid includes newcasts, soap operas, auditorium and variety shows, reality shows and religious shows, in a very similar structure to the other free TV stations. The programming consists of almost 10 hours of journalistic content during weekdays. The main newcasts of the national network are: Balanço Geral Manhã, Cidade Alerta, Fala Brasil and Jornal da Record. On weekends, there is also Domingo Espetacular, Esporte Fantástico and Câmera Record. Some of its anchors worked for many years in other

stations, like Marcos Hummel (21 years at Globo), Celso Freitas (over 30 years at Globo Network), the sports journalist Mylena Ciribelli (18 years at Globo) and Paulo Henrique Amorim, who previously worked at Globo, Band TV and also in other printed outlets like Realidade, Veja and Jornal do Brasil, he also keeps a blog, *Conversa Afiada* ('Sharp Conversation'), with emphasis on media criticism. The *Cidade Alerta* show was accused several times of human rights violations, like in the denunciation of violence incitement done by the Federal Public Ministry, encouraged by Intervozes, in 2016.

The regional programming of its affiliate stations has local news shows besides regional versions of shows like *Balanço Geral* and *Cidade Alerta*.

Recently, the station started to invest in mini-series and soap operas and also hired several artists formerly employed by Globo Network. Currently, six soap operas are broadcasted daily in almost five hours of programming. The subjects addressed by its dramaturgy are diverse, however, their highest rating soap operas are based on biblical passages like *Dez Mandamentos* ('Ten Commandments'), broadcasted in 2015, that increased the station's ratings by 83%, according to journalist Ricardo Feltrin, and even exceeded Globo's ratings with some of its episodes.

The auditorium and varieties shows are hosted by names that became famous in other stations or in other artistic activities before being hired by Record, like Fábio Porchat (who gained notoriety with the independent humorous show *Porta dos Fundos*), Marcos Mion (who worked for Globo, MTV and Band, Rodrigo Faro (former Band host and former Globo actor), Gugu Liberato (who worked for more than 20 years at SBT) and Xuxa Meneguel (who worked for Globo from 1986 to 2010).

The station has three reality shows: *A Fazenda* ('The Farm'), *A Casa* ('The House') and *Dancing Brasil*. In the *A Casa* show, 100 participants "are put in a 120 square meters house, with space and infrastructure for a four-people family and must survive under degrading and humiliating conditions, lacking a place to sleep, with scarce food and minimum hygiene conditions", as Lara Moura explains on *Carta Capital*. In its ninth edition, *A Fazenda* has a similar infrastructure of that enjoyed by Globo Network's *Big Brother Brasil*. Sixteen former participants of other shows in the segment are gathered in a farm for three months and participate in contests that test their abilities of dealing with animals and rural chores, aiming for a R\$ 1,5 million prize.

The Network's religious programming grid consists of the show *The Love School - A escola do amor*, hosted by Renato and Cristiane Cardoso, Edir Macedo's son-in-law and daughter, and broadcasted on Saturdays, from 12pm to 1pm and on Sundays (*Escola do Amor Responde*), from 8am to 9am in the morning. Other slots dedicated to religious shows are IURD's *Fala que eu te escuto* and *Programação Universal*, from Mondays to Saturdays from 1:15pm to 6am. On weekends, the religious programming also counts with *Santo Culto em Seu Lar*, *Milagres de Jesus* and *Programa do Templo* (on Sundays, from 6am to 8am). IURD pays the stations for the transmission of its shows, in a practice known as leasing and also present in Stations like RedeTV! and Band.

Key facts

Audience Share 14.7% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

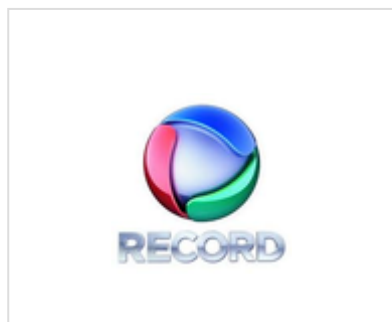
Ownership Structure The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	1953
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Marcelo Silva - RecordTV's artistic vice president since 2013, he is also bishop of the Universal Church of the Kingdom of God. He was also Executive Director of the TV network (2009-2013).

Other Important People

UNIVERSAL CHURCH OF THE KINGDOM OF GOD (IURD) - Edir Macedo, the main owner of Grupo Record, is also the founder of the Universal Church of the Kingdom of God. The Record network has 19 more stations of its own and these stations are owned by 17 bishops or former bishops of the IURD. They also have held positions on the network. Among them: Delmar Andrade Macedo, Honorilton Gonçalves da Costa, Mafran Silva Dutra, Demerval Gonçalves and Fabiano Rogério de Freitas.

BRAZILIAN REPUBLICAN PARTY (PRB) - Many bishops of the IURD are members of the PRB. Among them, Marcos Pereira (Minister of Industry, Foreign Trade and Services)

OTHER COMMUNICATION GROUPS = The affiliated network is connect to other important groups, many of them owned by politicians:

- Imperial TV (Record Roraima) -Imperial Communication System, linked to Senator Romero Jucá (PMDB);
- Equinócio TV (Record Amapá) - owned by relatives of the federal deputy Marcos Reategui Souza (PSD);
- SIC TV (Record Rondônia), belongs to the family of former state deputy Everton Leoni (PSDB, 2002-2006);
- Vitória TV (Record ES): belongs to Grupo Buaiz, which has business in many sectors: food, logistics, port operations, communication, shopping mall and real estate; one of the family members, doctor Luiz Buaiz, was a federal deputy (PSDB, 1994-1998);
- Cidade TV (Record Maranhão): linked to Senator Roberto Coelho Rocha (PSB);
- Antena 10 (Record Piauí): owned by Jose Tajra, brother of Jesus Tajra, former federal deputy (PFL, 1987-1995);
- Cidade TV (Record Ceará): belongs to Miguel Dias (PRB), substitute of Senator Eunício Oliveira (PMDB);
- Tropical TV (Record RN); owned by Senator José Aguiolino Maia (DEM);
- Correio TV (Record Paraíba): of relatives of the ex-healer Roberto Cavalcanti (PRB);
- Pajuçara TV (Record Alagoas): belongs to the Pajuçara Communication System, owned by former Senator João Tenório (PSDB) and his family and by Godofredo José Gracino Palmeria, from a family of politicians – Guilherme Palmeira (ARENA/PDS/PFL, former governor of Alagoas, former mayor of Maceió and former Senator) and Rui Palmeira (PSDB, mayor of Maceió since 2013 and former federal deputy);
- Atalaia TV (Sergipe): belongs to the Atalaia Communication System, owned by the former state deputy Walter Franco Sobrinho (PDS);
- Itapoan TV, directed by the bishops of Universal Church João Luiz Dutra Leite, Aparecido dos Reis Junior and José Célio Lopes. The TV channel had as commentator Tia Eron (PRB), who was elected as federal deputy.

Contact

Sede São Paulo - SP - Rua da Várzea, 240 - Barra Funda - São Paulo - SP -
01140-080 - Telefone: (11) 3300.4000 - Website: > www.rederecord.com.br .

Financial Information

Revenue (in Mill. \$) (2016) R\$ 1,862

Operating Profit (in Mill. \$) (2016) R\$ 227.3

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

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Record News

Record News is the first free TV station entirely dedicated to journalism, one of the reasons why it reaches a higher rating than its competitors GloboNews and BandNews, broadcasted only on cable TV. The station, inaugurated on September 27th, 2007, with the presence of then-President Luiz Inácio Lula da Silva (PT) and then-governor of São Paulo José Serra (PSDB), took the signal of the extinct Mulher Network, that had been founded by media entrepreneur Roberto Montoro in 1994 and purchased by the Record Group in 1999. The operation was questioned, including by Intervozes as being illegal. On the occasion, Globo Network also questioned the operation and formalized a consultation within the Communication Ministry on the legality of having one group operating two free tv channels in one city (RecordNews and RecordTV).



The project was inaugurated during Alexandre Raposo's tenure as president of Rede Record de Televisão (2005-2013). His run was marked by a bigger investment of the Record Group in dramaturgy (see [RecordTV](#)), sports and journalism. Besides inaugurating the news channel, Raposo also created RecNov, Record's dramaturgy complex based in Rio de Janeiro, and launched the news portal R7. Raposo also acquired the rights of transmission for the 2007, 2011, 2015 and 2019 Pan American Games, and for 2012 and 2016 Olympic Games.

Record News debuted with a network consisting of 101 affiliate stations and transmitters in different Brazilian states, and nowadays reaches, according to the corporation, 391 Brazilian cities and is also present in Germany, France, Portugal, Angola and Mozambique.

The station's grid consists of 10 newscasts. The main one being Jornal da Record News, hosted by Heródoto Barbeiro, a journalist and historian, former anchor of one of the most successful educational TV shows in Brazil, Roda Viva (TV Cultura). The news show was launched with a team of commentators that included names like David Uip, Beth Goulart, Daniel Castro, Rubens Ewald Filho, Nirlando Beirão and Ricardo Kotscho, some of them known for being critics of Brazilian Media, especially of the Globo Network, as well as Paulo Henrique Amorim, an anchor at RecordTV. However, according to Folha de S. Paulo the commentators were progressively being dismissed; with Nirlando and Kotscho being the last ones, in October 2017. Other journalistic shows include Hora News, [Record News](#) (that has interaction with viewers via social media), Record News Rural ("agribusiness news, agricultural entrepreneurship, quotes and rural behavior") and Repórter em ação (a collection of the main news by RecordTV). It also broadcasts newscasts from RecordTV's grid: Jornal da Record, hosted by Celso Freitas and Adriana Araújo, Fala Brasil, Esporte Fantástico, Domingo Espetacular and Câmera Record.

The rest of the grid consists of the following programming: Cartão de Visita ('Business Card' - an interview show

about careers); Companhia de Viagem ('Travel Company' - presenting touristic destinations in Brazil and in other countries); Eco Record News Amazônia (presenting natural beauties and giving tips on sustainable lifestyle); Momento Moto ('Bike Moment' - about motorcycling); Grandes Nomes da Propaganda ('Great names of Advertising' - case reports, brands, awards, events and curiosities of the marketing area); Nascar (with a contract of transmission rights signed along with the US racing competition); Ressoar ('Resound' - with the same name as the Record Group's social responsibility project, the show presents third sector projects); Zapping (varieties show about television, cinema, internet, fashion, music, entertainment, behavior and health).


The station also exhibits the religious show Escola do Amor Responde, hosted by Edir Macedo's daughter and his son-in-law, Cristiane and Renato Cardoso, daily from 2pm to 3pm.

Key facts

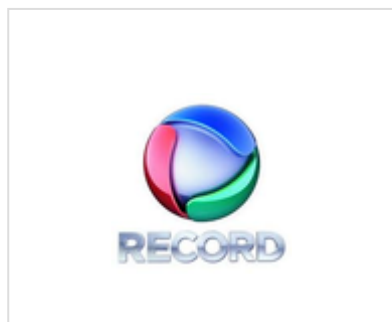
Audience Share	0.5% (Kantar Ibope)
Ownership Type	private
Geographic Coverage	National
Content Type	Free-to-air TV
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Grupo Record



Ownership

Ownership Structure	The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.		
Group / Individual Owner	> Grupo Record 	100%	

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	2007
Founder	Edir Macedo – main owner of Grupo Record and leading bishop of the Universal Church of the Kingdom of God.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Douglas Tavolaro de Oliveira - he is nephew of Edir Macedo. He is the Journalism and Sports VP of the Grupo Record since 2009. He coordinates RecordNews, the journalism and sports areas of and the editorial project of the news portal R7.
Contact	Sede São Paulo (SP) - Alameda Ministro Rocha Azevedo, 395 - Cerqueira César - São Paulo - SP - 01410-001 - Telefone: (11) 3300.6180 - Website: > www.recordnewstv.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
--------------------------------	--------------


Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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Rede Band FM

Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

Part of their programming is transmitted to all affiliates. The main nationally broadcasted shows are: Band Coruja, Band Bom Dia, the humour show A Hora do Ronco (an audience interaction program, on air for three decades), Manhã Show and Tarde na Band (music, prizes, information, entertainment with audience participation), Quem Ama Não Esquece (the broadcasters tell a story sent by a listener in a radio soap opera format, with audience participation in the end), Super 6 and Toca Todas (music and prize distribution), Band Brasil, Consultório Sentimental and Band Love.

The affiliates also produce local content and emphasize on some segments of popular music according to the audience's preference. As Murilo Huada, artistic director for the station, says in an interview with the online portal Sucesso: "Some of the ideas implemented at the affiliates are used here in São Paulo. We are always tuned in each region's musical tendencies. Many songs are tested in the affiliates of Band FM". In other occasions, the affiliates also retransmit programs with journalistic content from partner stations like Band News and Bandeirantes AM, such as Band News and Jornal da Band, which are part of the programming of Band FM Sorocaba and Band FM Dracena.

Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - > www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Rede Gospel

Gospel Network is a tv network belonging to the Igreja Apostólica Renascer em Cristo church, that consists of 25 stations in six Brazilian states and in the Federal District, reaching 170 cities and around 46 million viewers. The broadcast is made from a tower named "Deus É Fiel" ('God is faithful'), located on Avenida Paulista.

The station is also in the cable television grid and part of its programming is conveyed by the international christian station TV Enlace, that reaches Latin American and Spanish-speaking countries. Since 2012, it has a partnership with TBN (Trinity Broadcasting Network), that gathers several Christian stations of different countries to broaden the range of its contents. The programming is also broadcasted on the internet and via smartphones and tablets apps.



The main show of their programming is De Bem com a Vida ('In good terms with life'), a show that has been around for more than 20 years. Hosted by the bishops Sônia and Fernanda Hernandes, it is an magazine directed to the female audience that addresses themes like health, cuisine, beauty, family, crafting and child education. The audience interacts via social media. The program is broadcasted nationally, from Monday to Friday, starting at 8:50am, with live broadcast at 1pm, and on Saturday at 7am. Derived from the former, there is the Mamãe de Bem com a Vida ('Mamma in good terms with life') show, broadcasted on Saturday at 10am, and on Sunday at 7am.

Other shows produced by the station are: Renascer ('Rebirth'), hosted by the apostle Estevam Hernandes, has a format similar to a cult, presenting music, the minister's sermon, prayers and small segments with advice, 'the word of the day', among others; CEA de Profetas, hosted by Bishop Daniel Tenuta, with commentary by Bishop Gê (president of Renascer and former federal deputy), is defined as a 'teleclass' "that addresses detailed studies of the Holy Scripts, biblical characters, civilization histories, geography and ancient people's culture"; the newscast Diário de Notícias ('News Diary'), hosted by Karen Chrisostomo and described as "a dynamic, non-biased, up-to-date journal, open to the plurality of opinions and critical analysis of what is truly behind the facts"; Vem Renascer ('Come Reborn'), a show of church's followers testimonies; Bom Dia com Alegria ('joyful good morning'), a variety show hosted by Ana Paula Barros, presents music, service provision and news; Renascer Kids, lead by Professor Xuxu, singer Milana and her gang, presents interviews, cartoons, plays and biblical content; O2 TV, a varieties show directed to the youth, hosted by ministers Dogão and Camila Campos; and Direito e Justiça em Foco ('Law and Justice on Focus'), hosted by judge Laércio Laurelli. The TV also broadcasts Sunday Cults from the church through the show Celebrando a Família ('Celebrating the Family').

In the grid, there are also shows from other countries' stations: Not a Fan (Um Fã ou Um Seguidor), Acts of God (Atos de Deus) and TBN Network's TBN 340; Switch of Your Brain (Ligue seu Cérebro), hosted by Caroline Leaf; Music Village, about international gospel music; Gospel Cine, with the exhibition of Christian films; AHA (Avivamento Honestidade e Ação), about the limits of faith; Behind The Scenes, about protestant growth

around the world; Travel The Road (Pela Estrada), about international missions; the Praise The Lord Talk Show; and the show with best-selling writer Max Lucado.

Gospel network also presents two independently produced shows: Fonte da Vida ('Source of Life'), by Igreja Apostólica Fonte de Vida, and Visão de Vida ('Life Vision'), in which Senator Magno Malta (PR-ES) and his wife, gospel singer and former federal deputy Lauriete Rodrigues (PSC, 2011-2014), receive celebrities, artists and personalities. Both are members of Assembleia de Deus church. They also broadcast the educational show TV Escola, by the Ministry of Education.

Another politician who has hosted shows for Gospel network is Marcelo Aguiar, federal deputy for (PSC/PSD/DEM-SP). Marcelo converted himself a protestant in 2000 and started integrating the ministry of praise Renascer Praise before going for a solo career. In office, he stands for Christian moral values and copyrights for musicians and songwriters. He is the author of the bill PL 6449, that "obliges internet operators to create a system that filters and automatically blocks all content related to virtual sex, prostitution and pornography websites", with exceptions for websites with paid access to their subscribers. In 2017, he was one of the most prominent figures at the event Marcha para Jesus ('March to Jesus').

Key facts

Audience Share	Missing Data
Ownership Type	private
Geographic Coverage	National
Content Type	Free-to-air TV
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Renascer em Cristo Church



Ownership

Ownership Structure

Rede Gospel is controlled by the Renascer em Cristo Church.

Company

› Renascer em Cristo Church



100 %

Media Companies / Groups



Renascer em Cristo Church

Facts

General Information

Founding Year

1996

Founder

Estevam and Sônia Hernandes – bishops and founders of the Renascer em Cristo Church.

Contact

Sede São Paulo (SP) - Avenida Lins de Vasconcelos, 1410 Cambuci - São Paulo
- São Paulo - CEP: 01538-001 - (11) 2114.1104 - > www.redegospel.tv.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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Rede Band FM

Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

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Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - > www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
-----------------------	--------------

Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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📄 Usuário: Enrico Feitosa. A Saga da Família Feitosa - Luiz Carlos Feitosa.
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Portal R7

The R7 portal was founded during Alexandre Raposo's tenure as president of Record TV Network (2005-2013). His run was marked by a bigger investment of the Record Group in dramaturgy (see [RecordTV](#)), sports and journalism. Besides inaugurating the News Portal, Raposo created RecNov, Record's dramaturgy entity Complexo de Dramaturgia da Record based in Rio de Janeiro, and the free TV informative channel RecordNews.



The portal gathers content that is being produced by different Record Group outlets, such as RecordTV and RecordNews, as well as content developed by affiliated companies from different Brazilian States, following the same strategy employed by one of its biggest competitors, Globo Group's G1/Globo.com portal. The regional pages are: Bahia, Distrito Federal, Minas Gerais, Rio de Janeiro and São Paulo. Besides that, R7 brings links to the regional portals owned by the Record Group - the Correio do Povo newspaper and RecordTV RS - and to portals belonging to affiliated communication groups: A8 Sergipe, owned by Atalaia Communication Group; TNH1, owned by Pajuçara Communication System; and Folha Vitória, owned by Buaiz Group.

In the beginning of its implementation, Raposo used a series of strategies to increase ratings: the integration of content (and of publicity sales) of the Group's different platforms, stimulation of audience participation with the inclusion of promotions associated to TV shows and online reality shows (such as The Apprentice Online, hosted by the current mayor of São Paulo, PSDB's João Dória), the offering of free e-mail service and the coverage of big events, such as the carnival, the Pan-American Games (2007, 2011, 2015 and 2019) and the Olympics (2012 and 2016). In 2010, R7 broadcasted a live football match on its platform: Palmeiras versus Boca Juniors.

The portal also gathers a team of columnists and bloggers, notably Heródoto Barbeiro, a journalist and historian, former host of one of the most successful shows on Brazilian Educational TV, Roda Viva (TV Cultura) and also the anchor for Record News; Silvio Lancellotti a journalist and architect that writes a column on sports, gastronomy and other themes and that worked for Veja and IstoÉ magazines under Mino Carta's direction in the latter, for Folha de S. Paulo and Estadão newspapers, for Band, Record and ESPN TVs; and last the investigative reporters Percival de Souza and Renato Lombardi, that write the blog Arquivo Vivo, are RecordTV's security commentators; the sports journalist Cosme Rimoli; and the culture journalist and editor André Forastieri.

Key facts

Audience Share 136 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

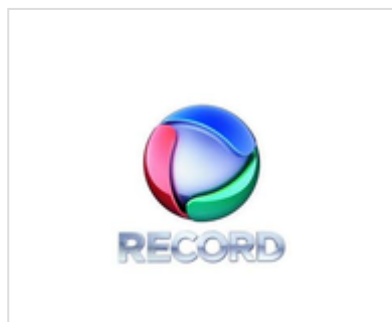
Ownership Structure The Portal R7 belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	2009
Founder	Edir Macedo – main owner of Grupo Record and leading bishop of the Universal Church of the Kingdom of God.
Ceo	André Forastieri (Executive Director) and Antonio Guerreiro (General Director)
Editor-In-Chief	Domingos Fraga, Luiz Pimentel, Edna Dantas, Gustavo Heidrich, Paula Morales, Odair Braz Jr., Celso Fonseca, Beatriz Cioffi
Contact	Sede São Paulo - SP - Alameda Ministro Rocha Azevedo, 395 Cerqueira César - São Paulo - São Paulo - CEP: 01410-001 - (11) 3300.7676 - ➔ www.r7.com .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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› Sempre foi pela família: mídias e política no Brasil.

Rede Band FM

Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

Part of their programming is transmitted to all affiliates. The main nationally broadcasted shows are: Band Coruja, Band Bom Dia, the humour show A Hora do Ronco (an audience interaction program, on air for three decades), Manhã Show and Tarde na Band (music, prizes, information, entertainment with audience participation), Quem Ama Não Esquece (the broadcasters tell a story sent by a listener in a radio soap opera format, with audience participation in the end), Super 6 and Toca Todas (music and prize distribution), Band Brasil, Consultório Sentimental and Band Love.

The affiliates also produce local content and emphasize on some segments of popular music according to the audience's preference. As Murilo Huada, artistic director for the station, says in an interview with the online portal Sucesso: "Some of the ideas implemented at the affiliates are used here in São Paulo. We are always tuned in each region's musical tendencies. Many songs are tested in the affiliates of Band FM". In other occasions, the affiliates also retransmit programs with journalistic content from partner stations like Band News and Bandeirantes AM, such as Band News and Jornal da Band, which are part of the programming of Band FM Sorocaba and Band FM Dracena.

Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - ➤ www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Record TV

Record TV is part of Record Group's communication conglomerate, owned by Edir Macedo, the leader of the church Igreja Universal do Reino de Deus (IURD), and competes with SBT for the second highest ratings as measured by Kantar Ibope. Founded in 1953 by the sports executive Paulo Machado de Carvalho, half of its assets were sold to Sílvio Santos (the current owner of SBT) in 1973 and, in 1989, once again sold to its current proprietor. Under Macedo's direction, the station kept most part of its commercial programming, but inserted religious programming mainly early in the morning and late in the evening; on the other hand, IURD kept the existing practice adopted since the 1980s of renting grid slots to other stations, like Rede TV! and Band.



When inaugurated, the TV had a studio and modern equipment and hired several renowned Brazilian artists such as Dorival Caymmi and Inesita Barroso, Elis Regina and Jair Rodrigues (O fino da Bossa - 'Bossa's finest', 1964), Roberto Carlos (Jovem Guarda, 1964), Elisete Cardoso and Ciro Monteiro (Bossaudade, 1964), besides producing musical shows like Festival da Música Popular Brasileira ('Brazilian Popular Music Festival'), where names like Chico Buarque, Edu Lobo and Geraldo Vandré first appeared. It also brought to TV important names of Brazilian Drama, gathered in the Teatro Cacilda Becker Show (1955). The artists who worked at the TV station also performed at Radio Stations owned by the Machado de Carvalho Family, helping consolidate the ratings of vehicles like Jovem Pan. Joining its founder's two areas of interest, musical media and football, Record produced the first live external broadcast of a football match, Palmeiras versus Santos, in 1955, being sponsored by record labels RCA Victor and Atlantic, produced by the marketing agency J.W. Thompson. The station started to become a profitable enterprise and, in 1956, the TV's advertisement revenues would exceed the Radio's for the first time.

Record TV was Brazil's top rating station when a series of fires destroyed its studio, theaters and its TV antenna located on Avenida Paulista. Indebted and losing ratings, many of its artists migrated to the competing Globo TV, and that was when the Machado de Carvalho Family sold 50% of the TV's shares to Sílvio Santos. The commercial transaction was only publicly confirmed years later, because Sílvio Santos, a Globo Network's TV host, was under a contract with the stations that forbade him to share control of other media outlets. By the end of the 1970s and beginning of the 1980s, the station's ratings started to increase once again thanks to shows like Raul Gil's (currently at SBT) and Fausto Silva's (currently at Globo Network), but the financial situation of the station was not resolved, what lead to its sale to Edir Macedo, four around 45 million reais.

Nowadays, RecordTV's programming grid includes newcasts, soap operas, auditorium and variety shows, reality shows and religious shows, in a very similar structure to the other free TV stations. The programming consists of almost 10 hours of journalistic content during weekdays. The main newcasts of the national network are: Balanço Geral Manhã, Cidade Alerta, Fala Brasil and Jornal da Record. On weekends, there is also Domingo Espetacular, Esporte Fantástico and Câmera Record. Some of its anchors worked for many years in other

stations, like Marcos Hummel (21 years at Globo), Celso Freitas (over 30 years at Globo Network), the sports journalist Mylena Ciribelli (18 years at Globo) and Paulo Henrique Amorim, who previously worked at Globo, Band TV and also in other printed outlets like Realidade, Veja and Jornal do Brasil, he also keeps a blog, *Conversa Afiada* ('Sharp Conversation'), with emphasis on media criticism. The *Cidade Alerta* show was accused several times of human rights violations, like in the denunciation of violence incitement done by the Federal Public Ministry, encouraged by Intervozes, in 2016.

The regional programming of its affiliate stations has local news shows besides regional versions of shows like *Balanço Geral* and *Cidade Alerta*.

Recently, the station started to invest in mini-series and soap operas and also hired several artists formerly employed by Globo Network. Currently, six soap operas are broadcasted daily in almost five hours of programming. The subjects addressed by its dramaturgy are diverse, however, their highest rating soap operas are based on biblical passages like *Dez Mandamentos* ('Ten Commandments'), broadcasted in 2015, that increased the station's ratings by 83%, according to journalist Ricardo Feltrin, and even exceeded Globo's ratings with some of its episodes.

The auditorium and varieties shows are hosted by names that became famous in other stations or in other artistic activities before being hired by Record, like Fábio Porchat (who gained notoriety with the independent humorous show *Porta dos Fundos*), Marcos Mion (who worked for Globo, MTV and Band, Rodrigo Faro (former Band host and former Globo actor), Gugu Liberato (who worked for more than 20 years at SBT) and Xuxa Meneguel (who worked for Globo from 1986 to 2010).

The station has three reality shows: *A Fazenda* ('The Farm'), *A Casa* ('The House') and *Dancing Brasil*. In the *A Casa* show, 100 participants "are put in a 120 square meters house, with space and infrastructure for a four-people family and must survive under degrading and humiliating conditions, lacking a place to sleep, with scarce food and minimum hygiene conditions", as Lara Moura explains on *Carta Capital*. In its ninth edition, *A Fazenda* has a similar infrastructure of that enjoyed by Globo Network's *Big Brother Brasil*. Sixteen former participants of other shows in the segment are gathered in a farm for three months and participate in contests that test their abilities of dealing with animals and rural chores, aiming for a R\$ 1,5 million prize.

The Network's religious programming grid consists of the show *The Love School - A escola do amor*, hosted by Renato and Cristiane Cardoso, Edir Macedo's son-in-law and daughter, and broadcasted on Saturdays, from 12pm to 1pm and on Sundays (*Escola do Amor Responde*), from 8am to 9am in the morning. Other slots dedicated to religious shows are IURD's *Fala que eu te escuto* and *Programação Universal*, from Mondays to Saturdays from 1:15pm to 6am. On weekends, the religious programming also counts with *Santo Culto em Seu Lar*, *Milagres de Jesus* and *Programa do Templo* (on Sundays, from 6am to 8am). IURD pays the stations for the transmission of its shows, in a practice known as leasing and also present in Stations like RedeTV! and Band.

Key facts

Audience Share 14.7% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

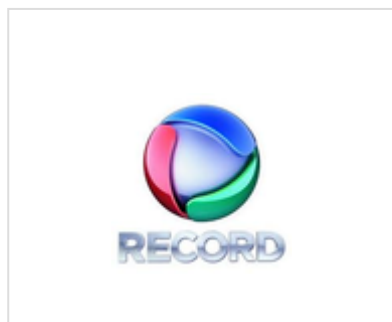
Ownership Structure The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	1953
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Marcelo Silva - RecordTV's artistic vice president since 2013, he is also bishop of the Universal Church of the Kingdom of God. He was also Executive Director of the TV network (2009-2013).

Other Important People

UNIVERSAL CHURCH OF THE KINGDOM OF GOD (IURD) - Edir Macedo, the main owner of Grupo Record, is also the founder of the Universal Church of the Kingdom of God. The Record network has 19 more stations of its own and these stations are owned by 17 bishops or former bishops of the IURD. They also have held positions on the network. Among them: Delmar Andrade Macedo, Honorilton Gonçalves da Costa, Mafran Silva Dutra, Demerval Gonçalves and Fabiano Rogério de Freitas.

BRAZILIAN REPUBLICAN PARTY (PRB) - Many bishops of the IURD are members of the PRB. Among them, Marcos Pereira (Minister of Industry, Foreign Trade and Services)

OTHER COMMUNICATION GROUPS = The affiliated network is connect to other important groups, many of them owned by politicians:

- Imperial TV (Record Roraima) -Imperial Communication System, linked to Senator Romero Jucá (PMDB);
- Equinócio TV (Record Amapá) - owned by relatives of the federal deputy Marcos Reategui Souza (PSD);
- SIC TV (Record Rondônia), belongs to the family of former state deputy Everton Leoni (PSDB, 2002-2006);
- Vitória TV (Record ES): belongs to Grupo Buaiz, which has business in many sectors: food, logistics, port operations, communication, shopping mall and real estate; one of the family members, doctor Luiz Buaiz, was a federal deputy (PSDB, 1994-1998);
- Cidade TV (Record Maranhão): linked to Senator Roberto Coelho Rocha (PSB);
- Antena 10 (Record Piauí): owned by Jose Tajra, brother of Jesus Tajra, former federal deputy (PFL, 1987-1995);
- Cidade TV (Record Ceará): belongs to Miguel Dias (PRB), substitute of Senator Eunício Oliveira (PMDB);
- Tropical TV (Record RN); owned by Senator José Aguiolino Maia (DEM);
- Correio TV (Record Paraíba): of relatives of the ex-healer Roberto Cavalcanti (PRB);
- Pajuçara TV (Record Alagoas): belongs to the Pajuçara Communication System, owned by former Senator João Tenório (PSDB) and his family and by Godofredo José Gracino Palmeria, from a family of politicians – Guilherme Palmeira (ARENA/PDS/PFL, former governor of Alagoas, former mayor of Maceió and former Senator) and Rui Palmeira (PSDB, mayor of Maceió since 2013 and former federal deputy);
- Atalaia TV (Sergipe): belongs to the Atalaia Communication System, owned by the former state deputy Walter Franco Sobrinho (PDS);
- Itapoan TV, directed by the bishops of Universal Church João Luiz Dutra Leite, Aparecido dos Reis Junior and José Célio Lopes. The TV channel had as commentator Tia Eron (PRB), who was elected as federal deputy.

Contact

Sede São Paulo - SP - Rua da Várzea, 240 - Barra Funda - São Paulo - SP -
01140-080 - Telefone: (11) 3300.4000 - Website: > www.rederecord.com.br .

Financial Information

Revenue (in Mill. \$) (2016) R\$ 1,862

Operating Profit (in Mill. \$) (2016) R\$ 227.3

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

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Band FM is a nationwide radio network with five self-owned stations (São Paulo, Campinas, Ribeirão Preto, São José dos Campos and Vitória da Conquista) and 42 affiliates in 12 Brazilian states. As with other FM radio stations, their programming is predominantly musical. Also similarly to other broadcasters of the kind, they don't have an online portal but interact with their listeners through social media (the address www.bandfm.com.br redirects the user to the radio's Facebook page), SMS and telephone. They also promote advertisement actions and are present on various events.



Grupo Bandeirantes acquired their first FM radio concession, 96.1, in São Paulo in 1975. In the beginning, with the name Bandeirantes FM, they would retransmit Bandeirantes AM programming, but in the following year they introduced their own programming, focused on musical styles like rock, soul and jazz. In the 1980s there was a first turn in the programming, which started focusing on black music and genres like soul, funk and pop, following the success of 'bailes black' (black parties) that proliferated in São Paulo in the previous decade (Leal, 2007). In the 1990s, once again following phonographical industry's trends, they changed their name to Band FM and began playing pop, axé, pagode and sertanejo.

In the 2000s, the station lost part of their audience to rivals like Transamérica Hits and Mix FM, focused on the younger audience. It was around this time (2004) that Grupo Bandeirantes closed a deal with Grupo Camargo de Comunicação for the control of Nativa FM, regional scale network specialized in sertanejo. Band FM remained behind in audience for a few years, until they found their consumer market in national popular music, mixing funk, pagode, sertanejo, pop music and a programming aimed at a predominantly middle class audience, between 25 and 45, with a 60% female audience according to information given by the station. They began to compete with a station owned by the same group, Nativa FM, which focuses more on sertanejo music. Other competitors are Transcontinental, which emphasizes on samba, and Gazeta FM. In 2014 the radio went back to the first place in audience in the city of São Paulo (Kantar Ibope).

Part of their programming is transmitted to all affiliates. The main nationally broadcasted shows are: Band Coruja, Band Bom Dia, the humour show A Hora do Ronco (an audience interaction program, on air for three decades), Manhã Show and Tarde na Band (music, prizes, information, entertainment with audience participation), Quem Ama Não Esquece (the broadcasters tell a story sent by a listener in a radio soap opera format, with audience participation in the end), Super 6 and Toca Todas (music and prize distribution), Band Brasil, Consultório Sentimental and Band Love.

The affiliates also produce local content and emphasize on some segments of popular music according to the audience's preference. As Murilo Huada, artistic director for the station, says in an interview with the online portal Sucesso: "Some of the ideas implemented at the affiliates are used here in São Paulo. We are always tuned in each region's musical tendencies. Many songs are tested in the affiliates of Band FM". In other occasions, the affiliates also retransmit programs with journalistic content from partner stations like Band News and Bandeirantes AM, such as Band News and Jornal da Band, which are part of the programming of Band FM Sorocaba and Band FM Dracena.

Key facts

Audience Share 3.7% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Bandeirantes

Ownership

Ownership Structure Rede Band FM belongs to Grupo Bandeirantes. The group is controlled by the Saad family.

Group / Individual Owner > Grupo Bandeirantes



100 %

Media Companies / Groups



Grupo Bandeirantes

Facts

General Information

Founding Year	1976
Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
Ceo	Mário Baccei – Radio VP of Grupo Bandeirantes.
Editor-In-Chief	Murillo Huada - artistic director of Band FM since 2009.
Contact	Sede São Paulo (SP) - Rua Carlos Cyrillo Junior, 92 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.7418 - > www.banfm.com.br

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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Super Notícia

Super Notícia is a “popular newspaper” sold in Minas Gerais state. It was launched by Grupo Editorial Sempre Editora (Grupo SADA) in 2002, at around the same time as other brazilian tabloids (jornais populares) such as Extra (1998, Grupo Globo); Agora São Paulo (1999, Folha); Diário Gaúcho (2000, RBS); and Daqui (2007, Jaime Câmara).



In a few years, the newspaper, which started circulating with only 6 thousand copies, became the print outlet with the largest circulation in Brazil. In 2016, adding up print and digital versions for subscribers, it was the newspaper with third highest circulation in Brazil, with an average of 261,083 copies, after Folha de S. Paulo and O Globo, and ahead of O Tempo, a reference newspaper owned by the group (8th in circulation) and traditional Minas Gerais newspaper O Estado de Minas (14th in circulation), owned by the Diários Associados group.

In a tabloid format, smaller and easier to handle than standard newspapers, Super Notícia is declaredly inspired by Diário Gaúcho, after the editorial staff visited their headquarters.

The newspaper presents a series of features that attract a readership belonging to the C and D classes (lower income classes). Regarding content and presentation, it privileges short texts, with many pictures, entertainment, sports, police action coverage, service provision and ordinary life articles.

It is a cheap newspaper (R\$ 0.50, in 2017) and is sold not only in newsstands but also in strategical points such as traffic lights and busy streets. They also promote numerous offers and contests. Super Notícias sells 80% of it's copies in newsstands and circulation spaces and only 20% through subscriptions.

Key facts

Audience Share 7.79% (IVC)

Ownership Type private

Geographic Coverage Regional state media

Content Type Paid content (tabloid)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Sada - Grupo Editorial Editora Sempre

Ownership

Ownership Structure

Super Notícia belongs to Grupo Editorial Editora Sempre, a company of Grupo SADA. Grupo SADA is owned by the Medioli family.

Group / Individual Owner

› Grupo Sada - Grupo Editorial Editora Sempre



100 %

Media Companies / Groups



**Grupo Sada - Grupo Editorial
Editora Sempre**

Facts

General Information

Founding Year	2002
Founder	Vittorio Medioli - born in Parma, Italy. He owns the SADA group. He also holds a political career: he is currently mayor of Betim (MG) by PHS. He was a federal deputy elected by the PSDB of Minas Gerais for four terms.
Ceo	Heron Guimarães – journalist and publicist. He is a specialist in political marketing. During two intervals outside Editora Sempre, he worked as an advisor and as the Secretary of Communication of the government of Betim (MG) municipality.
Editor-In-Chief	Lúcia Castro - she has worked at Editora Sempre/Grupo Sada's newspapers since the foundation of "O Tempo", in 1996.

Other Important People

Lúcia Machado Mediolli - writer and president of Editorial Group Semper Editora, Lúcia is married to Vittorio Mediolli. There are important Brazilian writers coming from her family, such as Aníbal Machado, Maria Clara Machado and Lúcia Machado de Almeida. She signs a column at the newspaper, some of which were gathered in two books. She is affiliated to the Humanist Party of Solidarity (PHS).

Mariana Mediolli – vice President of Editora Sempre since March 2016, Mariana is the daughter of Vittorio and Lúcia Mediolli.

Contact

Sede Belo Horizonte - MG - Rua Pernambuco, 712 - Funcionários - Belo Horizonte - MG - 30130-151 - (31) 2138.3900 -
 > www.otempo.com.br/supernoticia

Financial Information

Revenue (in Mill. \$) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding)	Missing Data
0	0
1	0
2	0
3	0
4	0
5	0
6	0
7	0
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91	0
92	0
93	0
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95	0
96	0
97	0
98	0
99	0
100	0

Market Share Missing Data

Further Information

Headlines

<https://poderemfoco.com.br/adalclever-lobes-e-vittorio-medioli-se-reunem-para-discutir-as-eleicoes-de-2018>

■ [http://Vittorio Medioli \(PHS\) articula candidatura ao governo de Minas Gerais com PMDB e PT para as eleições de 2018 \(2017\)](http://Vittorio%20Medioli%20(PHS)%20articula%20candidatura%20ao%20governo%20de%20Minas%20Gerais%20com%20PMDB%20e%20PT%20para%20as%20elei%C3%A7%C3%B5es%20de%202018%20(2017).). Accessed 10 october 2017.

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O Tempo

The newspaper O Tempo was founded in 1996, when Grupo Editorial Sempre Editora, owned by the SADA group, inaugurated their own printing plant and launched a daily “jornal de referência” or “quality paper” intended to compete with the traditional Estado de Minas, owned by Grupo Diários Associados.



In a few years, the newspaper’s circulation surpassed that of its rival and, despite having a distribution focus on Minas Gerais state, it became the eight largest newspaper in circulation in Brazil and the 4th among “quality papers”, behind Folha de S. Paulo, O Globo and Zero Hora.

Similarly to what happened to a tabloid owned by the group, Super Notícias, O Tempo sales received a boost in sales from a strategy involving, on one hand, marketing and sales campaigns and, on the other hand, news formats and content.

The group has invested in readership loyalty through subscription campaigns in which sales representatives would travel to cities in the state’s countryside to introduce the newspaper. The campaign involved the distribution of souvenirs to new customers and a subscriber’s club, with discounts and benefits. Currently, 95% of its sales are made through subscription.

Regarding its format, the newspaper, first published in standard size, changed to a tabloid format in 2008, allowing for easier handling.

O Tempo prioritizes political and economic news, in all scales. The themes, however, are approached from a “mineiro” observation of the events”, that is, they are oriented by a principle of proximity and regionality. That means that, even when referring to issues on other scales, the articles put emphasis on the ways these themes relate to the state and the agents and institutions in Minas Gerais, which might be overlooked by other national media. These other vehicles tend to prioritize Rio de Janeiro’s and São Paulo’s protagonism.

Key facts

Audience Share 3.03% (IVC)

Ownership Type private

Geographic Coverage Multi-territorial media

Content Type Paid content (berliner)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Sada - Grupo Editorial Editora Sempre

Ownership

Ownership Structure

Super Notícia belongs to Grupo Editorial Editora Sempre, a company of Grupo SADA. Grupo SADA is owned by the Medioli family.

Group / Individual Owner

› Grupo Sada - Grupo Editorial Editora Sempre



100 %

Media Companies / Groups



**Grupo Sada - Grupo Editorial
Editora Sempre**

Facts

General Information

Founding Year	1996
Founder	Vittorio Medioli - born in Parma, Italy. He owns the SADA group. He also holds a political career: he is currently mayor of Betim (MG) by PHS. He was a federal deputy elected by the PSDB of Minas Gerais for four terms.
Ceo	Heron Guimarães – journalist and publicist. He is a specialist in political marketing. During two intervals outside Editora Sempre, he worked as an advisor and as the Secretary of Communication of the government of Betim (MG) municipality.
Editor-In-Chief	Lúcia Castro - she has worked at Editora Sempre/Grupo Sada's newspapers since the foundation of "O Tempo", in 1996.

Other Important People

Lúcia Machado Medioli - writer and president of Editorial Group Semper Editora, Lúcia is married to Vittorio Medioli. There are important Brazilian writers from her family, such as Aníbal Machado, Maria Clara Machado and Lúcia Machado de Almeida. She signs a column at the newspaper, some of them are gathered in two books. She is affiliated to the Humanist Party of Solidarity (PHS).
Mariana Medioli - vice President of Editora Sempre since march 2016, Mariana is the daughter of Vittorio and Lúcia Medioli.

Contact

Sede Belo Horizonte - MG - Rua Pernambuco, 712 - Funcionários - Belo Horizonte - MG - 30130-151 - (31) 2138.3900 -
> www.otempo.com.br/supernoticia

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Headlines

<https://poderemfoco.com.br/adalclever-lobes-e-vittorio-medioli-se-reunem-para-discutir-as-eleicoes-de-2018/>
 [http://Vittorio Medioli \(PHS\) articula candidatura ao governo de Minas Gerais com PMDB e PT para as eleições de 2018 \(2017\)](http://Vittorio%20Medioli%20(PHS)%20articula%20candidatura%20ao%20governo%20de%20Minas%20Gerais%20com%20PMDB%20e%20PT%20para%20as%20eleicoes%20de%202018%20(2017).). Accessed 10 october 2017.

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Record TV

Record TV is part of Record Group's communication conglomerate, owned by Edir Macedo, the leader of the church Igreja Universal do Reino de Deus (IURD), and competes with SBT for the second highest ratings as measured by Kantar Ibope. Founded in 1953 by the sports executive Paulo Machado de Carvalho, half of its assets were sold to Sílvio Santos (the current owner of SBT) in 1973 and, in 1989, once again sold to its current proprietor. Under Macedo's direction, the station kept most part of its commercial programming, but inserted religious programming mainly early in the morning and late in the evening; on the other hand, IURD kept the existing practice adopted since the 1980s of renting grid slots to other stations, like Rede TV! and Band.



When inaugurated, the TV had a studio and modern equipment and hired several renowned Brazilian artists such as Dorival Caymmi and Inesita Barroso, Elis Regina and Jair Rodrigues (O fino da Bossa - 'Bossa's finest', 1964), Roberto Carlos (Jovem Guarda, 1964), Elisete Cardoso and Ciro Monteiro (Bossaudade, 1964), besides producing musical shows like Festival da Música Popular Brasileira ('Brazilian Popular Music Festival'), where names like Chico Buarque, Edu Lobo and Geraldo Vandré first appeared. It also brought to TV important names of Brazilian Drama, gathered in the Teatro Cacilda Becker Show (1955). The artists who worked at the TV station also performed at Radio Stations owned by the Machado de Carvalho Family, helping consolidate the ratings of vehicles like Jovem Pan. Joining its founder's two areas of interest, musical media and football, Record produced the first live external broadcast of a football match, Palmeiras versus Santos, in 1955, being sponsored by record labels RCA Victor and Atlantic, produced by the marketing agency J.W. Thompson. The station started to become a profitable enterprise and, in 1956, the TV's advertisement revenues would exceed the Radio's for the first time.

Record TV was Brazil's top rating station when a series of fires destroyed its studio, theaters and its TV antenna located on Avenida Paulista. Indebted and losing ratings, many of its artists migrated to the competing Globo TV, and that was when the Machado de Carvalho Family sold 50% of the TV's shares to Sílvio Santos. The commercial transaction was only publicly confirmed years later, because Sílvio Santos, a Globo Network's TV host, was under a contract with the stations that forbade him to share control of other media outlets. By the end of the 1970s and beginning of the 1980s, the station's ratings started to increase once again thanks to shows like Raul Gil's (currently at SBT) and Fausto Silva's (currently at Globo Network), but the financial situation of the station was not resolved, what lead to its sale to Edir Macedo, four around 45 million reais.

Nowadays, RecordTV's programming grid includes newcasts, soap operas, auditorium and variety shows, reality shows and religious shows, in a very similar structure to the other free TV stations. The programming consists of almost 10 hours of journalistic content during weekdays. The main newcasts of the national network are: Balanço Geral Manhã, Cidade Alerta, Fala Brasil and Jornal da Record. On weekends, there is also Domingo Espetacular, Esporte Fantástico and Câmera Record. Some of its anchors worked for many years in other

stations, like Marcos Hummel (21 years at Globo), Celso Freitas (over 30 years at Globo Network), the sports journalist Mylena Ciribelli (18 years at Globo) and Paulo Henrique Amorim, who previously worked at Globo, Band TV and also in other printed outlets like Realidade, Veja and Jornal do Brasil, he also keeps a blog, *Conversa Afiada* ('Sharp Conversation'), with emphasis on media criticism. The *Cidade Alerta* show was accused several times of human rights violations, like in the denunciation of violence incitement done by the Federal Public Ministry, encouraged by Intervozes, in 2016.

The regional programming of its affiliate stations has local news shows besides regional versions of shows like *Balanço Geral* and *Cidade Alerta*.

Recently, the station started to invest in mini-series and soap operas and also hired several artists formerly employed by Globo Network. Currently, six soap operas are broadcasted daily in almost five hours of programming. The subjects addressed by its dramaturgy are diverse, however, their highest rating soap operas are based on biblical passages like *Dez Mandamentos* ('Ten Commandments'), broadcasted in 2015, that increased the station's ratings by 83%, according to journalist Ricardo Feltrin, and even exceeded Globo's ratings with some of its episodes.

The auditorium and varieties shows are hosted by names that became famous in other stations or in other artistic activities before being hired by Record, like Fábio Porchat (who gained notoriety with the independent humorous show *Porta dos Fundos*), Marcos Mion (who worked for Globo, MTV and Band, Rodrigo Faro (former Band host and former Globo actor), Gugu Liberato (who worked for more than 20 years at SBT) and Xuxa Meneguel (who worked for Globo from 1986 to 2010).

The station has three reality shows: *A Fazenda* ('The Farm'), *A Casa* ('The House') and *Dancing Brasil*. In the *A Casa* show, 100 participants "are put in a 120 square meters house, with space and infrastructure for a four-people family and must survive under degrading and humiliating conditions, lacking a place to sleep, with scarce food and minimum hygiene conditions", as Lara Moura explains on *Carta Capital*. In its ninth edition, *A Fazenda* has a similar infrastructure of that enjoyed by Globo Network's *Big Brother Brasil*. Sixteen former participants of other shows in the segment are gathered in a farm for three months and participate in contests that test their abilities of dealing with animals and rural chores, aiming for a R\$ 1,5 million prize.

The Network's religious programming grid consists of the show *The Love School - A escola do amor*, hosted by Renato and Cristiane Cardoso, Edir Macedo's son-in-law and daughter, and broadcasted on Saturdays, from 12pm to 1pm and on Sundays (*Escola do Amor Responde*), from 8am to 9am in the morning. Other slots dedicated to religious shows are IURD's *Fala que eu te escuto* and *Programação Universal*, from Mondays to Saturdays from 1:15pm to 6am. On weekends, the religious programming also counts with *Santo Culto em Seu Lar*, *Milagres de Jesus* and *Programa do Templo* (on Sundays, from 6am to 8am). IURD pays the stations for the transmission of its shows, in a practice known as leasing and also present in Stations like RedeTV! and Band.

Key facts

Audience Share 14.7% (Kantar Ibope)

Ownership Type private

Geographic Coverage National

Content Type Free-to-air TV

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

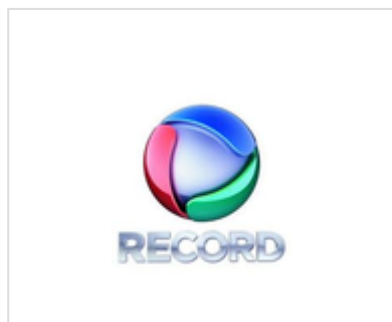
Ownership Structure The TV network Record TV belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

Group / Individual Owner > Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	1953
Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
Ceo	Luiz Claudio Costa - president of Record TV since 2013, he has held several positions in the Record Group since 1994.
Editor-In-Chief	Marcelo Silva - RecordTV's artistic vice president since 2013, he is also bishop of the Universal Church of the Kingdom of God. He was also Executive Director of the TV network (2009-2013).

Other Important People

UNIVERSAL CHURCH OF THE KINGDOM OF GOD (IURD) - Edir Macedo, the main owner of Grupo Record, is also the founder of the Universal Church of the Kingdom of God. The Record network has 19 more stations of its own and these stations are owned by 17 bishops or former bishops of the IURD. They also have held positions on the network. Among them: Delmar Andrade Macedo, Honorilton Gonçalves da Costa, Mafran Silva Dutra, Demerval Gonçalves and Fabiano Rogério de Freitas.

BRAZILIAN REPUBLICAN PARTY (PRB) - Many bishops of the IURD are members of the PRB. Among them, Marcos Pereira (Minister of Industry, Foreign Trade and Services)

OTHER COMMUNICATION GROUPS = The affiliated network is connect to other important groups, many of them owned by politicians:

- Imperial TV (Record Roraima) -Imperial Communication System, linked to Senator Romero Jucá (PMDB);
- Equinócio TV (Record Amapá) - owned by relatives of the federal deputy Marcos Reategui Souza (PSD);
- SIC TV (Record Rondônia), belongs to the family of former state deputy Everton Leoni (PSDB, 2002-2006);
- Vitória TV (Record ES): belongs to Grupo Buaiz, which has business in many sectors: food, logistics, port operations, communication, shopping mall and real estate; one of the family members, doctor Luiz Buaiz, was a federal deputy (PSDB, 1994-1998);
- Cidade TV (Record Maranhão): linked to Senator Roberto Coelho Rocha (PSB);
- Antena 10 (Record Piauí): owned by Jose Tajra, brother of Jesus Tajra, former federal deputy (PFL, 1987-1995);
- Cidade TV (Record Ceará): belongs to Miguel Dias (PRB), substitute of Senator Eunício Oliveira (PMDB);
- Tropical TV (Record RN); owned by Senator José Aguiolino Maia (DEM);
- Correio TV (Record Paraíba): of relatives of the ex-healer Roberto Cavalcanti (PRB);
- Pajuçara TV (Record Alagoas): belongs to the Pajuçara Communication System, owned by former Senator João Tenório (PSDB) and his family and by Godofredo José Gracino Palmeria, from a family of politicians – Guilherme Palmeira (ARENA/PDS/PFL, former governor of Alagoas, former mayor of Maceió and former Senator) and Rui Palmeira (PSDB, mayor of Maceió since 2013 and former federal deputy);
- Atalaia TV (Sergipe): belongs to the Atalaia Communication System, owned by the former state deputy Walter Franco Sobrinho (PDS);
- Itapoan TV, directed by the bishops of Universal Church João Luiz Dutra Leite, Aparecido dos Reis Junior and José Célio Lopes. The TV channel had as commentator Tia Eron (PRB), who was elected as federal deputy.

Contact

Sede São Paulo - SP - Rua da Várzea, 240 - Barra Funda - São Paulo - SP -
01140-080 - Telefone: (11) 3300.4000 - Website: > www.rederecord.com.br .

Financial Information

Revenue (in Mill. \$) (2016) R\$ 1,862


Operating Profit (in Mill. \$) (2016) R\$ 227.3

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Headlines

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Portal R7

The R7 portal was founded during Alexandre Raposo's tenure as president of Record TV Network (2005-2013). His run was marked by a bigger investment of the Record Group in dramaturgy (see [RecordTV](#)), sports and journalism. Besides inaugurating the News Portal, Raposo created RecNov, Record's dramaturgy entity Complexo de Dramaturgia da Record based in Rio de Janeiro, and the free TV informative channel RecordNews.



The portal gathers content that is being produced by different Record Group outlets, such as RecordTV and RecordNews, as well as content developed by affiliated companies from different Brazilian States, following the same strategy employed by one of its biggest competitors, Globo Group's G1/Globo.com portal. The regional pages are: Bahia, Distrito Federal, Minas Gerais, Rio de Janeiro and São Paulo. Besides that, R7 brings links to the regional portals owned by the Record Group - the Correio do Povo newspaper and RecordTV RS - and to portals belonging to affiliated communication groups: A8 Sergipe, owned by Atalaia Communication Group; TNH1, owned by Pajuçara Communication System; and Folha Vitória, owned by Buaiz Group.

In the beginning of its implementation, Raposo used a series of strategies to increase ratings: the integration of content (and of publicity sales) of the Group's different platforms, stimulation of audience participation with the inclusion of promotions associated to TV shows and online reality shows (such as The Apprentice Online, hosted by the current mayor of São Paulo, PSDB's João Dória), the offering of free e-mail service and the coverage of big events, such as the carnival, the Pan-American Games (2007, 2011, 2015 and 2019) and the Olympics (2012 and 2016). In 2010, R7 broadcasted a live football match on its platform: Palmeiras versus Boca Juniors.

The portal also gathers a team of columnists and bloggers, notably Heródoto Barbeiro, a journalist and historian, former host of one of the most successful shows on Brazilian Educational TV, Roda Viva (TV Cultura) and also the anchor for Record News; Silvio Lancellotti a journalist and architect that writes a column on sports, gastronomy and other themes and that worked for Veja and IstoÉ magazines under Mino Carta's direction in the latter, for Folha de S. Paulo and Estadão newspapers, for Band, Record and ESPN TVs; and last the investigative reporters Percival de Souza and Renato Lombardi, that write the blog Arquivo Vivo, are RecordTV's security commentators; the sports journalist Cosme Rimoli; and the culture journalist and editor André Forastieri.

Key facts

Audience Share 136 (Alexa Ranking)

Ownership Type private

Geographic Coverage International

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo Record

Ownership

Ownership Structure The Portal R7 belongs to Grupo Record. The group is owned by Edir Macedo and Ester Bezerra.

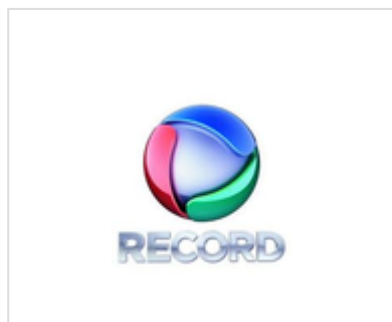
Group / Individual Owner

➤ Grupo Record



100 %

Media Companies / Groups



Grupo Record

Facts

General Information

Founding Year	2009
Founder	Edir Macedo – main owner of Grupo Record and leading bishop of the Universal Church of the Kingdom of God.
Ceo	André Forastieri (Executive Director) and Antonio Guerreiro (General Director)
Editor-In-Chief	Domingos Fraga, Luiz Pimentel, Edna Dantas, Gustavo Heidrich, Paula Morales, Odair Braz Jr., Celso Fonseca, Beatriz Cioffi
Contact	Sede São Paulo - SP - Alameda Ministro Rocha Azevedo, 395 Cerqueira César - São Paulo - São Paulo - CEP: 01410-001 - (11) 3300.7676 - ➔ www.r7.com .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

Sources

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Documents

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› A Igreja Universal e seus demônios: um estudo etnográfico

› Sempre foi pela família: mídias e política no Brasil.

Rede Aleluia

Aleluia Network was started in 1995 with the purchase of FM Radio 105,1 (RJ) by the church Igreja Universal do Reino de Deus (IURD). In 1998, it became a network, with 17 affiliates and a radio frequency signal generator in Rio de Janeiro. In 2002, the generator was changed to FM 99,3 and moved to São Paulo, that already served as the church's headquarters since 1989. In 2017, according to information of IURD's institutional pages, the network is composed of 68 stations "present in all regions of the country, strategically located in 22 states, capitals and other cities", "with a coverage that reaches 75% of the national territory". The station can also be accessed on the internet and through cell phone apps.



Differently from other Record Group's vehicles, also owned by bishop Edir Macedo, Aleluia Radio has an exclusively religious programming. Its slogan is "The radio for the family". The programming consists of music, journalistic information, spiritual counseling and followers' testimonies. There is also health, beauty and cultural advice. The main national network show is Palavra Amiga ('Friendly Word'), hosted by Edir Macedo, from Mondays to Saturdays at 11pm, with reruns at 6am and at noon.

The radio's website does not offer all its programming, but names other shows of the stations national grid. Two of them are radio versions of shows broadcasted by RecordTV: Fala que Eu Te Escuto ('Speak as I listen'), from Mondays to Saturdays at 8am, and The Love School – A Escola do Amor, hosted by Edir Macedo's daughter and son-in-law, Renato and Cristiane Cardoso, from Mondays to Saturdays at 11:30am. Another show is Momento do Presidiário ('The Inmate Moment'), broadcasted daily at 9pm, when bishop Eduardo Guilherme and the families of prison inmates send radio messages to their beloved ones in jail. The show also has a website providing information on penal legislation, testimonies and actions performed by IURD in detention centers. On Sundays, Santo Culto em Seu Lar ('The holy cult in your home') is broadcasted at 9:30am.

As several studies on IURD indicate, the stations that integrate Aleluia Network also have a great amount of local programming, on which bishops regularly invite the listeners to visit the church's temples and the different types of cult IURD performs (liberation cults, culto de libertação, fasting for impossible causes, women's meeting, discharge sessions, salvation nights, love therapy, the success congress, among others).

The local programming also varies according to the selected musical tracklist, inside the many sub-genres of the so-called Brazilian Gospel Music. Gospel music is the second best-selling musical genre in Brazil and also the second in consumer's choice. The songs are produced by religious record labels (Central Gospel Music, Graça Music, MK Music, among others), but, since the late 2000s, also by the major ones (such as multinationals Universal Music and Sony Music as well as Som Livre, from Globo Group). IURD has its record label, Line Records, since 1991. In 1995, it instituted the FM 105 Award, renamed in 1997 to Troféu Talento ('Talent Award'). For many years, this was the most important Gospel Music awards in Brazil, but had its last edition in 2009. The record company, however, just like other ones connected to churches, specially after the entrance of the major labels in the religious music market, started experiencing financial difficulties and

currently has a reduced cast.

Aleluia Network also has a [portal](#) with religious messages, followers' testimonies and links to SOS Espiritual - Fale Agora com um Pastor, an online platform where users receive pastoral advice through live chat.

Key facts

Audience Share 1.4% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Universal Church of the Kingdom of God

Ownership

Ownership Structure Rede Aleluia is controlled by the Universal Church of the Kingdom of God.

Company > Universal Church of the Kingdom of God



100%

Media Companies / Groups



Universal Church of the Kingdom of God

Facts

General Information

Founding Year	1995
Founder	Edir Macedo - leading bishop of the Universal Church of the Kingdom of God
Ceo	Bishop Gilmar Rosas – pastor since 1984 and bishop of IURD since 1998. He is a partner, owner or administrator of two radios of the Aleluia network.
Contact	Sede São Paulo (SP) - Rádio Aleluia 99,3 FM - Rua dos Missionários, 139 - 2º andar - Santo Amaro(11) 5644.5000 - > www.redealeluia.com.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Market Share	Missing Data
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Further Information

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› A Igreja Universal e seus demônios: um estudo etnográfico

› Sempre foi pela família: mídias e política no Brasil.

Rede Novo Tempo

The Novo Tempo network is formed by 18 radio stations in 10 Brazilian states, reaching 893 cities. It is also present in other countries: Argentina, Bolivia, Chile, Ecuador, Falklands Islands, Paraguay, Peru and Uruguay. In Brazil, according to information given by the network, their audience is composed mainly by the middle class (middle to lower income – 65%), followed by higher classes (high income – 25%); 70% of their audience is female; 50% are above 50 and 26% between 35 and 49 years old. The network's first station was inaugurated in 1989, in the city of Afonso Cláudio, Espírito Santo state interior. The network transmission began in 1995 from Vitória, the state capital. From 1996 to 2005, the network's headquarters was set in Nova Friburgo (Rio de Janeiro state) and, since then, the transmissions are broadcast from Jacareí (São Paulo state).



Their programming is divided into the following segments: Spirituality, Music, Economy, Actualities, Health, Journalism, Testimonies and Family. The most important programs are: A Voz da Profecia, oldest religious program in Brazil, founded in 1943 and currently hosted by pastor Ivan Saraiva, with the participation of the quartet Arautos do Rei; Clube da Música, about the backstage of gospel music; Redescobrimdo, with 1960s to 80s musical hymns; Anjos da Esperança, in which pastor Laerte Lanza presents life stories and testimonies; the Bible studies programs Bíblia Fácil, Lições da Bíblia, Na Mira da Verdade, Encontro com Profecias and Reavivados pela Palavras; programs about family like Consultório da Família and Pais e Filhos; thematic programs such as NT Saúde, NT Ecologia, Sempre Mulher and Seu Cardápio; and Contracultura, defined as a program "for you, who likes to think different, always guided by God's word". The musical programming benefits from another Igreja Adventista operation, the recorder Novo Tempo, with a cast of 23 groups and artists, the most important of which is the quartet ministry Arautos do Rei, which, since 1943, with different formations has recorded 45 albums and 6 DVDs. However, the most famous of Igreja Adventista are currently member of other recorder's cast, such as Leonardo Gonçalves (Sony Music), Os Arrais (Sony Music) and Daniela Araújo (Som Livre).

The stations radio news bulletin, Conexão NT, has a group of commentators:

- Suhad Nasser (external commerce, international relations and Arabic culture specialist, has worked at Embraer – Brazilian Aeronautics Company, at IAEA-ONU [International Atomic Energy Agency] and is a member of the group REDEAGENTES – External Commerce Agents of the MDIC – Ministry for Development, Industry and Exterior Commerce);
- Rudá Ricci (sociologist and political scientist, general director at Instituto Cultiva, member of the Brazilian Budget Forum and of the International Observatory on Participatory Democracy, author of "Lulismo - da era dos movimentos sociais à ascensão da nova classe média brasileira" ("Lulismo – from the age of social movements to the ascension of the new Brazilian middle class") and "Nas ruas - a outra política que emergiu em junho de 2013" ("On the streets – the other politics that arose in June, 2013", among others);
- Rodrigo Udo Zeviani, History, Philosophy and Sociology professor, graduated and master in Political History

and History at the State University of Maringá and a member of Laboratório de Estudos do Tempo Presente (Present Time Studies Lab);

- Ricardo Vargas, nutricionist and coordinator on the technical course on Nutrition and Dietetics at the Associação Paulistana of IASD (Adventist Church of the Seventh Day).
- Paulo Barradas, specialist in constitutional and consumer law and professor at the Amazonia University.
- Michelson Borges, journalist graduated at UFSC (Federal University of Santa Catarina), master in Theology at Unasp, member of the Brazilian Creationist Society, reports on the backstage of media;
- Denise Dias, musical therapist, educator, psycho-pedagoge, specialist in psychosomatics and Behavior Analysis Applied to Autism (ABA) graduated at UFSCar (Federal University of São Carlos);
- Alfredo Meneguetti, professor at PUC-RS (Rio Grande do Sul Pontifical Catholic University) and economist at the Fundação de Economia e Estatística;
- Wélida Dancini, consultant and author of the book “Sucesso em Dose Dupla: Empreendedores e Colaboradores podem chegar juntos ao topo” (Two times success: Entrepreneurs and Collaborators can reach the top together”).

The radio online portal promotes actions and campaigns and discloses ECAD (Central Office for Collection and Distribution – a Brazilian copyright collection agency) reports for the songs played in the radio. It also has a link for the Anjos da Esperança portal, a fund raising campaign for Rede Novo Tempo projects, that claims not to broadcast any commercial advertisement.

Key facts

Audience Share 0.5% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Seventh-day Adventist Church

Ownership

Ownership Structure

Rede Novo Tempo is controlled by the Seventh-day Adventist Church.

Company

› Seventh-day Adventist Church



100 %

Media Companies / Groups



Seventh-day Adventist Church

Facts

General Information

Founder

Seventh-day Adventist Church

Ceo

Antonio Tostes

Contact

Rede Novo Tempo de Comunicação Rod. SP 66 Km 86 N° 5876 – Jacareí – SP –
CEP 12340-010 Fone: 12-21273000 / Fax: 12-21273001

Financial Information

Revenue (in Mill. \$) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding) Missing Data

Market Share Missing Data

Further Information

Sources

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Rede Católica de Rádio (RCR)

Founded in 1994, at SEPAC (Communication Pastoral Service)'s headquarters in São Paulo, Rede Católica de Rádio (Catholic Radio Network) is an association of networks connected to Catholic Church's organisms and lay stations of christian inspiration. It is formed by seven large generating bases which produce and distribute content and programming for over one thousand stations (with small shows) and generate chain transmissions for over 430 radio stations throughout the country.



In the last years, RCR has been working in the production of joint national and international coverage projects. The result of this partnership is the production and distribution of "christian journalistic content".

The programming comprises news, debates, national and international news. The content is transmitted by programs such as Jornal Brasil Hoje, Plantão RCR, RCR em Debate, Igreja no Rádio, Consagração a Nossa Senhora, Palavra da CNBB (National Brazilian Bishops Conference), among others, from different regions in Brazil. Special coverages are also articulated, such as the election of Pope Francis in the Vatican, and the World Youth Day in Brazil, both in 2013.

RCR also takes part in coverages along with other catholic print and TV outlets, the so called "multimedia reports". Some of the themes addressed were: the Church's presence in the Legal Amazon, in 2013; the Church's operation in the Madeira river flood in Porto Velho (Rondônia state), in 2014; the populations and places impacted by the mining activity in Serra dos Carajás, Pará state, in 2016; and the situation of the district of Bento Rodrigues one year after the Fundão Dam breach in Mariana (Minas Gerais state), in 2016. They also produce multimedia content disseminated through their portal, Signis Brasil's portal and social networks.

Unlike the traditional affiliate system, RCR doesn't have one generator that reproduces content to affiliates, but shares content between seven sub-networks which produce their own content.

The oldest of them is Rede Aparecida (São Paulo state), created by the Congregation of the Most Holy Redeemer missionaries in 1935 and with the first concession in 1951. The network transmits their programming in medium waves (AM 920 khz), short (49 meters – 6135 khz – 31 meters – 9630 khz – 25 meters – 11855 khz) and tropical (60 meters – 5035 khz), besides owning a FM station (Rádio Pop 909FM) aimed at the young audience. They can also be tuned online and via cell phone apps. It belongs to Fundação Nossa Senhora Aparecida, officially connected to the Catholic Church in Brazil and is also financially supported by the Clube dos Sócios (Partner's Club).

Another radio connected to an already traditional catholic communication group in Brazil is Rede Canção Nova (São Paulo state), which belongs to Comunidade Canção Nova, a catholic charismatic renewal community founded by father Jonas Abib and recognized by the Pontifical Council for Laypeople as an international private association, with a legal entity of its own, based in Cachoeira Paulista (São Paulo state) and connected to the

Lorena Diocese. The community is an association of Christians, priests and deacons, who vow to live a radical consecration to God stemming from their baptism and confirmation, focusing on the apostleship, in a community life. Their first radio station was acquired in 1980 and now they have 27 stations in 8 states broadcasting their programming partially or entirely, reaching a large part of the Brazilian territory using short, medium and tropical waves, besides parabolic antennas and internet. They also have a broadcaster in Portugal. Canção Nova radio stations and TV channels have the legal name Fundação João Paulo II.

The third sub-network is Rede Milícia Sat/Rádio Imaculada Conceição (São Paulo state), founded in 1995 and formed by 6 stations in three Brazilian states: São Paulo, Mato Grosso do Sul and Alagoas. The generator is Rádio Imaculada Conceição – 1490 AM. It is owned by Milícia da Imaculada, a public and international Christian association of Pontifical Right, founded in Rome in 1917 by Saint Maximilian Maria Kolbe. In Brazil their activities began in 1987 and are financed by donations by the so-called Mílites.

The fourth is Rede Sul de Rádio (Tua Rádio/Scalabriniana), inaugurated in 1999. It currently encompasses twelve stations located in the north and northeast of Rio Grande do Sul, and in the west of Santa Catarina. It stems from the former Rede Scalabriniana (Rio Grande do Sul), which used to be formed by 5 AM stations in both states. It currently reaches a population estimated with three million people in over 120 municipalities. They also have an online [portal](#). The radio's programming, similar to other catholic networks, mixes journalism, entertainment and more formal religious programs. The portal has a large production of news on themes such as politics, economy, agriculture, safety, education, health, culture, citizenship, environment, science & technology and religion.

Also located in the Brazilian South, Rede Evangelizar é Preciso (Paraná state) is a network of radios which is part of Rede Evangelizar de Comunicação, of Associação Evangelizar é Preciso, a non profit organization which counts with the support of the Archdiocese of Curitiba (Paraná state). It was conceived by father Reginaldo Manzotti in 2005. One of the biggest records seller in Brazil (ABPD, 2016), father Manzotti is also dean of the Santuário Nossa Senhora de Guadalupe. The program Experiência de Deus, hosted by Manzotti has been on air since September 2004. According to the network's website, currently over 1,500 radio stations transmit the program in Brazil and other countries, live from 10 to 11am, with reruns from 5 to 6pm and from 10 to 11pm, from Monday to Saturday. The list of retransmitters is available on the website.

RCR newest associates are Rede Pai Eterno and RCR Espírito Santo. Rede Pai Eterno (Goiás state) belongs to Santuário Basílica and was officially inaugurated during a pilgrimage that takes place in the sanctuary in 2012. Generated by Rádio Vox Patris, it comprises 10 stations in 4 states and is present in over 500 cities. Finally, RCR Espírito Santo is the regional version of RCR located in the Espírito Santo state, where the network has three stations (Rádios América 91.1 FM, América 690 AM and Líder 101.5 FM).

Key facts

Audience Share 1.9% (PBM)

Ownership Type private

Geographic Coverage National media

Content Type free content

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Catholic Church - Rede Católica de Rádio (RCR)

Ownership

Ownership Structure Rede Católica de Rádio (RCR) is controlled by the Catholic Church.

Company > Catholic Church - Rede Católica de Rádio (RCR)



100 %

Media Companies / Groups



Catholic Church - Rede Católica de Rádio (RCR)

Facts

General Information

Founding Year	1994
Ceo	Angela Moraes - president of RCR (2017-2019). She is a member of one of RCR's sub-networks, Rede Milícia Sat.
Contact	Sede São Paulo (SP): Avenida Jabaquara, 2400 03 Jabaquara / São Paulo - SP - (11) 2578-4866 - ✉ rcr@rcr.org.br - rcr.org.br .

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Headlines

<https://diocesesa.org.br/2017/03/29/declarado-aberto-o-i-congresso-de-radio-catolica-do-brasil/>

▣ [http://Padres, profissionais de rádio e políticos se reúnem no I Congresso de Rádio Católica do Brasil, realizado em 28/03/2017, em Aparecida \(SP\).](http://Padres,profissionais%20de%20r%C3%A1dio%20e%20pol%C3%ADticos%20se%20re%C3%BAnem%20no%20I%20Congresso%20de%20R%C3%A1dio%20Cat%C3%B3lica%20do%20Brasil,realizado%20em%2028/03/2017,em%20Aparecida%20(SP).)
Accessed Oct. 2017

Rede Gospel

Gospel Network is a tv network belonging to the Igreja Apostólica Renascer em Cristo church, that consists of 25 stations in six Brazilian states and in the Federal District, reaching 170 cities and around 46 million viewers. The broadcast is made from a tower named "Deus É Fiel" ('God is faithful'), located on Avenida Paulista.

The station is also in the cable television grid and part of its programming is conveyed by the international christian station TV Enlace, that reaches Latin American and Spanish-speaking countries. Since 2012, it has a partnership with TBN (Trinity Broadcasting Network), that gathers several Christian stations of different countries to broaden the range of its contents. The programming is also broadcasted on the internet and via smartphones and tablets apps.



The main show of their programming is De Bem com a Vida ('In good terms with life'), a show that has been around for more than 20 years. Hosted by the bishops Sônia and Fernanda Hernandes, it is an magazine directed to the female audience that addresses themes like health, cuisine, beauty, family, crafting and child education. The audience interacts via social media. The program is broadcasted nationally, from Monday to Friday, starting at 8:50am, with live broadcast at 1pm, and on Saturday at 7am. Derived from the former, there is the Mamãe de Bem com a Vida ('Mamma in good terms with life') show, broadcasted on Saturday at 10am, and on Sunday at 7am.

Other shows produced by the station are: Renascer ('Rebirth'), hosted by the apostle Estevam Hernandes, has a format similar to a cult, presenting music, the minister's sermon, prayers and small segments with advice, 'the word of the day', among others; CEA de Profetas, hosted by Bishop Daniel Tenuta, with commentary by Bishop Gê (president of Renascer and former federal deputy), is defined as a 'teleclass' "that addresses detailed studies of the Holy Scripts, biblical characters, civilization histories, geography and ancient people's culture"; the newscast Diário de Notícias ('News Diary'), hosted by Karen Chrisostomo and described as "a dynamic, non-biased, up-to-date journal, open to the plurality of opinions and critical analysis of what is truly behind the facts"; Vem Renascer ('Come Reborn'), a show of church's followers testimonies; Bom Dia com Alegria ('joyful good morning'), a variety show hosted by Ana Paula Barros, presents music, service provision and news; Renascer Kids, lead by Professor Xuxu, singer Milana and her gang, presents interviews, cartoons, plays and biblical content; O2 TV, a varieties show directed to the youth, hosted by ministers Dogão and Camila Campos; and Direito e Justiça em Foco ('Law and Justice on Focus'), hosted by judge Laércio Laurelli. The TV also broadcasts Sunday Cults from the church through the show Celebrando a Família ('Celebrating the Family').

In the grid, there are also shows from other countries' stations: Not a Fan (Um Fã ou Um Seguidor), Acts of God (Atos de Deus) and TBN Network's TBN 340; Switch of Your Brain (Ligue seu Cérebro), hosted by Caroline Leaf; Music Village, about international gospel music; Gospel Cine, with the exhibition of Christian films; AHA (Avivamento Honestidade e Ação), about the limits of faith; Behind The Scenes, about protestant growth

around the world; Travel The Road (Pela Estrada), about international missions; the Praise The Lord Talk Show; and the show with best-selling writer Max Lucado.

Gospel network also presents two independently produced shows: Fonte da Vida ('Source of Life'), by Igreja Apostólica Fonte de Vida, and Visão de Vida ('Life Vision'), in which Senator Magno Malta (PR-ES) and his wife, gospel singer and former federal deputy Lauriete Rodrigues (PSC, 2011-2014), receive celebrities, artists and personalities. Both are members of Assembleia de Deus church. They also broadcast the educational show TV Escola, by the Ministry of Education.

Another politician who has hosted shows for Gospel network is Marcelo Aguiar, federal deputy for (PSC/PSD/DEM-SP). Marcelo converted himself a protestant in 2000 and started integrating the ministry of praise Renascer Praise before going for a solo career. In office, he stands for Christian moral values and copyrights for musicians and songwriters. He is the author of the bill PL 6449, that "obliges internet operators to create a system that filters and automatically blocks all content related to virtual sex, prostitution and pornography websites", with exceptions for websites with paid access to their subscribers. In 2017, he was one of the most prominent figures at the event Marcha para Jesus ('March to Jesus').

Key facts

Audience Share	Missing Data
Ownership Type	private
Geographic Coverage	National
Content Type	Free-to-air TV
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
Media Companies / Groups	Renascer em Cristo Church



Ownership

Ownership Structure

Rede Gospel is controlled by the Renascer em Cristo Church.

Company

› Renascer em Cristo Church



100 %

Media Companies / Groups



Renascer em Cristo Church

Facts

General Information

Founding Year

1996

Founder

Estevam and Sônia Hernandes – bishops and founders of the Renascer em Cristo Church.

Contact

Sede São Paulo (SP) - Avenida Lins de Vasconcelos, 1410 Cambuci - São Paulo
- São Paulo - CEP: 01538-001 - (11) 2114.1104 - > www.redegospel.tv.br .

Financial Information

Revenue (in Mill. \$)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total
funding)

Missing Data

Market Share

Missing Data

Further Information

Sources

[http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/
REDE+GOSPEL+-+CANAL+53/23341/home](http://portfoliodemidia.meioemensagem.com.br/portfolio/midia/REDE+GOSPEL+-+CANAL+53/23341/home)

Rede Vida

With VHF e UHF terrestrial, cable and parabolic antennas coverage, Rede Vida is present, according to the station's portal, in all Brazilian capitals and in 500 major cities throughout Brazil, reaching over 1,500 municipalities. It is the first and currently the largest catholic TV channel in Brazil. Available in around 300 cities, it has already migrated from analog to digital. The generator is located in São José do Rio Preto (SP) and there are auxiliary studios in the cities of São Paulo, Rio de Janeiro, Porto Alegre and Brasília. The network also broadcasts independent productions. It defines itself as "the family's channel for its christian inspiration, its moral and ethical commitments, its vocation for service and the appreciation of the human and the social".




The programming comprises religious programs, besides News, Sports, Varieties, Entertainment, Recipes and Interviews. The programs address topics such as law, health, economy, agriculture and sustainability. Among the more formal religious programs are: Terço Bizantino, Encontro com Cristo, Filhos do Pai Eterno, O Terço, Rosário da Vida, A Cura pela Palavra, Mãe Maria, Nossa Senhora dos Aflitos, and others. Other network programs are: news programs JC TV and Jornal da Vida; Vida Melhor, which receives guests to discuss health, sports, food, culture and other topics, Tribuna Independente, which presents thematic sections and interviews with specialists of different areas (education, politics, family, health, church issues and actualities); Viva Vida, in which the singer Father Alessandro Campos presents "messages of love, faith and peace" and invites other sertanejo singers; Anatomia do Poder, in which the lawyer Ives Gandra Martins discusses the theme "power" based on interviews with personalities connected to public and private institutions; Motivação e Sucesso, hosted by professor and market consultant Luiz Marins; and Caminhos, hosted by Gabriel Chalita, former São Paulo city councilman (PSDB, 2009-2011), Federal Deputy for São Paulo (PMDB, 2011-2015), city education secretary for mayor Fernando Haddad (PT) and state education secretary for Geraldo Alckmin (PSDB), currently in PDT (Democratic Labour Party), he was candidate for vice mayor with Haddad in 2016. The network also broadcasts Telecurso (an education program produced by Fundação Roberto Marinho), concerts and soccer matches and also rents out time for other religious organizations and companies.

Rede Vida is associated with other catholic channels such as Canção Nova, TV Aparecida and TV Século XXI for content exchange. It is also a member of Signis Brasil – Associação Católica de Comunicação, an association that gathers different catholic medias (radio, TV, print, film, internet and formation), created in 2010 in accordance with the principles of SIGNIS World, founded in Brussels in 2001. In 2014, the catholic TV channels organized and broadcast CNBB's Presidential Debate. The debate between the candidates to the Presidency of the Republic was organized by Rede Vida, TV Aparecida and Signis Brasil and took place at the Centro de Eventos Pe. Vitor Coelho, in Aparecida (São Paulo state), with live broadcast by the catholic channels and online.


The network also has an online portal – Pela Vida (pelavida.redevida.com.br) – which promotes a donation campaign among the catholic community to maintain their activities. The portal also has public interaction

sections: Prayer Requests; Online Candle Lightning, Mass Celebration Requests (which are sent to Santuário da Vida in São José do Rio Preto), Testimonies and specific forms of audience participation in each of the channel's programs.

Key facts

Audience Share	Missing Data	
Ownership Type	private	
Geographic Coverage	National	
Content Type	Free-to-air TV	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.	
Media Companies / Groups	Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)	

Ownership

Ownership Structure	The TV network Rede Vida is controlled by the Catholic Church.		
Company	> Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)		100%

Media Companies / Groups



Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)

Facts

General Information

Founding Year	1995
Founder	Dom Antonio Maria Mucciolo, João Monteiro de Barros Filho.

Financial Information

Revenue (in Mill. \$)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Market Share

Missing Data



Key facts

O Estado de S. Paulo

O Estado de S. Paulo is the third largest newspaper in paid circulation among outlets of national distribution. In 2016 it reached an average daily circulation of 216,271 copies, which amounts to 6.46% of the market. It is thus, in terms of circulation, only behind Folha de S. Paulo and O Globo, both of nationwide distribution, and Super Notícia, distributed in Minas Gerais.



In 2012 the newspaper started incorporating the reformulated section of Jornal do Carro, which had circulated until then within Jornal da Tarde, which had its operations closed. The interruption of Jornal da Tarde, which had been circulating since 1966, was part of the group's reorganization strategy. In a moment of continuous decline in large Brazilian newspapers' circulation, the group had decided to centralize their investments around print media in their largest vehicle, O Estado de S. Paulo.

O Estado de S. Paulo backed the military coup of March 31st, 1964, which deposed the elected president João Goulart, but then reconsidered this support when it realized that the military would hold onto power, and were no longer willing to let it go. The newspaper then became a target for censorship. On December 13th, 1968, for example, just before the imposition of the AI-5 (Institutional Act #5, which installed a censorship and assembly ban in the country), copies of O Estado de S. Paulo were confiscated.

In June, 1981, during the last stages of the military dictatorship, the newspaper exposed the corruption involved in the construction of the Quatro Rodas Hotels in the Northeast region. According to the articles, the BNH (National Housing Bank) had granted funds in an amount of two hundred million Cruzeiros for the construction of hotels. Some of these enterprises, however, did not start operating and others were not even built. According to O Estado de S. Paulo, Grupo Abril kept 36.5% of the total amount.

O Estado de S. Paulo is controlled by the Mesquita family since 1902, when Júlio Mesquita became its sole owner. He had been the newspaper's editor since 1885 and one of its 16 founders. The current owners are the fourth generation of the family in charge of the business.

Key facts

Audience Share 6.46% (IVC)

Ownership Type private

Geographic Coverage National media

Content Type Paid content (standard)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Media Companies / Groups Grupo OESP (Estado)

Ownership

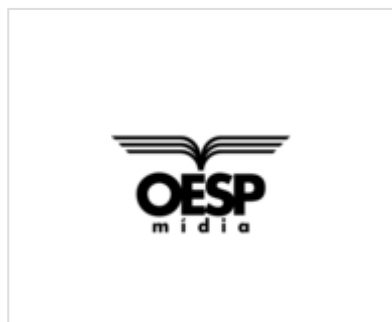
Ownership Structure O Estado de S. Paulo belongs to Grupo OESP (Estado). The group is owned by the Mesquita family.

Group / Individual Owner > Grupo OESP (Estado)



100 %

Media Companies / Groups



Grupo OESP (Estado)

Facts

General Information

Founding Year	1875 ("A Província de São Paulo")
Founder	José Maria Lisboa, Francisco Rangel Pestana, Américo de Campos, Manoel Ferraz de Campos Salles, Américo Brasiliense and José Alves de Cerqueira César. Cerqueira César was a coffee producer, father-in-law of Julio Mesquita, who would become the sole propri
Ceo	Francisco Mesquita Neto - vice president of the National Association of Newspapers (ANJ), he served as president of the association for two terms.
Editor-In-Chief	João Fábio Caminoto - Director of journalism at Grupo Estado.
Contact	Sede São Paulo - SP - Avenida Eng. Caetano Álvares, 55 - Limão - São Paulo - SP - CEP: 02598-900 - (11) 3856.2750 - > www.estadao.com.br .

Financial Information

Revenue (in Mill. \$) 2016: R\$ 413.1


Operating Profit (in Mill. \$) 2016: losses of R\$17.9


Advertising (in % of total funding) Missing Data


Market Share Missing Data


Further Information

Headlines


http://portalimprensa.com.br/noticias/ultimas_noticias/77238/estadao+extingue+cargo+de+editor+chefe+cida+damasco+segue+como+colunista
 <http://Estadão extingue cargo de editor-chefe. Cida Damasco segue como colunista. Accessed Oct. 2017>

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 [DCM. Estadão sugere a expulsão de Glenn Greenwald por denunciar o golpe. Accessed Oct. 2017](#)

 [Francisco Mesquita e os 140 anos do Estadão. Accessed Oct. 2017](#)

Sources

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 [Meio & Mensagem. Portfolio: O Estado de S. Paulo. Accessed Oct. 2017](#)

 [Estadão. Histórico. Accessed Oct. 2017](#)

 [FGV/CPDOC. Verbete: Julio Mesquita. Accessed Oct. 2017](#)

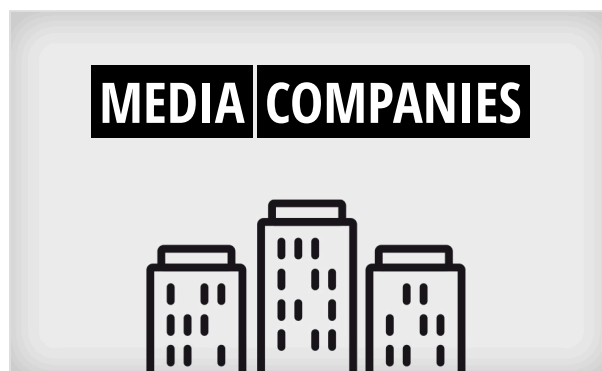
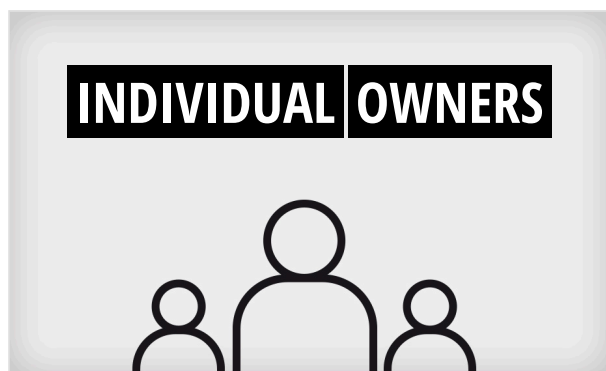
 [Estadão. Histórico. Accessed Oct. 2017.](#)

📄 Pontes, José Alfredo Vidigal. O Estado de S. Paulo. Accessed Oct. 2017

Media Ownership

The 50 media outlets analyzed belong to 26 communication groups or companies. Among them, all own more than one type of media outlet and 16 also have other business in the sector, such as cinema production, book publishing, marketing agencies, cable TV programming, among others. Besides that, 21 of the groups or their shareholders have activities in other economic sectors such as education, financial services, real state, agriculture, energy, transportation, infrastructure and health. There are also owners who are politicians or religious leaders.

Owners database



Five groups or their individual owners concentrate more than half of the outlets: 9 belong to Grupo Globo, 5 to Grupo Bandeirantes, 5 to the Macedo family (taking into account Grupo Record and IURD's outlets, both belonging to the same owner), 4 to the regional-scale Grupo RBS and 3 to Grupo Folha. Other groups appear on the list with two outlets each: Grupo OESP, Grupo Abril Group and Editorial Sempre Editora/SADA Group. The remaining groups have only one outlet on the list. They are: Sílvio Santos Group, Jovem Pan Group, Jaime Câmara Group, Diários Associados, Três Communication Group, Almicare Dallevo & Marcelo de Carvalho Group, Ongoing/Ejesa, BBC – British Broadcasting Corporation, EBC – Empresa Brasil de Comunicação, Publisher Brasil, Empiricus Consulting, Alfa Group, Mix Communication/Objetivo Group, Igreja Renascer em Cristo, Igreja Adventista do Sétimo Dia, Igreja Católica/Rede Católica de Rádio and INBRAC – Instituto Brasileiro de Comunicação Cristã.

The national communication groups listed by MOM-Brasil also have affiliation relations with regional media groups. In other words, the high ratings reached by most of the outlets, mainly the TV, radio, and in a lesser amount, the online news portals, depend on contracts and partnerships established with regional groups, that are also listed on the database.

Another point to be highlighted is that most of the groups belong to families that transfer their businesses – and their public concessions, in the case of Radio and TV – to the next generations. Among them, there are some billionaires listed by Forbes Magazine (2017), such as Roberto Irineu Marinho, José Roberto Marinho and João Roberto Marinho (Grupo Globo), Aloysio de Andrade Faria (Conglomerado Alfa) and also Carlos Sanchez and Lirio Parisotto (Grupo NC, which has a partnership with Grupo RBS). Other media owners have been on the list, like the siblings Victor Civita Neto, Giancarlo Franceso Civita and Roberta Anamaria Civita (Grupo Abril), Edir Macedo (Grupo Record and IURD) and Sílvio Santos (Grupo Sílvio Santos). Macedo was the only one to object the information, claiming that the magazine had mistaken his personal properties with his church's.

We must also highlight the politicians who are media owners, including radio and TV stations despite the Brazilian legislation's prohibition. These politicians own stations affiliated to the national networks. In the main groups, the only owner-politician is Vittorio Medioli, the mayor of Betim, MG, by PHS. Owner of the newspapers O Tempo and Super Notícia, Medioli has as his main business the SADA Group, with companies in the sectors of transportation, storage, logistics, energy, among others.

By and large, the country's mass media is controlled by an economic elite of white men.

Among founders of recently established media companies there is only one woman, Sônia Hernandez, who started Igreja Renascer em Cristo with her husband, Estevam Hernandez. Among founders of media outlets, there are three women: again Sônia Hernandez (Rede Gospel), Márcia Poole (BBC Brasil) and the strategy director Carla Sá, who founded the iG portal alongside businessman and advertiser Nizan Guanaes, entrepreneur Jorge Paulo Lemann, journalist Matinas Suzuki Jr. and computer scientist Demi Getschko. Among CEOs, there are only six women controlling 8 out of the 50 outlets. As editors-in-chief, there are 8 women responsible for 8 outlets.

Among the outlet's controlling partners, the gap remains: owners with considerable number of shares and important positions include Bishop Sônia Hernandez; the daughters of patriarchs who had no sons (two of the five Sílvio Santos daughters, owner of SBT, and the two daughters of Vittorio Medioli, of Grupo SADA); Isabel Rocha dos Santos, mother of Nuno Vasconcellos, who transferred his shares in an attempt to tackle his company ongoing financial problems; and Roberta Anamaria Civita (vice president of Fundação Civita), who owns one third of the Abril holding's shares alongside her two brothers, who occupy higher positions in the group, Giancarlo Civita (President of the Administration Council and of Abril Media) and Victor Civita Neto (member of the Administration Council, president of Editora Abril's Editorial Council and President of Fundação Victor Civita).

People

We draw the profile of people connected to the 50 main media outlets by the audience share criteria. We highlight profiles of families that own large communication groups, such as the Marinho, Macedo, Saad, Abravanel, Frias and Mesquita families, among others. Other profiles are from people controlling religious groups holding some of the outlets of great audience, such as Sônia and Estevam Fernandes. There is also the case of people with minor online media ventures, but who have managed to be among the large audience, with relevant role in opinion-forming, such as the journalist of the alternative media Renato Rovai, of Revista Fórum, and the journalists Diogo Mainardi, Mário Sabino and the partners of Empiricus Research, from the website O Antagonista.

Database



Abravanel Family



Alzugaray Family



Amilcare Dallevo



**Caio Mesquita, Felipe
Miranda, Rodolfo
Amstalden**



Câmara Family



Civita Family



Diogo Mainardi



Faria Family



Frias Family



João Carlos Di Genio



Macedo Family



**Machado de Carvalho
Family**



Marcelo de Carvalho



Marinho Family



Mario Sabino



Medioli Family



Mesquita Family



Renato Rovai



**Rocha dos Santos
Family**



Saad Family



Sirotsky Family



**Sônia and Estevam
Hernandes**

Sirotsky Family

The Sirotsky Family owns Grupo RBS, largest regional media conglomerate in Brazil, based in Rio Grande do Sul, but also present in Santa Catarina and with businesses that reach the entire country. The group owns three print newspapers (Zero Hora and Diário Gaúcho among the ten newspapers with largest circulation in Brazil), a magazine, a regional TV network (RBS TV, an affiliate of Rede Globo), two regional radio networks (Gaúcha and Atlântida), three other radio stations (among them, Rádio CBN Porto Alegre, affiliate of Rede CBN, owned by Grupo Globo), three online news portals, a publisher, a printing company, besides e.bricks digital, which invests in other e-commerce and digital marketing companies.



Founded by Maurício Sirotsky Sobrinho, the group's business have always been run by the family: first by the children Nelson Pacheco Sirotsky, Pedro Pacheco Sirotsky and by the son-in-law Carlos Melzer, married to Suzana Sirotsky. Currently, most of the group's companies have as main partners a son and two grandsons of Maurício Sirotsky: Nelson Pacheco Sirotsky (filho), Marcelo Sirotsky (neto) and Pedro Sirotsky Melzer (neto). The three are members of the family who, individually, have, according to the Siacco database, a direct share in the largest number of TV and radio companies owned by the group, besides the family holdings.

Other members of the Sirotsky and Mezer families show up as partners in the group's dozens of companies and occupy important positions. The groups current presidency is occupied by Eduardo Sirotsky Melzer, who succeeded his uncle Nelson Sirotsky. The Administration Council is formed by Carlos Melzer, Cláudio Thomaz Lobo Sonder, Eduardo Sirotsky Melzer (president), Geraldo Corrêa, Jayme Sirotsky, Marcelo Sirotsky, Nelson Pacheco Sirotsky and Pedro Sirotsky. The Sirotsky-Melzer are partners in a series of other companies in the property, agroindustry and entertainment sectors.

Media Companies / Groups



Grupo RBS

Media Outlets



Zero Hora



Diário Gaúcho



Rede Gaúcha Sat



ClicRBS

Facts

Business

Technology investments

e.bricks digital, investing on Wine.com

Hands

Hi-media

Predicta

Editorial market

RBS Publicações, Editorial market

📄 <http://Gráfica Uma>

Finance

RBSPrev - Sociedade Previdenciária

Family Office

Imajama Family Office Servicos Ltda

Entertainment

For Fun Digital Ltda (For Fun Entretenimento Ltda - Epp

Food

Mzb Comercio de Alimentos Ltda

Real Estate

Terra-Ville Participacoes Ltda

Jps Empreendimentos Imobiliarios Ltda – Epp.Maromar Investimentos

Participacoes e Servicos Ltda – ME.

Maiojama Empreendimentos Imobiliarios Ltda.

Siro- Empreendimentos Imobiliarios e Participacoes Ltda – ME.

Jaymar Investimentos Ltda

Education Vereda Educacao S.A.

Agribusiness Maripiera Agropastoril Ltda

Consulting Sm - Consultoria e Administracao S/S Ltda, Pedro Sirotsky Melzer Eireli

Commerce (Jewelery) Juvalia Comercio de Acessorios S/A.

Internet Provider Sambaads Solucoes Tecnologicas S/A.

Education, Sports & Social Work Fundação Maurício Sirotsky Sobrinho, Instituto Jama

Family & Friends

**Affiliated Interests Family
Members Friends**

NC Group: the Sirotsky Family sold the communication vehicles located in the state of Santa Catarina to the NC group. This group was founded in 2014 by the union of the pharmaceutical activities of the Sanchez Family with other branches of activities. In the pharmaceutical sector, the group owns the companies: EMS, Brace Farma, Legrand, Germed Pharma, Novamed and CPM. NC also owns Bionovis, NC Invest, 3D Reality and other companies.

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

<https://www.consultasocio.com/q/sa/nelson-pacheco-sirotsky>

⌘ <http://ConsultaSocio>. Nelson Pacheco Sirotsky. Accessed October 16 2017.

⌘ Infomoney. Saiba o que é um family office e onde as famílias milionárias estão aplicando. Accessed October 16 2017.

⌘ ConsultaSocio. Marcelo Sirotsky. Accessed October 16 2017.

⌘ Intituto Jama. Accessed October 16 2017.

⌘ ConsultaSocio. Pedro Sirotsky Melzer. Accessed October 16 2019.

⌘ ConsultaSocio. José Pedro Pacheco Sirotsky. Accessed October 16 2017.

⌘ ConsultaSocio. Eduardo Sirotsky Melzer. Accessed October 16 2017.

⌘ ClicRBS. Accessed October 16 2017.

⌘ Grupo NC. Nossos Negócios. October 16 2017.

Marinho Family

The Marinho family is founder and owner of the vehicles that make up Grupo Globo, besides many other investments. The three brothers of the Marinho family – Roberto Irineu, João Roberto and José Roberto, sons of Roberto Marinho – are listed by Forbes magazine among the top 10 Brazilian billionaires, with around US\$ 4.3 billion each.



Organizações Globo Participações S.A. and their subsidiaries (“Grupo Globo”) is a holding company owned by Família Marinho. The company owns, through their controllers and joint controllers, as main business: a group of terrestrial television broadcasters; journalism companies; internet businesses; cable TV programming businesses; magazine publishing and musical businesses making up the largest media group in Brazil. Besides their participation in Grupo Globo, they have numerous projects in educational and cultural sectors, produced for the most part, in partnerships with the government, through Fundação Roberto Marinho.

Roberto Irineu Marinho is the president of the Administration Council and executive president of Grupo Globo, a company founded in 1925 with the first publication of the newspaper O Globo. Roberto Irineu began his career at age 16 at O Globo newspaper, where he worked as typesetter, linotypist and then, reporter. In 1978 he was nominated executive vice-president of TV Globo. In 1990 he became vice-president of Grupo Globo and, since August 2002, its executive president. In 2003, after his father’s death, Roberto Marinho also became the Administration Council president. Roberto Irineu Marinho was born in 1947, is married and father of four children.

João Roberto Marinho was born in Rio de Janeiro in September 16th, 1953. He began working at O Globo in 1973, in general news. Afterwards he made a career as journalist in different editorials within the newspaper. In 1982 he became vice-president of O Globo, and, after 1985, at the same time, vice-president of Rede Globo de Televisão (a position he occupied until late 1997). In 1998 Roberto Marinho and his sons – João Roberto, Roberto Irineu and José Roberto Marinho – left their executive positions at the Grupo Globo and formed the Management Council, focused on strategic matters of the Grupo Globo. João Roberto is currently the vice-president of the Administration Council and president of the Editorial Committee and of the Institutional Committee of Grupo Globo. He remains the vice-president of the Associação Nacional de Jornais (National Newspapers Association). João Roberto studied at the Instituto Souza Leão and Colégio Andrews and at the Economics Faculty at the Universidade Cândido Mendes. He is married and father of three children.

José Roberto Marinho is the vice-president of Grupo Globo and president of the Fundação Roberto Marinho. José Roberto Marinho was born in Rio de Janeiro in December 26th, 1955. He studied History at the Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio) and Geography at the Universidade Federal do Rio de Janeiro (UFRJ). He began his professional career in 1972 as a reporter for O Globo newspaper. In 1981 he became assistant-editor. In May, 1983 he was designated the Pressroom’s subchief, where he remained until May 1984.

At that same year he left the newspaper to occupy the position of FM programming director for Sistema Globo de Rádio, where he later occupied the positions of general-director and vice-president. In 1992 he founded Instituto Acqua, for the preservation of hydric resources. José Roberto presides the Social Responsibility Committee of Grupo Globo. He is also member of the Governance Committee of the Juntos pelo Desenvolvimento Sustentável (Together for Sustained Development) – Comunitas, of the Consultative Council of WWF-Brazil, of the Ethos Institute for Companies and Social Responsibility, of the Fundação Orquestra Sinfônica Brasileira Curator's Council, of the CEBDS, among others. In 2006 he took part in the foundation of the Todos pela Educação (All together for Education) movement, where he is member of the Governance Council.

The media power of the Marinho family grew considerably under Roberto Marinho's command. With his newspaper business (1925), magazines (1930s), radio (1944) and TV, despite oscillations, he kept close relations with almost all presidents and state governors. He assumed a political stance in the changes that brought down Getúlio Vargas in 1945 and led to his suicide in 1954, and in the Military-Civilian Coup in 1964. In 1965 Marinho acquired more influence with the creation of TV Globo – one year after the coup and surrounded by accusations in the "Time-Life Incident", which didn't result in any punishment.

He became even stronger in 1966, when he bought two broadcasters in São Paulo (São Paulo state) and Recife (Pernambuco state), both already in operation. Afterwards began the inauguration of broadcasters in Belo Horizonte (Minas Gerais state, 1968), Brasília (Distrito Federal, 1971) and Recife (Pernambuco state, 1972). The only TV concessions directly granted to the group were Rio de Janeiro's (1957), by the Juscelino Kubitschek government, and Brasília's (1962), by the João Goulart government, who was ousted in 1964 with the support of Marinho, who backed the dictatorship even after the democratic transition.

During the first civilian Federal Government, in 1985, he suggested José Sarney for the Ministry of Communications, and the politician Antônio Carlos Magalhães, who would later become a business partner of the Marinho family in Bahia. Later ex-president Sarney became himself a partner of Marinho with an affiliate in Maranhão. Until his death in 2003, Roberto Marinho remained influent in Brazilian politics, even though he had removed himself from the Grupo Globo's administration since 1988. Before that he consolidated the brand Editora (1986) and witnessed the group's entrance in the cable TV business (Globosat, 1991) and in cinema (Globo Filmes, 1998). Paradoxically, he passed away at a moment of serious crisis for the holding he created. Since the late 1990s his sons – Roberto Irineu, João Roberto and José Roberto – manage the group in a more autonomous way. They try to bring together the group's economic operations and social, cultural and educational actions, with a strong incidence on the national politics agenda. They intend thus to renew the company's image and overcome financial limitations the sector has had to face in recent years.

Media Companies / Groups



Grupo Globo

Media Outlets



O Globo



Extra



Valor Econômico

Print

ÉPOCA

Época

Rádio

rádio ((Globo

Rádio Globo

Rádio

CBN

Rede CBN

TV



Rede Globo

TV



GloboNews

Online

**globo
.com**

Globo.com

Facts

Business

Education, Sports & Social
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Geração do Amanhã

Menos é Mais

Fundação Roberto Marinho

Criança Esperança

Data Intelligence in the Real Estate Market

Data Zap

Events

Faz Diferença

Commerce

Qrj Representacao Eireli

Finance

Abare Participacoes S.A.

Real Estate

Z House Administracao e Participacoes

Jorand Construtora e Incorporadora Ltda

Cardeiros Imobiliaria Participacoes e Servicos

IT

Systemware Informatica, Marau Administracao de Bens e Participacoes

Agribusiness

Fazenda Bananal Agropecuaria

Mangaba Cultivo de Coco

Fazendas Guara Agropecuaria

Family & Friends


Affiliated Interests Family Members Friends

José Roberto is also a member of the Governance Committee of “Juntos pelo Desenvolvimento Sustentável-Comunitas”, member of the Advisory Board of WWF-Brazil; member of the Ethos Institute of Enterprises and Social Responsibility; of the Board of Curators of the Brazilian Symphony Orchestra Foundation, among others.

João Roberto Marinho was also part of the conservative think tank Millennium Institute.

Further Information

Headlines


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 Accessed Oct. 2017


Data Publicly Available


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 Observatório do Direito À Comunicação. Para Boni, acordo “Globo Time-Life” foi operação “totalmente ilegal”. Accessed Oct. 2017

João Carlos Di Genio

João Carlos Di Gênio owns one of the largest private education groups in Brazil, Grupo Objetivo, with an estimated value of R\$9 billion. The group's businesses cover all education levels, from children's education to graduate studies, and also involve the production of textbooks and software, used not only in his education network but in other institutions. He also owns a printing plant, a publisher and an advertisement agency, dominating all stages of the education business. Besides that, Di Gênio is one of the biggest real estate owner in São Paulo, and his schools and universities are installed in his buildings. In the communication sector, Di Gênio owns Grupo Mix, consisting of Mix FM radio station, open TV channels Mega TV and RBI TV, cable TV channel Multishop and varieties website Vírgula. He also grows cattle in five farms.

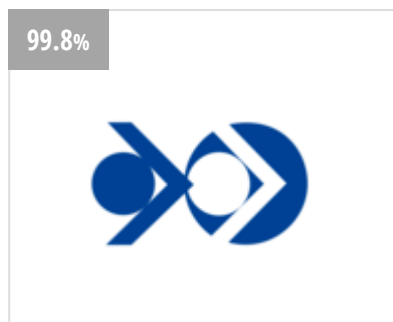


Besides setting up a structure which concentrates all stages of the education process, Di Gênio's conglomerate's owes its growth also to an advertisement investment, focused mostly on the idea that his university admittance prep course would best enable students to be admitted in public and tuition free universities, considered the best universities in Brazil. According to information by Folha de S. Paulo, the entrepreneur has maintained relations with important politicians. A newspaper article from the early 2000s claimed that he had been a friend of federal deputy Ulysses Guimarães (PMDB), deceased in 1992, and the best man in the marriage of two of deputy Luís Eduardo Magalhães (PFL) daughters, deceased in 1998 and son of former senator, Bahia state governor and Minister of Communications Antonio Carlos Magalhães (DEM), deceased in 2007. The article also said Di Gênio had interfered in National Education Board (CNE)'s decisions favoring his university, UNIP – Universidade Paulista, through Yugo Okida, Di Gênio's partner, vice dean for graduate studies and research at Unip and a member of the Superior Education Chamber at CNE. The Ministry of Education's advisory organ is of deliberative nature and has, among its attributions, the licensing for superior education courses, the issuing of evaluations on the proceedings and results of superior education evaluation processes and legislation proposals for the sector. Di Gênio himself also takes part in public councils. Currently he is a member of the Social and Economic Development Council (CDES), which advises the president of the Republic in all areas where the Federal Executive Power operates.

Di Gênio runs the group's companies closely. He is the dean of UNIP. Unlike most groups listed in this survey, however, the businessman faces a succession problem. With three children, he was father for the first time at 66 years old, and his children are still teenagers. According to an article published at Exame magazine, a company of Grupo Abril which specializes in the economy sector, the founder of Grupo Objetivo would be planning to open his companies capital for external investors since his children are not yet old enough to take up the family business, and the successor would be his nephew, Fernando Di Genio Barbosa, group director, which isn't Di Gênio's favorite outcome. For this, however, the group would have to make their universities, maintained by a non-profit association, into private companies with profit purposes. The regime change in the universities would also allow for patent registration of researches made by UNIP, such as the one made on Amazonian plants.

If the operation is confirmed, Grupo Objetivo would be following the steps of other family media groups in Brazil, such as RBS and Grupo Globo, which have maintained their families ruling their conglomerates, but opened their capitals for foreign investment.

Media Companies / Groups



Grupo Objetivo - Grupo Mix de Comunicação

Media Outlets



Rede Mix FM

Facts

Business

Education

UNIP - Universidade Paulista

Curso Objetivo

Colégio Objetivo

Colégio Objetivo Júnior

Centro de Pesquisa e Tecnologia Objetivo (CPT-UNIP-Objetivo)

Real estate

Real estate in the city of São Paulo

Agribusiness

farms and animal breeding

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

<http://www.objetivo.br/institucional/index.asp>

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📄 Unip. Accessed October 16 2017.

📄 Curso Objetivo. Accessed October 16 2017.

📄 <http://www.objetivojr.com.br/historico/>

ocolegio

Colégio Objetivo Júnior. Accessed October 16 2017.

📄 Centro de pesquisa e tecnologia. Accessed October 16 2017.

Macedo Family

Edir Macedo and Ester Bezerra own Rádio e Televisão Record S.A., largest company owned by Grupo Record de Comunicação, which also owns three terrestrial television networks (Record and RecordNews among those of larger audience) and one cable TV network (Record Internacional, broadcast in 150 countries in all five continents), six radio stations, one of them based in Portugal, and one print newspaper (Correio do Povo, 9th largest circulation in Brazil) and four online portals (the most important of them being news portal R7), besides three regional portals in partnerships with regional communication groups. The group also owns content production and distribution companies, internet infrastructure and operations, and on-demand content players, a multiplatform religious media channel (Love School), a social foundation (Instituto Ressoai) and a society at Banco Renner (49% sharehold).



Edir Macedo is also leader of IURD – Igreja Universal do Reino de Deus (Universal Church of the Kingdom of God) one of the largest evangelical denominations in Brazil, with a community of over 1.8 million people (IBGE, 2010), over 5 thousand temples, 10 thousand pastors and communities in over 200 countries. IURD also owns other communication groups and media companies: weekly newspaper Folha Universal, kids newspaper Folhinha Universal, Plenitude magazine, webTV Universal, online Portal Universal, radio network Aleluia, Line Records recording company and a sales portal.

Ester Bezerra has no leadership role in the church, which, unlike other evangelical churches has a hierarchical, centralized and male power structure. She describes herself as a writer and publishes religious messages in a blog hosted on Universal.org, “Fonte a Jorrar”.

Edir Macedo graduated in Theology at Faculdade Evangélica de Teologia Seminário Unido and at Faculdade de Educação Teológica no Estado de São Paulo (Fatebom), obtained a Master’s in Theological Sciences at Federación Evangélica Española de Entidades Religiosas and a PhD in Theology, Christian Philosophy and a Honoris Causa in Divinity on Grupo Educacional Inepe (GEI). The couple has three kids: Cristiane Cardoso, Viviane Freitas and Moysés Macedo.

Bishop Renato Cardisi and his wife, Cristiane Cardoso, spent 20 years outside of Brazil working in couples evangelization and counseling and are responsible today for the Love School brand, which organizes church related events and has a program at Record TV on Saturdays. They have also authored the best-selling book “Casamento Blindado” (“Bulletproof Marriage”).

Edir Macedo and Ester Bezerra’s second daughter, Viviane Freitas, is also married to a IURD bishop, Júlio Freitas. After living in different countries where the church has affiliates, the couple lives today in Portugal. Viviane has a christian counseling blog and Júlio is a pastor, radio broadcaster and TV host.

The couple's youngest son, Moyses Macedo, is a singer and became an advisor for RecordTV's vice-presidency in 2015. In 1992, Edir Macedo was arrested for 11 days, accused by the Public Ministry of "charlatanism, fraud and taking advantage of popular beliefs (sorcery)" but the accusations couldn't be proved and the bishop's picture in prison is still used by him as a symbol of him being persecuted by "enemy" religions and rivals. The bishop was accused of the same crimes and for tax evasion in 2009 and 2011 but was never convicted.

In 2013 bishop Macedo was listed by Forbes magazine as the richest pastor in Brazil, with a wealth calculated in over 1.9 billion Real. Many different bishops have been pointed out as possible successors for Macedo at IURD and at Grupo Record, most of the church bishops who also have property bonds with Macedo companies. Recently, however, Macedo signalled that he intends to keep the business within the family. His son in law, Renato Cardoso, became second in command in the church's hierarchy in October 2017, taking Clodomir Santos' place.

The family's saga will be recorded by the group's communication structure. Besides the already published Edir Macedo and Ester Bezerra biographies, a film biography is announced for 2017 called Nada a Perder (Nothing to lose), based on the book with the same title, written by Macedo and Grupo Record's Journalism and Sports vice-president, Douglas Tavolaro. The movie, produced by Record Filmes, is directed by Alexandre Avancini, soap opera director at RecordTV and of the top grossing movie Os Dez Mandamentos – O Filme (The Ten Commandments – The Movie). Nada a perder was shot at TV Cultura studios in São Paulo and in other countries where IURD is present.

Media Companies / Groups



Grupo Record

Media Outlets

<div>Print</div>  <p>Correio do Povo</p>	<div>Radio</div>  <p>Rede Aleluia</p>	<div>TV</div>  <p>Record TV</p>
<div>TV</div>  <p>Record News</p>	<div>Online</div>  <p>Portal R7</p>	

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Business

Finances

Banco Renner

Religion

Igreja Universal do Reino de Deus

Offshore Real Estate

Investments

Family & Friends

Affiliated Interests Family Members Friends

Their nephew Marcelo Crivella, licensed bishop of the same church, current mayor of Rio de Janeiro (Brazilian Republican Party - PRB), former senator and former Minister of Fishing and Aquaculture of the Dilma Rousseff (PT) government. Macedo and the Universal Church support the candidacy of their bishops for political positions.

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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<http://G1. Patrimônio de Edir Macedo inclui imóveis de luxo nos EUA, diz revista>. Accessed Oct. 2017

Medioli Family

Vittorio Medioli is one of the media owners who developed businesses in other areas before acquiring or founding successful communication vehicles. Are part of this group as well Conglomerado Alfa, Grupo Mix de Comunicação/Grupo Objetivo, Grupo Record and the religious content vehicles connected with the Catholic Church and evangelical churches IURD, Renascer em Cristo and Seventh-day Adventists.



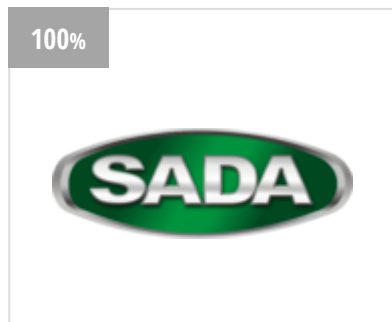
Grupo Sada, founded by the Brazilian naturalized Italian born Medioli in 1976 comprises companies in the cargo transportation, storage, logistics, metallurgy, energy, agriculture, sugar industry, automotive commerce and sports sectors. They also own Fundação Medioli, which focuses on social action in the education and sports areas. The group's communication businesses are managed by his wife, Lúcia Machado and his daughter, Marina Medioli, president and vice president of Grupo Editorial Sempre Editora respectively, which publishes two of the largest circulation newspapers in Brazil (Super Notícias and O Tempo), besides three other local newspapers, an internet portal, a webTV channel and a FM radio station.

Vittorio Medioli also has a political career. Currently the mayor of Betim (Minas Gerais state) by PHS (Humanist Solidarity Party), he has previously been a federal deputy for PSDB Minas Gerais for four mandates (1990-2006). In Congress, he was the head of numerous commissions dealing in areas where his companies operate: permanent commission for Science and Technology, Communications and Information Technology; Consumer's Protection, Environment and Minorities; Economic Development, Industry and Commerce; Finances and Taxes; Roads and Transportation; and special commissions for Journalism and Sound and Audiovisual Broadcast Companies Ownership, and for PEC 277/00, related to fuels.

Lúcia Machado Medioli, president of Grupo Editorial Sempre Editora, comes from a family of important Brazilian writers, such as Aníbal Machado, Maria Clara Machado and Lúcia Machado de Almeida. She publishes a column at newspaper O Tempo and some of them have been gathered in two books. She is also a member of PHS.

The patriarch has transferred part of the company's responsibilities to his daughters in 2014, when he was waiting for a liver transplant, ten years after being diagnosed with Hepatitis C. Marina Medioli, 28, graduated in Economy at IBMEC and in Administration at UFMG (Federal University of Minas Gerais). Besides being the vice president at the publisher, she is the vice president of Grupo Sada since 2014, when she graduated in administration, and, since 2012, executive director of SADA Cruzeiro, volleyball team presided by Vittorio Medioli. Her curriculum only registers one previous activity as voluntary teacher at CEJA (2004-2006). The second daughter, Daniela Medioli, 27, is executive director at Grupo SADA. She currently studies Social Sciences at UFMG. Her curriculum no the Lattes Platform registers an interest in African Ethnology and Image Anthropology.

Media Companies / Groups



**Grupo Sada - Grupo Editorial
Editora Sempre**

Media Outlets



Super Notícia



O Tempo

Facts

Business

Transportation & Logistics

SADA Transportes e Armazenagens

SADA Logística

SANAVE Navegação

Energy

SADA Bio-Energia e Agricultura (São Judas Tadeu Power Plant)

Automotive

Deva Iveco

Erta Automotive

OMR Componentes Automotivos Brasil

Iron & Steel Industry

SADA Siderúrgica

Sports

SADA Cruzeiro (volleyball team)

Education, Sports & Social Action

Fundação Medioli

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Marinho Family

The Marinho family is founder and owner of the vehicles that make up Grupo Globo, besides many other investments. The three brothers of the Marinho family – Roberto Irineu, João Roberto and José Roberto, sons of Roberto Marinho – are listed by Forbes magazine among the top 10 Brazilian billionaires, with around US\$ 4.3 billion each.



Organizações Globo Participações S.A. and their subsidiaries ("Grupo Globo") is a holding company owned by Família Marinho. The company owns, through their controllers and joint controllers, as main business: a group of terrestrial television broadcasters; journalism companies; internet businesses; cable TV programming businesses; magazine publishing and musical businesses making up the largest media group in Brazil. Besides their participation in Grupo Globo, they have numerous projects in educational and cultural sectors, produced for the most part, in partnerships with the government, through Fundação Roberto Marinho.

Roberto Irineu Marinho is the president of the Administration Council and executive president of Grupo Globo, a company founded in 1925 with the first publication of the newspaper O Globo. Roberto Irineu began his career at age 16 at O Globo newspaper, where he worked as typesetter, linotypist and then, reporter. In 1978 he was nominated executive vice-president of TV Globo. In 1990 he became vice-president of Grupo Globo and, since August 2002, its executive president. In 2003, after his father's death, Roberto Marinho also became the Administration Council president. Roberto Irineu Marinho was born in 1947, is married and father of four children.

João Roberto Marinho was born in Rio de Janeiro in September 16th, 1953. He began working at O Globo in 1973, in general news. Afterwards he made a career as journalist in different editorials within the newspaper. In 1982 he became vice-president of O Globo, and, after 1985, at the same time, vice-president of Rede Globo de Televisão (a position he occupied until late 1997). In 1998 Roberto Marinho and his sons – João Roberto, Roberto Irineu and José Roberto Marinho – left their executive positions at the Grupo Globo and formed the Management Council, focused on strategic matters of the Grupo Globo. João Roberto is currently the vice-president of the Administration Council and president of the Editorial Committee and of the Institutional Committee of Grupo Globo. He remains the vice-president of the Associação Nacional de Jornais (National Newspapers Association). João Roberto studied at the Instituto Souza Leão and Colégio Andrews and at the Economics Faculty at the Universidade Cândido Mendes. He is married and father of three children.

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Media Companies / Groups



Grupo Globo

Media Outlets



O Globo



Extra



Valor Econômico

Print



Época

Rádio



Rádio Globo

Rádio



Rede CBN

TV



Rede Globo

TV



GloboNews

Online



Globo.com

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Agribusiness

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Fazendas Guara Agropecuaria

Family & Friends


Affiliated Interests Family Members Friends

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Rocha dos Santos Family

Ongoing Strategy Investments was created in 2004 to manage the diversification of investments of the Rocha dos Santos family. The family was the major shareholder of Sociedade Nacional de Sabões (National Soap Society – SNS), an industrial conglomerate formed by 25 companies in the late 1980s, which employed around 1.4 thousand workers and had an average revenue of around 100 million Euros. They were once the largest private group in Portugal after the Carnation Revolution (1974).



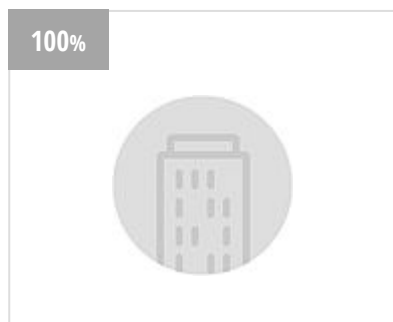
The Rocha dos Santos family wanted to withdraw their SNS investments – a company which had João Rocha, Nuno Rocha dos Santos de Almeida Vasconcellos' great grandfather. The society's shares were sold in 1991 and the revenue redirected in the stocks market. SNS would go downhill from there on, entering a bankruptcy process still in the 1990s. The group's insolvency was decreed in 1995.

Ongoing Strategy Investments was created precisely to create a professional management for the family's investments, gathered over five generations of industrial businesspeople. Nuno Vasconcellos was the only male child of João Rocha dos Santos, major stockholder of SNS in the golden times of the conglomerate – there were also to granddaughters. For this reason the grandfather left him a considerable part of his wealth.

After João Rocha dos Santos death in 1989, however, Nuno Vasconcellos gave his part of his inheritance to his mother, Rocha dos Santos only child. He tried to justify himself by saying that the inheritance should in fact belong to his mother, and that he wouldn't be able to explain to his sisters why he was richer than them.

After the son's decision, Isabel became the major stockholder of the families businesses, with shareholding control of RS Holding and, consequently, of Ongoing Strategy Investments. However, with the economical crisis that followed the collapse of Portugal Telecom, the Ongoing group had their insolvency decreed and the Rocha dos Santos family transferred their businesses to Brazil.

Media Companies / Groups



Grupo Ongoing – Ejesa

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Data Publicly Available

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Saad Family

The members of the Saad family are the main owners of Bandeirantes Group, formed by several communication enterprises amongst which Rádio e Televisão Bandeirantes Ltda. ('Bandeirantes Radio and TV inc.'), owner of Band National Television Network, the fourth with highest ratings in Brazil. The Saad family owns yet another Free TV channel (Canal 21) and six cable TV channels, including BandNews, the news channel that competes with Marinho Family's GloboNews, and with the first allnews Free TV in the country, Edir and Ester Macedo's RecordNews. Band International Channel is present in the US, in Angola and in Paraguay. The second most important media sector for the Saad Family is Radio: they own three national Networks (Band FM, Bandeirantes e BandNews) and a regional one (Nativa FM), besides nine other stations, one of them based in Orlando (USA). The Group also has two printed newspapers – one of them being Metro, a high circulation free distribution newspaper -, an internet portal, companies of out of home media, image commercialization and content distribution, as well as a Cable TV, internet and telephone services provider.



The main name in the family is João Carlos Saad, known as "Johnny Saad", son of the Group's founder, João Jorge Saad, a trader of Lebanese descent who obtained his first Radio concession from the hands of his father-in-law, then governor of São Paulo, Adhemar de Barros (PRP/PSP), in 1948, and who passed away in 1999, leaving his five children with one of the biggest broadcasting conglomerates in Brazil. Johnny always worked on his father's business. He started at Bandeirantes Radio, graduated in Business Administration at Universidade de São Paulo (USP) and today is the president of the Bandeirantes Group. Managing the Group's enterprises, he diversified business, investing mainly on Cable TV Channels, and on Digital Media and out-of-home companies. Johnny is the founder of Associação Brasileira de Radiodifusores ('Brazilian Broadcasting Association' - ABRA), whose headquarters is located in a building named after him, in Brasília (DF). ABRA was founded in 2004 to defend the interests of Band, SBT and Record TV, in opposition to the interests of Globo Network, the leader in ratings in Brazil. In 2015, however, he resumed his collaboration with ABERT ('Brazilian Radio and TV Association'), lead by Globo, to defend the interests of broadcasters associated to the suspension of analogical TV signal and the migration of AM Radios to FM. Johnny is married and has two children. Just like his father, he also has investments in farms and properties.

While still alive, João Jorge Saad and Maria Helena Mendes de Barros Saad transferred part of the Group's companies to their five children: besides Johnny Saad, Maria Leonor de Barros Saad, Márcia de Barros Saad, Marisa de Barros Saad and Ricardo de Barros Saad. But the company's main property is still in dispute. Its inventory has at least two problems. The first is a lawsuit by João Jorge's second wife, Andrée Gabrielle de Ridder, who works at the company and claims 50% of the patrimony. The second is the dispute between the siblings, who accuse Johnny of getting the biggest slice of the cake and trying to pass part of the companies to other partners, outside of the family. Out of the five siblings, only Maria, who is a veterinarian, does not work in the Group.

Other names in the family who hold property and positions in the company are the cousins Paulo Saad Jafet and Silvia Saad Jafet. Paulo and Silvia descend from two Lebanese immigrants families, the Saad Family, of Bandeirantes Group founder, and the Jafet Family, that owned important industries in São Paulo in the first half of the 20th and was one of the founders of the Sírio Libanês Hospital. Paulo is the vice-president of Cable TV Channels and is responsible for the Bandeirantes Group's New Business sector since 2016, besides being a partner in some of the Group's companies. Silvia is the Development Director of bandeirantes Group and also a partner in companies under the Band brand.

In 2015, the names of Silvia Saad Jafet and of other executives of Bandeirantes Group - João Jorge Saad (1919-1999), Maria Helena Saad Barros (1928-1996) e Ricardo Saad – were published by journalist Fernando Rodrigues (UOL/Folha de S. Paulo) and by the O Globo Newspaper on the list of journalists, owners, directores and inheritors of communication vehicles that integrate the list of 8.667 Brazilians who, in 2006 and 2007, had numbered accounts in HSBC Switzerland (See O Globo Group and Folha Group Profiles). The list, known as Swissleaks, was published by the International Consortium of Investigative Journalists (www.icij.org). The existence of accounts in Switzerland is not itself a crime, but the IRS would investigate if these accounts were declared or if there was tax evasion. The accounts of Saad Family members were zeroed at time. When approached by journalist Fernando Rodrigues, Silvia and Ricardo did not want to make any statements.

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The Saad family also owns real estate in the city of São Paulo. In 2013, it was revealed that Johnny Saad threatened the Mayor Fernando Haddad (PT) to keep on the “media attack” because of the IPTU increase in the richer neighborhoods promoted by the city hall (2013-2016). During the same period, it was revealed that Johnny managed a 25-year exclusive contract with the previous mayor (2009-2012), Gilberto Kassab (DEM/PSD) to exploit the advertising of all São Paulo bus stops.

Further Information

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Frias Family

The Frias Family controls Folha da Manhã S. A. ('Morning Paper Inc.') for two generations, since Octávio Frias de Oliveira and his partner Carlos Caldeira Filho, purchased the company, in August 1962. Two years earlier, the newspaper had its title changed to Folha de S. Paulo, but the name of the partnership remained the same since its original registration, in 1931.



Octávio Frias and Caldeira acquired three TV stations in 1967, in Rio de Janeiro, Minas Gerais and Rio Grande do Sul, organizing what would be the embryo of a network associated to São Paulo's TV Excelsior. The project ended up being abandoned two years later. At the same time, they invested in the industrial modernization of Folha de São Paulo, with the purchase of new equipment.

Otávio Frias Filho took on the role of general-secretary of the company's newly created Editorial Council in 1978, starting the family's second generation run ahead of the business. Folha de S. Paulo would start, at that moment, a series of changes in its offices' structure, with the Editorial Council being responsible for the implementation of "Projeto Folha" (Folha Project) - that consisted of the adoption of a new editorial line of work for the newspaper, including the incorporation of marketing strategies in its journalistic actions.

Otávio Frias Filho had just arrived in Folha, where he started working in 1975. In the period, he wrote editorials and No período, escrevia editoriais e advised the chief editor, Cláudio Abramo. He graduated in Law in 1980, at Universidade de São Paulo (USP), and later took a postgraduate in Anthropology at the same University, but failed to present a dissertation that would grant him a Master's degree. He also wrote six theater plays, three of which were included in the book Tutankaton (1991), along with essays about culture.

In 1981, after a journalists' strike movement in the city of São Paulo, Folha de S. Paulo changed its criteria for filling the company's positions of trust. Lead by Otávio Frias Filho, the editorial council started demanding, from the occupants of such positions, solidarity with the newspaper's political project. In a document published in the following year, "Folha, in pursuit of non-partisanship as a reflex of its professionalism", the council lead by Otávio Frias Filho pointed out that the struggle to be undertaken by journalism should be "against prejudice, against commonsense, against the lack of clarity and concision, against ambiguous and incomplete information". In 1984, Frias Filho took the role of writing director in the newspaper, keeping the responsibility for its editorial reform. Among his main measures during this period associated to Projeto Folha, is the release of Folha de São Paulo's writing manual, that systematized the proceedings and normatized the operations of the writing offices, besides the creation of the ombudsman position, that happens in 1989.

Since taking on the Folha de São Paulo's leadership, Otávio Frias Filho prioritized the technical and operational aspects of journalism management, in a alleged turn in relation to an eventual more political approach previously adopted by the newsroom. The period also coincides with a moment of transition in the succession of Folha Group's leadership: from the former owner, Octávio Frias de Oliveira, to his sons Otávio and Luís. The

latter, would take on the presidency of the company in 1993, position that he occupies until today.

Octávio Frias and Caldeira broke up their partnership in 1991, after 30 years of mutual collaboration. Frias kept the control of the communications company, while the latter took on the remaining business and properties common to the enterprises. Frias passed away in 2007.

Media Companies / Groups



Grupo Folha

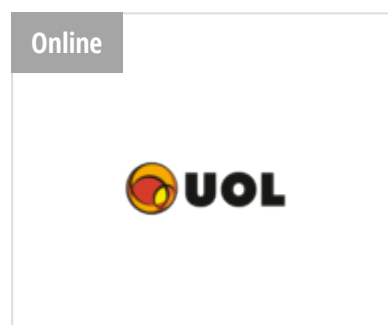
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Folha de S. Paulo



Agora São Paulo



UOL

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Polling Institute I Datafolha

Education I UOL edtech

E-commerce I shopping UOL

E-commerce I go4gold

E-commerce I pagseguro UOL

IT I UOL host

IT I UOL DIVEO

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Carlos Caldeira Filho was a business partner of Frias family from 1962 to 1992. He was also mayor of Santos between 1979 and 1980, nominated by Paulo Maluf (ARENA). He was president of the Cásper Líbero Foundation from 1976 to 1979.


Further Information

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Rocha dos Santos Family

Ongoing Strategy Investments was created in 2004 to manage the diversification of investments of the Rocha dos Santos family. The family was the major shareholder of Sociedade Nacional de Sabões (National Soap Society – SNS), an industrial conglomerate formed by 25 companies in the late 1980s, which employed around 1.4 thousand workers and had an average revenue of around 100 million Euros. They were once the largest private group in Portugal after the Carnation Revolution (1974).



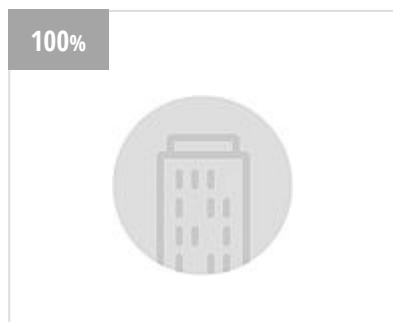
The Rocha dos Santos family wanted to withdraw their SNS investments – a company which had João Rocha, Nuno Rocha dos Santos de Almeida Vasconcellos' great grandfather. The society's shares were sold in 1991 and the revenue redirected in the stocks market. SNS would go downhill from there on, entering a bankruptcy process still in the 1990s. The group's insolvency was decreed in 1995.

Ongoing Strategy Investments was created precisely to create a professional management for the family's investments, gathered over five generations of industrial businesspeople. Nuno Vasconcellos was the only male child of João Rocha dos Santos, major stockholder of SNS in the golden times of the conglomerate – there were also to granddaughters. For this reason the grandfather left him a considerable part of his wealth.

After João Rocha dos Santos death in 1989, however, Nuno Vasconcellos gave his part of his inheritance to his mother, Rocha dos Santos only child. He tried to justify himself by saying that the inheritance should in fact belong to his mother, and that he wouldn't be able to explain to his sisters why he was richer than them.

After the son's decision, Isabel became the major stockholder of the families businesses, with shareholding control of RS Holding and, consequently, of Ongoing Strategy Investments. However, with the economical crisis that followed the collapse of Portugal Telecom, the Ongoing group had their insolvency decreed and the Rocha dos Santos family transferred their businesses to Brazil.

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Machado de Carvalho Family

The communications activities of the family started with Paulo Machado de Carvalho (1901-1992), the "Victory Marshal", who was vice-president and president of São Paulo Futebol Clube in the 1930s, 1940s and 1950s and chief of the football delegations that were world champions in 1958, in Sweden, and in 1962, in Chile. The entrepreneur and sports executive's first communication group was Emissoras Unidas ('United Stations'), formed by Radios Record (1928), São Paulo (1934) and Excelsior (1934). In 1944, the businessman also acquired Panamericana Radio, the embryo of Jovem Pan Group. The Machado de Carvalhos also founded Record TV (1953) and Jovem Pan TV (1991). The former was sold, along with Radios Record and São Paulo, to bishop Edir Macedo, in 1989. The latter became under control of Mix Communication Group, in 1995.



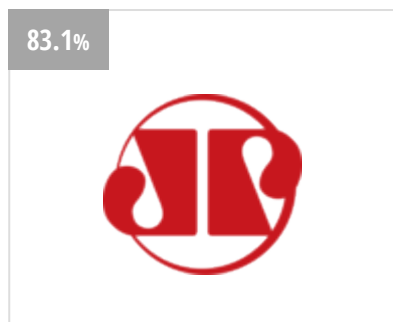
The second generation of communicators from the Machado de Carvalho family was responsible for running business through day-to-day affairs. The eldest son, Paulo Machado de Carvalho Filho (1924-2010), started directing Panamericana Radio still in 1944. Machado de Carvalho Filho consolidated the group of radios dedicated to journalism, sports and entertainment. He was also president of Abert - 'Brazilian Radio and Television Stations Association' (1980-1982). Some years later, the patriarch's second son, Antonio Augusto Amaral de Carvalho ("Tuta"), also started working for the group. He was director of Panamericana Radio (1949-1953), director of external reports and of programming at Record TV (1953-1973) and director of Jovem Pan AM (1964-2014) and creator of Jovem Pan FM, in 1976, when became the senior partner of the Group's Radios. In 2006, transformed Jovem Pan AM into the all news station Jovem Pan News.

In 20/10/2017, Tuta received a homage from São Paulo's Legislative Assembly with the Legislative Merit Collar, the house's most important honor, on o com o Colar do Mérito Legislativo, a mais importante honraria da Casa, an initiative by the house's president, PSDB's Cauê Macris, and by PTB's deputy Campos Machado. On the occasion, members of Alerj highlighted phrases and campaigns created by Tuta, like the slogan "Family is Everything's Cradle" and the campaigns "Brazil, Country of Taxes", "I have been mugged" and "Jovem Pan On Life against Drugs". The family's communication activities nowadays are limited to Jovem Pan Sat, formed by two radio networks, Jovem Pan FM and Jovem Pan News, gathered in one single news portal (<http://jovempan.uol.com.br/>).

The founder's grandchildren followed the family's steps: Antonio Augusto Amaral de Carvalho Filho (Tutinha) took on the presidency of the company, replacing his father, in 2014. He was the creator of Jovem Pan FM's most successful show, Pânico ('Panic'), also licensed for TV Stations. His brother, Marcelo Leopoldo e Silva de Carvalho, is the vice president. His cousin, Paulo Machado de Carvalho Neto (Paulito), also works in the Group, as a director, although not being part of the Radios' ownership. Paulito, an economy graduate, started out in the group as an office assistant, became an artistic and programming director, financial director and general director of Record AM Radio, executive director of Record FM Radio, of Record TV in São José do Rio Preto S/A and Record TV in Franca S/A and of Record S/A. In the institutional role, was president of Abert (2000-2004), twenty years after his father, Paulo Machado de Carvalho Filho, had occupied the same position. Nowadays, he

is on his second tenure as president of Aesp – ‘São Paulo State Television and Radio Stations Association’ and is a titular member of Radio Companies in the national congress’ Social Communication Council. He was the president of the fourth house of ethics at CONAR – National Council of Marketing Self-Regulation.

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Rede Jovem Pan

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Abravanel Family

Called Silvinho ('Little Silvio') since childhood, Senhor Abravanel adopted the name Sílvio Santos when he installed a speakers system on the ferry boat that did the transportation between the cities of Rio de Janeiro and Niterói. He had worked in some radios as an announcer, and used the contract termination money in one of them, Continental, to start a new business. Still in the early 1950s, however, he went to São Paulo, accumulating the jobs of broker, salesman and editor of entertainment magazine "Brincadeiras para você" ('Plays for you'), with crosswords puzzles, charades, jokes, etc. At this time, he also started his "Caravana de Artistas" ('Artists caravan'), that performed in the city of Sao Paulo and in other cities of the state. In order to improve the business, he look for Antônio Sílvio Cunha Bueno, a federal deputy candidate under Partido Social Democrático ('Social Democratic Party' - PSD), to make a deal: Sílvio would produce 40 public space performances with his group of artists, to cheer up the candidate's speeches, in exchange for a jeep to travel with his caravan.



Senor is the son of a greek immigrant, Alberto Abravanel, with a turkish immigrant, Rebeca Abravanel. At the age of 14, searched for his financial independence selling plastic packages for electoral cards in Rio de Janeiro. His father had a newsstand in his home country and, knowing several languages, negotiated with tourists in Downtown Rio. Still young, Senor ran for a announcer vacancy at Guanabara Radio (today's Bandeirantes) with 300 other candidates, amongst which Chico Anísio, José Vasconcelos and Celso Teixeira, and ended up obtaining the first place. He considered, however, that the commercial activity was more profitable, and soon returned to the streets, this time selling pens.

In São Paulo, the work as the host of "Caravana de Artistas" drew the attention of Manuel de Nóbrega, father of the TV announcer and comedian Carlos Alberto de Nóbrega, who invited "Sílvio Santos" to participate on his show at Nacional Radio. It was also at this moment that Senor took on the management of "Baú da Felicidade" ('Happiness Chest'), reshaping a already running enterprise, of forward sale (in 12 monthly installments) of small chests with gifts to be delivered on he following christmas. After that, he created his own show at Nacional Radio, "Vamos brincar de forca" ('Let's Play word puzzle'), on which he advertised "Baú da Felicidade".

The profits generated by this enterprise allowed Silvio Santos, that now became a popular name, to buy a slot in programming grid of Paulista TV (Victor Costa Organizations), changing the Radio-based "Vamos brincar de forca" into a TV Show. The host also got the Sunday slot between 12pm and 2pm, a slot then underestimated by Stations. After that, he bought a new slot in the grid, on Thursday nights, to present "Prá ganhar é só rodar" ('Just Spin and Win'), during which he distributed gifts to clients of "Baú da Felicidade".

In 1966, Globo Organizations acquired Paulista TV, and Sílvio Santos broadened his space in the programming grid, to a total of four hours, to present the show "Música e Alegria" ('Music and Joy'). Two years later, renamed "Programa Sílvio Santos" ('The Sílvio Santos Show'), the attraction had six-hour duration. At the same time, Sílvio hosted a show in Tupi TV called "Cidade Contra Cidade" ('City versus City'). At that moment, the entrepreneur

owned three companies: Baú da Felicidade Utilidades Domésticas e Brinquedos Ltda ('Happiness Chest Domestic Utilities and Toys Inc.'), Publicidade Sílvio Santos Ltda ('Sílvio Santos Marketing Inc.') and Construtora e Comércio Baú da Felicidade Ltda ('Happiness Chest Construction and Commerce Inc.')

In the following decade, Globo started reshaping its content, looking to an alleged modernization of its production pattern. From this moment on, there was a certain rejection of auditorium shows and of the populist language employed by Sílvio Santos. However, he had high levels of ratings. Besides that, he worked with his own crew and kept control of his shows productions, using the station as a mere broadcast point. These factors contributed to Globo Organization's president, Roberto Marinho, offering Sílvio a five-year contract extension, but including a clause preventing the entrepreneur of purchasing shares or participating in TV concessions. At this point, "Programa Sílvio Santos" occupied eight hours of Sunday programming.

In order to bypass the contract clause, Sílvio Santos acquired 50% of São Paulo's Record TV shares in the name of Lucita Gordinho. At the same time, transformed the company Publicidade Sílvio Santos Ltda into Estúdios Sílvio Santos Cinema e Televisão Ltda ('Sílvio Santos Cinema and Television Studios Inc.'), based on Vila Guilherme, São Paulo. In 1975, the businessman made a new acquisition: he participated and won the open contest by General Ernesto Geisel's government for a Rio de Janeiro-based TV channel, channel 11, constituting TVS and finishing his relation with Globo TV (What happened in January 1976). Still, he kept, simultaneously, the broadcast of his own station's programming, TVS-Rio, and "Programa Sílvio Santos", broadcast by TVs Record and Tupi, in São Paulo, and by Tupi in Rio de Janeiro (by renting their programming grid).

Sílvio Santos joined Partido da Frente Liberal ('Liberal Front Party' - PFL) in 1988, looking to run for São Paulo's City Hall's elections. He was not successful. The following year, he had his name launched at the last minute for the presidential elections, from an articulation by PFL's sectors unhappy with the performance of the party's candidate, Aureliano Chaves, who could not surpass the limit of 1% of voting intentions. The maneuver was lead by senator Marcondes Gadelha (PFL/PB), leader of President José Sarney's government in the Federal Senate, and by Armando Correia, a protestant minister and president of Partido Municipalista Brasileiro ('Brazilian Municipality Party' - PMB). Sílvio Santos would run under PMB, but the electoral attorney general, Aristides Junqueira, filed for his impugnation based on the fact that the TV announcer had not relinquished the unsuitable positions of director and owner of concessionary public services companies (in his case, his TV stations) in a period of up to three months before the plea, according to what was determined in legislation. Tribunal Superior Eleitoral ('Superior Electoral Court' - TSE) decided for the impugnation by seven votes to zero, but based on another argument: PMB had been considered a party in an illegal situation, for producing conventions in only five states of the federation, while legislation determined a minimum of nine.

The entrepreneur and host is married to Íris Pássaro Abravanel and has six daughters: Cintia Aparecida Vieira Abravanel, Silvia Aparecida Abravanel de Abreu (both from his first marriage with Maria Aparecida Vieira Abravanel, deceased in 1977), Daniela Aparecida Abravanel Beyruti, Patrícia Abravanel, Rebeca Cristina Abravanel and Renata Abravanel.

The whole family works in the Silvio Santos Group's companies. Íris is the director of Jequití Cosméticos and author of soap operas. Cíntia managed Teatro Imprensa until its closure, in 2011, but still acts in the artistic parts of the group. She is the mother of actor and singer Tiago Abravanel. Silvia hosts and directs the station's children's sector. Patrícia is a TV host, like Rebeca, that also works at Jequití. Daniela and Renata, on the other hand, are being prepared by Silvio to replace him ahead of the Group. The former is artistic director of television, while the latter is vice president of the conglomerate. Recently, because of it, both were included in

the shareholders composition of the concessions kept in São Paulo, Rio de Janeiro, Porto Alegre and Brasília.

Media Companies / Groups



Grupo Silvio Santos

Media Outlets



SBT

Facts

Business

Finances	Liderança Capitalização
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Cosmetics	Jequiti
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Hosting	Hotel Jequitimar
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sônia and Estevam Hernandes

Os bispos Estevam e Sônia Hernandes fundaram a Igreja Apostólica Renascer em Cristo em 1986. Estevam nasceu em uma família católica de classe média baixa e se converteu ao protestantismo aos 20 anos, na Igreja Pentecostal da Bíblia no Brasil, tornando-se, em pouco tempo, líder de jovens. Trabalhou, por 12 anos, na gerência de marketing e vendas das empresas Xerox e ItaúTec. Sônia, nascida em família evangélica, frequentava desde criança a Igreja Evangélica Independente de Cambuci, onde o pai tinha um cargo de liderança. Era nutricionista e tinha uma loja de roupas. Os dois se conheceram na Igreja Pentecostal da Bíblia do Brasil, que frequentaram antes de fundar a Renascer, que em pouco tempo atraiu um público formado por jovens, profissionais liberais e empresários. Os dois são também escritores e compositores, autores de diversos livros e de versões da Bíblia, a "Apostólica", lançada por Estevam em 2012, e a "Bíblia da Mulher De Bem com a Vida" (mesma marca de seu programa de TV), lançada por Sônia em 2011.



Em 2007, Estevam e Sônia foram presos em Miami (EUA), acusados de carregar cerca de 56 mil dólares em dinheiro não declarado. Ficando presos em regime fechado e semi-aberto por um ano antes de voltar ao Brasil, volta antecipada para que o casal pudesse cuidar do filho mais velho, internado na UTI após uma cirurgia. Neste mesmo ano, foram acusados pelo Ministério Público de São Paulo de falsidade ideológica (abertura de igreja de fachada), estelionato e lavagem de dinheiro. Segundo levantamento da Folha de S. Paulo, o Ministério Público também pedia o fechamento de mais de 1500 templos da igreja, uma vez que a Renascer e empresas relacionadas respondiam por mais de 100 processos - a maioria trabalhista - nas Justiças de São Paulo e Brasília e tinham diversas dívidas pela falta de pagamento de aluguel.

Outro episódio provocou um baque na igreja: em janeiro de 2009, o telhado da sede da Renascer, na área central de São Paulo, desabou, matando nove pessoas e deixando 117 feridas. Em 2012, o TCU condenou a Fundação Renascer a devolver R\$785 mil aos cofres públicos por mau uso de dinheiro repassado pelo Ministério da Educação. Mesmo com os problemas financeiros da instituição, que hoje tem pouco mais de 300 templos, matéria publicada na revista Forbes em 2013 revelou que o casal tinha uma fortuna pessoal de 65 milhões de dólares.

Estevam e Sônia tiveram três filhos: Fellipe Daniel Hernandes (Bispo Tid), Fernanda Hernandes Rasmussen (Bispa Fê) e Gabriel Asaph Hernandes. O bispo Tid faleceu em 2016, depois de anos internado na UTI. A Bispa Fê começou a ministrar na igreja quando os pais estavam presos nos Estados Unidos e tornou-se pastora em 2008, após cursar o Centro de Estudos Apostólicos (CEA), da própria Renascer; dois anos depois, tornou-se bispa. É considerada a "sucessora" do casal Hernandes, como ela mesma declara ao portal Guia-me (13/10/2008). Formada em Rádio e TV e pós-graduada em Administração de Empresas pela Fundação Armando Alvares Penteado - FAAP-SP, é diretora executiva da Rede Gospel, apresentadora do programa De Bem com a Vida, ao lado da mãe, e responsável pela Igreja Renascer na Flórida (Reborn in Christ Church). É casada com o ex-modelo da agência Elite Douglas Hasmusse, que hoje também trabalha na Rede Gospel de Comunicação. Em 2007, Fernanda e Douglas foram acusados de possuir cargos fantasmas no gabinete do estão deputado estadual Geraldo Tenuta (Bispo Gê), então no PFL-SP. Asaph Hernandes é rapper gospel e apresentador de

programa na Rádio Gospel FM.

Media Companies / Groups



Renascer em Cristo Church

Media Outlets



Rede Gospel


Facts

Business

Religion	Igreja Renascer em Cristo
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Music	Gospel Records
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Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Rocha dos Santos Family

Ongoing Strategy Investments was created in 2004 to manage the diversification of investments of the Rocha dos Santos family. The family was the major shareholder of Sociedade Nacional de Sabões (National Soap Society – SNS), an industrial conglomerate formed by 25 companies in the late 1980s, which employed around 1.4 thousand workers and had an average revenue of around 100 million Euros. They were once the largest private group in Portugal after the Carnation Revolution (1974).



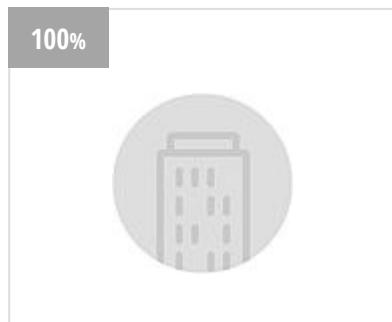
The Rocha dos Santos family wanted to withdraw their SNS investments – a company which had João Rocha, Nuno Rocha dos Santos de Almeida Vasconcellos' great grandfather. The society's shares were sold in 1991 and the revenue redirected in the stocks market. SNS would go downhill from there on, entering a bankruptcy process still in the 1990s. The group's insolvency was decreed in 1995.

Ongoing Strategy Investments was created precisely to create a professional management for the family's investments, gathered over five generations of industrial businesspeople. Nuno Vasconcellos was the only male child of João Rocha dos Santos, major stockholder of SNS in the golden times of the conglomerate – there were also to granddaughters. For this reason the grandfather left him a considerable part of his wealth.

After João Rocha dos Santos death in 1989, however, Nuno Vasconcellos gave his part of his inheritance to his mother, Rocha dos Santos only child. He tried to justify himself by saying that the inheritance should in fact belong to his mother, and that he wouldn't be able to explain to his sisters why he was richer than them.

After the son's decision, Isabel became the major stockholder of the families businesses, with shareholding control of RS Holding and, consequently, of Ongoing Strategy Investments. However, with the economical crisis that followed the collapse of Portugal Telecom, the Ongoing group had their insolvency decreed and the Rocha dos Santos family transferred their businesses to Brazil.

Media Companies / Groups



Grupo Ongoing – Ejesa

Media Outlets



IG Portal

Facts

Business

Media

O Dia

Meia Hora

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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Mesquita Family

The Mesquita Family controls the Estado Group since its origins. Inaugurated in 1875 by a group of 16 people, among them the Coffee Farmer José Alves de Cerqueira César, the newspaper started having a single proprietor from 1902 on: Julio Mesquita, writer of the daily publication since 1885, Cerqueira César's son-in-law. A lawyer, Mesquita was a state deputy for São Paulo in the Old Republic.



With his father's Julio Mesquita passing, Julio de Mesquita Filho took on the general direction of the company in 1927. Also a lawyer, he had performed several different functions in the newspaper until 1919, when he took on the position of newsroom secretary. In this period, interested on the coffee farming situation in the country and motivated by family interests, he wrote a series of articles on which he defended the necessity of creating an organization dedicated to the protection of coffee producers.

In 1932's Constitutionalist Revolution, Julio de Mesquita Filho put Estado de S. Paulo in support of the revolting parties, articulated by São Paulo's Republican party (PRP). He would end up arrested and exiled to Portugal. Two years earlier. He had done the opposite move: supporting the "Aliança Liberal" (Liberal Alliance) and Getúlio Vargas' candidature in opposition to Júlio Prestes, the candidate then supported by PRP. IN that period, the newspaper reached a circulation of 100 thousand copies, in a moment in which the city of São Paulo had around 890 thousand inhabitants.

In 1933, however, Getúlio Vargas invited Armando de Salles Oliveira to be the federal auditor in São Paulo. Salles, who was married to Raquel Mesquita, Júlio de Mesquita Filho's sister, negotiated the amnesty to the 1932's revolting parties, and the owner of Estado de S. Paulo could return to the country. Since then, the journalist oscillated between moments of support of Getulio Vargas' government and moments of strong opposition to the regimen, what caused a series to new temporary detentions when the Estado Novo (The New State) was decreed, in 1937, culminating in his exile the following year – first, to France, then to the USA, and at last to Argentina, where he contributed with the newspaper La Nación, writing about the Paraguay War. During his exile, Estado de S. Paulo was managed by Francisco Mesquita, Mesquita Filho's brother and his partner during the time of expatriation spent in Portugal.

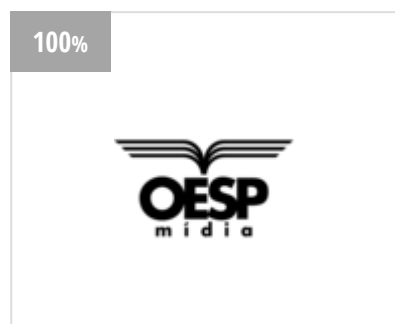
The brothers Júlio de Mesquita Filho and Francisco Filho passed away in a short time span, between July 12th and November 8th 1968, in a period of stronger hardening of the Military Dictatorship they had supported in 1964, when a State coup removed elected president João Goulart. So, in January 1969, the leadership of the newspaper went to Júlio de Mesquita Neto, Júlio de Mesquita Filho's and Marina Vieira de Carvalho Mesquita's son. The elder of three siblings, Neto, after graduating in Law, had worked as a reporter and a writer in the newspaper's political section and performed other functions in different areas of the company. He would end up, therefore, opting for the journalistic career.

During Mesquita Neto tenure ahead of Estado de S. Paulo, the company acquired new machinery and built a

new headquarters, expanding the business to other media sectors. Julio de Mesquita Neto aligned the newspaper direction to the actions in defense of press freedom along with entities such as the Internaional Press Association, of which he was President, and the Inter-American Press Association. He died in June 1996, at 73 years old, victim of a cancer, passing the control of the newspaper to his brother Ruy Mesquita. Ruy remained ahead of Estado Group until 2009, when he had to step away to fight a tongue cancer. He would pass away in 2013, at 88 years old.

Between 2009 and 2012, the presidency of the Estado Group was occupied in transition by Silvio Genesini, who left the office in August 2012, vacating it to Francisco de Mesquita Neto and the fourth generation of family members in charge of the Group. Francisco is a stockholder and member of the Management Council, besides being CEO for 15 years of the Estado Groupa. He also held the CEO position in the groups TotalCom S.A, for three years, and Unialco S.A., for two years.

Media Companies / Groups



Grupo OESP (Estado)

Media Outlets

Print	Online
	
O Estado de S. Paulo	Estadao.com.br

Facts

Further Information

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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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Faria Family

Aloysio de Andrade Faria owns one of the largest financial conglomerates in Brazil, formed by Banco Alfa, Banco Alfa de Investimento, Alfa Financeira, Alfa Leasing, Alfa Corretora, Alfa Seguradora e Alfa Previdência. The conglomerate also owns businesses in hospitality, culture, communications, food sector, mineral water, construction materials and agroindustry. At 96 years old, Aloysio was listed by Forbes magazine as one of the 43 Brazilian billionaires, with a state evaluated in 2.4 billion dollars. Gastroenterologist doctor, Aloysio inherited his first bank institution, Banco da Lavoura de Minas Gerais, specialized in agricultural credit, from his father, Clemente Faria, who was also State and Federal Deputy for Minas Gerais. In the inheritance split, due to family disagreements, his brother Gilberto Faria inherited Banco Bandeirantes. Gilberto was married Inês Maria de Faria, mother of senator Aécio Neves (PSDB-MG) in 1984 and died in 2008.

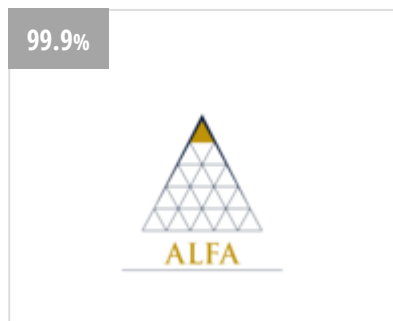


Married to Cléa Dalva de Campos Faria, Aloysio has five daughters and it's not an easy task to raise information about their activities. They are shareholders in the family's holdings. According to O Tempo newspaper, Lúcia de Campos Daria and Junia de Campos Faria Zieglmeyer live in São Paulo, Flávia Faria de Vasconcellos in Rio de Janeiro, Cláudia Faria in New York and Eliana Farias in London.

The youngest, Lúcia de Campos Faria, used to own the restaurant Alucci Alucci, which closed in July, 2017, after 14 years in operation. She is also the author of the cooking books "Banquete dos Sentidos" ("Banquet for the Senses"), volumes I and II, and used to publish in the travel blog Alucci Travel (<http://www.aluccitravel.com.br/>), which was last updated in December, 2016. She was married to economist Carlos Nascimento, who worked for the conglomerate for 20 years. According to IstoÉ Dinheiro magazine, Nascimento was responsible for the hotel network Transamérica, for Agropalma, palm oil factory, for the construction stores network Casa & Construção, for online travel agency Fly One, for the La Basque ice cream stores network and for bottling company Águas da Prata, and was fired after divorcing Lúcia in 2001.

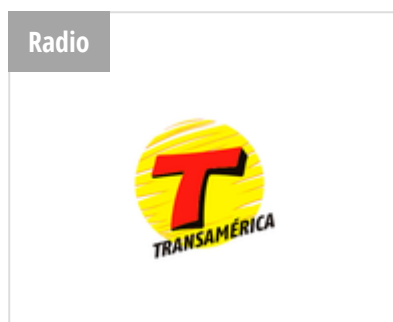
Flávia Faria de Vasconcellos lives in Rio de Janeiro, where she founded the Babuska shop, a Rio version of the group's ice cream brand, La Basque. She is the author of Babuska: um Sonho de Sorvete (Babuska: a dream ice cream). She is married to Luiz Henrique de Souza Lima de Vasconcellos, director at Alpha Seguradora and other of the group's companies; he is also a member of Fundação Dom Cabral (FDC), a business school focused on "development and capacitation of executives, businesspeople and public managers". FDC's council is presided by the catholic Bishop Don Serafim Fernandes de Araújo and is financed by Banco Alfa. FDC has two programs focused on family businesses. Their Program for Future Shareholders is "aimed at young people from 16 to 21 years old, who wish to make an immersion in the market and business world"; their Partnership for the Development of the Shareholder and the Businessfamily aims at "contributing for the development of family businesses, aiding their members in the creation of an environment that favors debate and the construction of a mature and professional future, thus safeguarding the business long life, the estate's preservation and the harmony in family relations".

Media Companies / Groups



Conglomerado Alfa

Media Outlets



Rede Transamérica

Facts

Business



Hospitality	Rede Transamérica de Hotéis Ltda
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Building Materials	C&C Casa e Construção
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Agro-industry	Agropalma
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Leather	Soubach
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Food & Beverages	Águas Prata
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	Sorvetes La Basque
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Culture	Teatro Alfa
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Finances	Banco Alfa
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	Banco Alfa de Investimento
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	Alfa Financeira
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	Alfa Leasing
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	Alfa Corretora
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	Alfa Seguradora
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	Alfa Previdência
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Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Alzugaray Family

Três Communication Group, created by Brazilian-nationalized Argentinian Domingo Alzugaray, in 1972, faced a series of financial difficulties throughout the years. In 1980, the company's debts made the control of IstoÉ magazine, the group's most important title, pass to the creditor bank, Unibanco, and the magazine was handed by one company to another until 1988, when Alzugaray managed to buy it back. Almost thirty years later, with the number of titles reduced, the Alzugaray family once again faces financial problems.



The Group's main company, Três Publishing, registered in the names of Domingo Alzugaray (deceased in 2017) and his wife Cátia Alzugaray, appears in São Paulo's Commercial board as "a company in judicial recovery", with accumulated debts with creditors, in taxes and workers rights. News published in the media indicate that Domingo Alzygaray's heirs, his children Carlos Domingo Alzugaray and Paula Alzugaray, would be trying to sell out the publisher and its main product, the IstoÉ magazine, that, even during crisis, remains among the three current affairs weekly magazines of biggest circulation in Brazil. Among possible buyers, names like João Carlos Camargo (Grupo Camargo de Comunicação, former owner of Nativa FM, now controlled by Bandeirantes Group), the Saad family (Bandeirantes Group), André Esteves (BTG Pactual bank), Daniel Dantas (Opportunity bank) and Nelson Tanure (Companhia Docas e Companhia Brasileira de Multimídia, controller of newspapers Gazeta Mercantil and Jornal do Brasil and of the Forbes Brasil magazine). Tanure would have already made proposals for the publisher at least since 2006 and has also been making proposals of acquisition for another company under judicial recovery, the telecommunications company Oi.

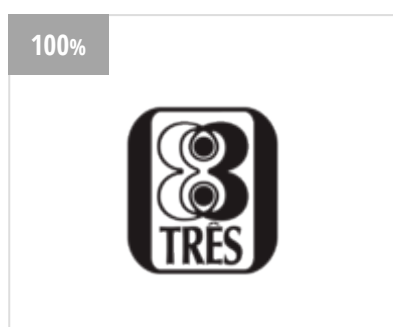
In the first years of the publisher, Domingo Alzugaray granted freedom to its editors, such as Mino Carta, co-founder of IstoÉ and long-time editor of the magazine. In the 1990s, however, started to follow closely his magazine's editorial lines, and becoming closer to politicians and executives, "started showing up on Friday mornings to alter texts written the night before, favoring influential characters that should be immediately told of the given graces", as Mino Carta tells. About that, Alzugaray himself declare to the Jornlistas & Cia portal, in 2006: "we define a magazine's editorial line along with the director and the writing staff. If he is not aligned with the editorial line you want, it is clear that you will end up changing the newsroom director. On the other hand, if he does not agree with the magazine's editorial line, he should work on a magazine he agrees with."

The Group follows Domingos' and Cátia's son's, Carlos Domingo Alzugaray (Caco Alzugaray), lead. Caco started working in the family's business in 1988, in the commercial and institutional areas. Nowadays he is the executive president of Três Publishing, besides being the owner (along with Ana Carolina Homa Alzugaray) and publisher of Rocky Mountain Publishing, that publishes magazines in affiliation with Três Publishing and produces events like Rocky Spirit, Rocky Man and Circuito Brasileiro de Surf ('Brazilian Surfing Circuit').

The couple's daughter, Paula Alzugaray, does not participate in the family's business management, although she works as a journalist and art critic in the group's magazines. She is a Visual Arts graduate at Fundação Armando Alvares Penteado (FAAP), specializing Art and Architecture History at Escola Técnica Superior

d'Arquitectura de Barcelona, Spain, has a master's degree in Audiovisual Aesthetic and Communication, at USP's Art and Communication School and a doctor's degree in Communication and Semiotic at PUC-SP. She started working at Três publishing in 1992, as a journalist and art critic and at IstoÉ and Vogue Brasil magazines. From 1998 to 2001, she was the cultural editor for IstoÉ Gente magazine. Since 2001, she started writing about visual arts on other publishers' magazines, such as Bravo!. Besides that, she is a writer, a documentary filmmaker, and an art curator. At Três Publishing, created and still directs the quarterly magazine Select, with focus on visual arts and contemporary culture.

Media Companies / Groups



Grupo de Comunicação Editora Três

Media Outlets



IstoÉ

Facts

Business

Editorial Market

Acrobatica Editora Ltda – ME

Editare Editora Ltda.

Rocky Mountain Editorial Ltda

Big Mountain Editorial Ltda. - Epp

Editora Tres da Amazonia Sa

Tres Comercio de Publicacoes Ltda.

Star Sat Comunicacoes S/A

Istoe Online Ltda – ME

Editora Brasil 21Ltda

Tres Participacoes S.A.

Tres Editorial Ltda.

Grupo de Comunicacao Tres S/A

Big Star Publicacoes e Video Ltda – ME

Editora Tres Ltda.

Edargraf Editora e Artes Graficas Ltda – Epp

Editora Nova Geracao Ltda

Tres Edicoes Culturais Ltda

Real Estate

Green Mountain Administracao de Imoveis Eireli – Epp



Condor Administracao e Participacoes Sa

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Câmara Family

In April 2013, Cristiano Roriz Câmara took on the presidency of the Jaime Câmara Group replacing his father, Jaime Câmara Junior, who became president of the Group's Management Council. That was how the third generation of the Câmara family came to executive management of the Group, founded in 1935, in Goiás, by Jaime Câmara.



Cristiano Roriz Câmara presides a group of 24 communication vehicles, based on the states of Goiás and Tocantins, as well as in the Federal District. His grandfather, Jaime Câmara, was born in 1909 in the Baixa Verde district (Currently João Câmara, after a um senador from RN), in Rio Grande do Norte. The Newspaper A Razão ('The Reason'), defended 1930's Revolution that put an end to the Old Republic in Brazil and took Getúlio Vargas into power. In the early 1930s, even before president Getúlio Vargas announced the March to the West, a New State initiative to encourage the occupation of the middle-west region of the country, he migrated to the former capital of Goiás, Vila Boa. In 1935, created, with Henrique Pinto Vieira, the stationary store and printing office J.Câmara & Co.. The control of the company was taken on by the brothers Jaime Câmara, Joaquim Câmara Filho and Vicente Rebouças Câmara in 1937, when it was transferred to the new capital, Goiânia, and became J. Câmara & Bros..

Jaime Câmara was elected mayor of Goiânia in 1958. In 1966, he was elected substitute Federal Deputy for Goiás under the Aliança Renovadora Nacional ('National Renewing Alliance' - ARENA) party. In 1968, was elected federal deputy under Arena, but had his tenure canceled by Institutional Act nº 5, in December 1968. In 1982, was elected under PDS. Both Arena and PDS were parties that supported the military regimen in Brazil.

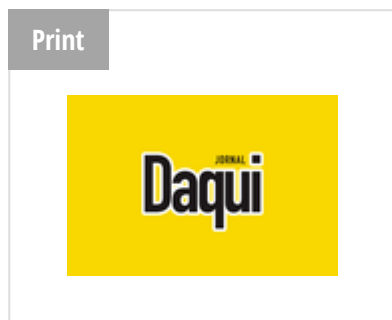
In May 2013, a solemn session for the 75th anniversary of the O Popular ('The Popular') Newspaper and for the 50th anniversary of Anhanguera TV was presided by then-deputy Ronaldo Caiado, one of the representatives of ruralists' interests in the national Congress. Participated in the homage Democratas party's deputies (the party that succeeded PDS and PFL, both originated by Arena), former deputies, parliamentarians from the state of Goiás, such as the Democratas Senator Wilder Moraes, and Jaime Câmara Junior himself, who thanked specially the deputy Caiado. Jaime Câmara Junior is the only son of Jaime Câmara with Maria Célia Câmara. The founder of the Group passed away in Goiânia on October 29th, 1989.

Media Companies / Groups



Grupo Jaime Câmara

Media Outlets



Daqui

Facts

Business

Internet Services

Goiasnet - Netcam Ltda

Consulting, Finance and Real Estate

Araguaia-Participacao e Administracao

Lago Rico Participacoes

Jlc Participacoes e Investimentos

Agua Limpa Participacoes e Empreendimentos

Ojc Administracao e Participacoes

Utility store

Anhanguera Comercio e Servicos

Education, Sports & Social action

Fundação Jaime Camara

Family & Friends


Affiliated Interests Family Members Friends

Jaime Câmara, who started the family group, was also a politician. He was elected by the party of the military regime in Brazil: the National Renewal Alliance (Arena) and the Social Democratic Party (PDS) that derived of it. In May 2013, a solemn session for the 75 years of the newspaper O Popular and the 50 years of TV Anhanguera was presided by Ronaldo Caiado. Caiado is one of the representatives of the ruralist interests in the National Congress.

Further Information

Headlines

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/servicos

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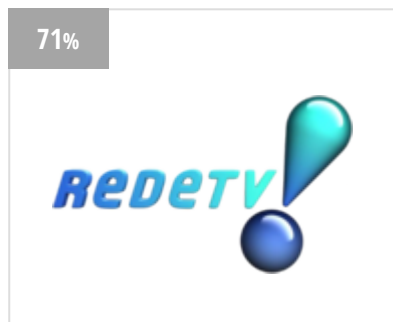
Amilcare Dallevo

Entrepreneur Almicare Dallevo Júnior was born in São Paulo in 1957. Graduated in Electrical Engineering at the Escola Politécnica de São Paulo (USP), he worked at the bank automation sector at Banco Itaú and was the telecommunications manager for Citibank. When he was 27, he created TecNet company (software technology), which developed a system for the public to interact in real time with television shows. The system inaugurated on TV Globo, during the transmissions of the Carnival parades in 1993, it the Rio de Janeiro Sambódromo, when the viewer was able to vote for his favorite Samba school. The entrepreneur then created TecPlan to sell his services to broadcasters and worked simultaneously with all TV stations operating at the time. When he bought the concession of extinct TV Manchete, Globo was still a client of his.



In 1997 he created Ômega Produções (independent producer), in a partnership with Marcelo de Carvalho Fragali, owner of TVI. They acquired TV Manchete's sunday time in order to produce an auditorium program, Domingo Total. Two years later they ended up buying Manchete's concession.

Media Companies / Groups



Grupo Amilcare Dallevo / Marcelo de Carvalho

Media Outlets



Rede TV!

Facts

Business

Real Estate	Alphapar Empreendimentos e Participacoes Ltda
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IT	Tecnet Comercio e Servicos Ltda
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	Dock Servicos, Manutenção e Locação de Bens Ltda
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	Tecplan Teleinformatica Ltda
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Turism	Sandetur Viagens e Turismo Ltda
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Media	Redetv Interactive Ltda.
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Finances	Debito Facil Servicos Ltda
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Advertising	Promo Tv Comercial Ltda
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	Midia Tv (Midia Tv Comercial Ltda
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360 Media (Tv Midia Publicidade Comercial Ltda)

Phonographic Industry

Digital Records Editora Ltda

Call center

Teletv Servicos Interativos Ltda

Family & Friends

**Affiliated Interests Family
Members Friends**


Daniela Albuquerque Dallevo – Amilcare's wife. She is a television presenter of RedeTV!

Marcelo de Carvalho – business partner at Grupo Amilcare Dallevo / Marcelo de Carvalho.

Further Information

Headlines

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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.




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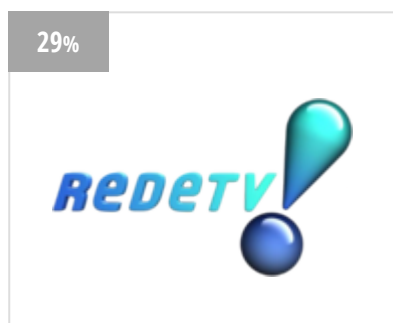
Marcelo de Carvalho

Marcelo de Carvalho Fragali is the vice-president of RedeTV! and hosts television gameshows produced by the station, like Mega Senha and O Céu é o Limite. He describes himself as a businessman: “My business is doing business (...) The only things I won't sell are son and wife. I even sell dogs and cats, I sell everything”, he answered in an interview in 2005, when asked if he would sell his shares at RedeTV!. He is married since 2006 with model and TV host Luciana Gimenez. In 1999 he bought, with Amilcare Dallevo Júnior, the concessions of extinct TV Manchete, originating RedeTV!. His shares amount to 29% at the companies controller, TV Ômega Ltda.



Fragali costumarily makes public announcements and gives long interviews, giving a lot of information about his personal life and some declarations on business interests when he is in the middle of negotiations that have impact on his companies revenues. In march 2017 he recorded a dramatic video using the name Simba – an association between RecordTV, SBT and RedeTV! –, protesting the Cable TV operators Claro Brasil (Net and Embratel) and Vivo TV's refusal to pay to have a part of these broadcasters' programming, in digital broadcast, in their programming. After that, Simba managed to close a deal with the Cable TV operators, but for only a fraction of the proposed amount (R\$15 per subscription, according to market sources).

Media Companies / Groups



Grupo Amilcare Dallevo / Marcelo de Carvalho

Media Outlets



Rede TV!

Facts

Business

Media	T V I Comunicacao Interativa Ltda
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It Interatividade Telefonica Ltda

Redetv Interactive Ltda.

Finances	Debito Facil Servicos Ltda
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Advertising	Promo Tv Comercial Ltda
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Midia Tv (Midia Tv Comercial Ltda

360 Media (Tv Midia Publicidade Comercial Ltda)

Phonographic Industry	Digital Records Editora Ltda
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Call center	Teletv Servicos Interativos Ltda
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Family & Friends

Affiliated Interests Family Members Friends

Luciana Gimenez Morad – Marcelo's wife. She is a television presenter of RedeTV!
Amilcare Dallevo – business partner at Grupo Amilcare Dallevo / Marcelo de Carvalho

Further Information

Headlines

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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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UOL. Em artigo, sócio da RedeTV! critica e pede o fim da Operação Lava Jato. Accessed Oct. 2017.

Diogo Mainardi

Diogo Briso Mainardi is a former columnist Veja magazine (Abril Group), commentator of conservative TV show, by GloboNews (Globo Group) and is a partner in the O Antagonista (The Antagonist).



He started writing his column for Veja in 1999, addressing culture until 2002, when he started addressing political and economical themes until the end of his column, in 2010. In this period, he wrote mainly critiques to the then President of the Republic, Luis Inácio Lula da Silva, whom he wrote about in his book "Lula é minha anta"

(Lula is my ass, 2007); to the government, to the leftist politics and to the labor's party. He follows the same editorial line in his appearances in Manhattan Connection and in his texts for the O Antagonista portal.

He was mentioned in a Wikileaks telegram as a source of the US consul in Brazil, citing conversations with then presidential candidate José Serra (PSDB).

He has been accused of lobbying to the banker Daniel Dantas and sued for slander and defamation several times, being condemned in the cases of offense to journalists Franklin Martins (former Minister of Presidential Social Communication Secretariat) e Paulo Henrique Amorim (Record TV and Conversa Afiada blog).

He was born in 1962 in São Paulo. He also lived in Rio de Janeiro and in London (where he studied one year in London School of Economics) and lived most of his life in Venice (Italy) where he currently resides.

Media Outlets



O Antagonista

Facts




Family & Friends

Affiliated Interests Family Members Friends

- Enio Mainardi: his father, is a journalist and writer;

Further Information

Headlines




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Data Publicly Available

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Caio Mesquita, Felipe Miranda, Rodolfo Amstalden

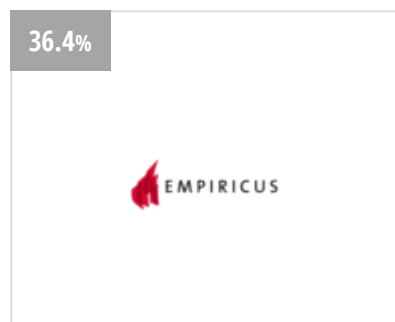
Caio César de Arruda Mesquita, Felipe Abi Acl de Miranda and Rodolfo Amstalden are founding partners of the financial consulting company Empiricus Research, owner of 50% of the portal O Antagonista.



Caio Mesquita already worker in the financial market before creating Empiricus, Felipe Miranda was a professor at FGV in 2010 and Rodolfo Amstalden worked as a consultant for International Paper and as a professor at Faculdade Cásper Líbero. The three are partners at Sextus, which is associated to the north-american The Agora at Empiricus. They are also partners at other businesses based on newsletter sale and at portfolio management companies in the financial market.

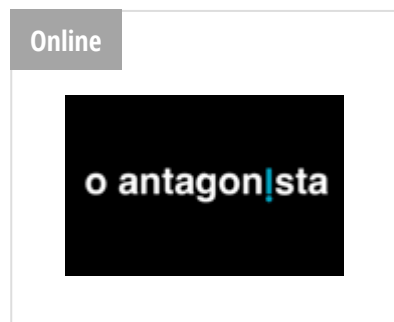
They gained considerable projection after the 2014 video “O Fim do Brasil” (Brazil's End), sponsored for broadcast in social media and Google Ads, where they drew a disastrous scenario for the national economy while attacking the policies of then president Dilma Rousseff.

Media Companies / Groups



Empiricus

Media Outlets



O Antagonista

Facts

Business

Newsletters	Jolivi - Saúde Natural, health newsletter
Finances	Iguatemi Gestao de Carteiras de Valores Mobiliarios
	Empiricus Gestao de Carteiras de Valores Mobiliarios - portfolio management

Further Information

Headlines	<p>https://www.istoedinheiro.com.br/o-barraco-da-empiricus-sacudiu-o-evento-do-credit-suisse/</p> <p>📄 http://IstoÉ Dinheiro. O barraco da Empiricus sacudiu o evento do Credit Suisse. (2017) Accessed 1 october 2017</p>
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Renato Rovai

Renato Rovai Jr., creator of “Fórum - Outro Mundo em Debate” Magazine, is a journalist graduated at Universidade Metodista, with a Master’s degree in Communication Studies at Universidade de São Paulo (USP) and an ongoing Doctor’s degree course in Human and Social Sciences at Universidade Federal do ABC. He is an invited professor at the Latin American Studies Center of Culture and Communication at ECA-USP and the editorial director of Fórum Magazine.



In 2016, he organized the book “Golpe 16” (or Coup 16), on which several bloggers relate the impeachment process of President Dilma. He is the author of, among other books, “Midiático Poder: o Caso Venezuela e a Guerrilha Informativa” (Media Power: the Venezuela case and the informative guerrilla). He is a militant for media democratization, a blogger, and one of the articulators of the Fórum de Mídia Livre (Free Media Forum) and of the Encontro Nacional dos Blogueiros (Bloggers National Meeting).

Media Companies / Groups



Publisher Brasil

Media Outlets



Revista Fórum

Facts

Family & Friends

Affiliated Interests Family Members Friends

Renato Rovai is linked to social movements and left wing political parties, especially the PT (Partido dos Trabalhadores). He is one of the articulators of "Blogueiros Progressistas" (progressist bloggers)

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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Abravanel Family

Called Silvinho ('Little Silvio') since childhood, Senhor Abravanel adopted the name Sílvio Santos when he installed a speakers system on the ferry boat that did the transportation between the cities of Rio de Janeiro and Niterói. He had worked in some radios as an announcer, and used the contract termination money in one of them, Continental, to start a new business. Still in the early 1950s, however, he went to São Paulo, accumulating the jobs of broker, salesman and editor of entertainment magazine "Brincadeiras para você" ('Plays for you'), with crosswords puzzles, charades, jokes, etc. At this time, he also started his "Caravana de Artistas" ('Artists caravan'), that performed in the city of Sao Paulo and in other cities of the state. In order to improve the business, he look for Antônio Sílvio Cunha Bueno, a federal deputy candidate under Partido Social Democrático ('Social Democratic Party' - PSD), to make a deal: Sílvio would produce 40 public space performances with his group of artists, to cheer up the candidate's speeches, in exchange for a jeep to travel with his caravan.



Senor is the son of a greek immigrant, Alberto Abravanel, with a turkish immigrant, Rebeca Abravanel. At the age of 14, searched for his financial independence selling plastic packages for electoral cards in Rio de Janeiro. His father had a newsstand in his home country and, knowing several languages, negotiated with tourists in Downtown Rio. Still young, Senor ran for a announcer vacancy at Guanabara Radio (today's Bandeirantes) with 300 other candidates, amongst which Chico Anísio, José Vasconcelos and Celso Teixeira, and ended up obtaining the first place. He considered, however, that the commercial activity was more profitable, and soon returned to the streets, this time selling pens.

In São Paulo, the work as the host of "Caravana de Artistas" drew the attention of Manuel de Nóbrega, father of the TV announcer and comedian Carlos Alberto de Nóbrega, who invited "Sílvio Santos" to participate on his show at Nacional Radio. It was also at this moment that Senor took on the management of "Baú da Felicidade" ('Happiness Chest'), reshaping a already running enterprise, of forward sale (in 12 monthly installments) of small chests with gifts to be delivered on he following christmas. After that, he created his own show at Nacional Radio, "Vamos brincar de forca" ('Let's Play word puzzle'), on which he advertised "Baú da Felicidade".

The profits generated by this enterprise allowed Silvio Santos, that now became a popular name, to buy a slot in programming grid of Paulista TV (Victor Costa Organizations), changing the Radio-based "Vamos brincar de forca" into a TV Show. The host also got the Sunday slot between 12pm and 2pm, a slot then underestimated by Stations. After that, he bought a new slot in the grid, on Thursday nights, to present "Prá ganhar é só rodar" ('Just Spin and Win'), during which he distributed gifts to clients of "Baú da Felicidade".

In 1966, Globo Organizations acquired Paulista TV, and Sílvio Santos broadened his space in the programming grid, to a total of four hours, to present the show "Música e Alegria" ('Music and Joy'). Two years later, renamed "Programa Sílvio Santos" ('The Sílvio Santos Show'), the attraction had six-hour duration. At the same time, Sílvio hosted a show in Tupi TV called "Cidade Contra Cidade" ('City versus City'). At that moment, the entrepreneur

owned three companies: Baú da Felicidade Utilidades Domésticas e Brinquedos Ltda ('Happiness Chest Domestic Utilities and Toys Inc.'), Publicidade Sílvio Santos Ltda ('Sílvio Santos Marketing Inc.') and Construtora e Comércio Baú da Felicidade Ltda ('Happiness Chest Construction and Commerce Inc.')

In the following decade, Globo started reshaping its content, looking to an alleged modernization of its production pattern. From this moment on, there was a certain rejection of auditorium shows and of the populist language employed by Sílvio Santos. However, he had high levels of ratings. Besides that, he worked with his own crew and kept control of his shows productions, using the station as a mere broadcast point. These factors contributed to Globo Organization's president, Roberto Marinho, offering Sílvio a five-year contract extension, but including a clause preventing the entrepreneur of purchasing shares or participating in TV concessions. At this point, "Programa Sílvio Santos" occupied eight hours of Sunday programming.

In order to bypass the contract clause, Sílvio Santos acquired 50% of São Paulo's Record TV shares in the name of Lucita Gordinho. At the same time, transformed the company Publicidade Sílvio Santos Ltda into Estúdios Sílvio Santos Cinema e Televisão Ltda ('Sílvio Santos Cinema and Television Studios Inc.'), based on Vila Guilherme, São Paulo. In 1975, the businessman made a new acquisition: he participated and won the open contest by General Ernesto Geisel's government for a Rio de Janeiro-based TV channel, channel 11, constituting TVS and finishing his relation with Globo TV (What happened in January 1976). Still, he kept, simultaneously, the broadcast of his own station's programming, TVS-Rio, and "Programa Sílvio Santos", broadcast by TVs Record and Tupi, in São Paulo, and by Tupi in Rio de Janeiro (by renting their programming grid).

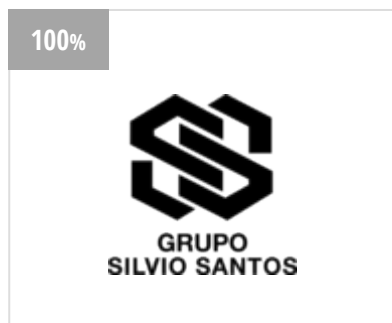
Sílvio Santos joined Partido da Frente Liberal ('Liberal Front Party' - PFL) in 1988, looking to run for São Paulo's City Hall's elections. He was not successful. The following year, he had his name launched at the last minute for the presidential elections, from an articulation by PFL's sectors unhappy with the performance of the party's candidate, Aureliano Chaves, who could not surpass the limit of 1% of voting intentions. The maneuver was lead by senator Marcondes Gadelha (PFL/PB), leader of President José Sarney's government in the Federal Senate, and by Armando Correia, a protestant minister and president of Partido Municipalista Brasileiro ('Brazilian Municipality Party' - PMB). Sílvio Santos would run under PMB, but the electoral attorney general, Aristides Junqueira, filed for his impugnation based on the fact that the TV announcer had not relinquished the unsuitable positions of director and owner of concessionary public services companies (in his case, his TV stations) in a period of up to three months before the plea, according to what was determined in legislation. Tribunal Superior Eleitoral ('Superior Electoral Court' - TSE) decided for the impugnation by seven votes to zero, but based on another argument: PMB had been considered a party in an illegal situation, for producing conventions in only five states of the federation, while legislation determined a minimum of nine.

The entrepreneur and host is married to Íris Pássaro Abravanel and has six daughters: Cintia Aparecida Vieira Abravanel, Silvia Aparecida Abravanel de Abreu (both from his first marriage with Maria Aparecida Vieira Abravanel, deceased in 1977), Daniela Aparecida Abravanel Beyruti, Patrícia Abravanel, Rebeca Cristina Abravanel and Renata Abravanel.

The whole family works in the Silvio Santos Group's companies. Íris is the director of Jequití Cosméticos and author of soap operas. Cíntia managed Teatro Imprensa until its closure, in 2011, but still acts in the artistic parts of the group. She is the mother of actor and singer Tiago Abravanel. Silvia hosts and directs the station's children's sector. Patrícia is a TV host, like Rebeca, that also works at Jequití. Daniela and Renata, on the other hand, are being prepared by Silvio to replace him ahead of the Group. The former is artistic director of television, while the latter is vice president of the conglomerate. Recently, because of it, both were included in

the shareholders composition of the concessions kept in São Paulo, Rio de Janeiro, Porto Alegre and Brasília.

Media Companies / Groups



Grupo Silvio Santos

Media Outlets



SBT

Facts

Business

Finances	Liderança Capitalização
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Cosmetics	Jequiti
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Hosting	Hotel Jequitimar
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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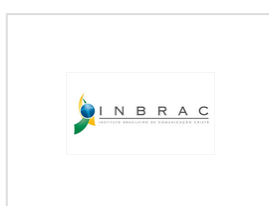
Companies Database

We list below the media groups or companies that control the 50 media outlets with highest audience. The list is not ordered.

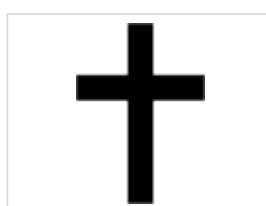
Database



BBC World Service



**Catholic Church -
Instituto Brasileiro de
Comunicação Cristã
(Inbrac)**



**Catholic Church - Rede
Católica de Rádio (RCR)**



Conglomerado Alfa



Empiricus



**Empresa Brasil de
Comunicação – EBC**



Grupo Abril



**Grupo Amilcare Dallevo
/ Marcelo de Carvalho**



Grupo Bandeirantes



**Grupo de Comunicação
Editora Três**



**Grupo Diários
Associados**



Grupo Folha

GRUPO GLOBO

Grupo Globo

GRUPO
JAIME
CÂMARA

Grupo Jaime Câmara



Grupo Jovem Pan



**Grupo Objetivo - Grupo
Mix de Comunicação**



Grupo OESP (Estado)



Grupo Ongoing - Ejesa

Grupo RBS

Grupo RBS



Grupo Record



**Grupo Sada - Grupo
Editorial Editora Sempre**



Grupo Silvio Santos



Publisher Brasil



**Renascer em Cristo
Church**



**Seventh-day Adventist
Church**



**Universal Church of the
Kingdom of God**

Grupo Jaime Câmara

Grupo Jaime Câmara (GJC) is formed by 24 communication vehicles in newspaper, television, radio and online medias, in the states of Goiás and Tocantins, besides the Distrito Federal. The groups website defines it as “one of the biggest crossmedia platforms in Brazil” and “as the main communication complex in the Brazilian Mid-North”.



The group originated at the foundation of Papelaria e Tipografia J. Câmara e Companhia, created by Jaime Câmara and Henrique Pinto Vieira in the city of Goiás, former state capital, in 1935. Only two years later, however, the enterprise would move to Goiânia, current capital of Goiás state, inaugurated in 1933.

At that time, the society was already controlled by Jaime Câmara, Joaquim Câmara Filho and Vicente Rebouças Câmara, with the legal name “J. Câmara & Irmãos”.

On April, 1938, the company published the first edition of the newspaper O Popular. In 1961, former Rádio Anhanguera, current Rádio Daqui 1230AM, was incorporated into the group. Two years later, TV Anhanguera was created, which became a part of Rede Globo de Televisão in 1969.

According to the organization, Grupo Jaime Câmara created ten other TV channels in the following years, all affiliates of Rede Globo, and seven other AM and FM radio stations, inaugurated after 1979. The group's second newspaper, in its turn, Jornal do Tocantins, was also created in 1979, becoming a platform for the creation of the new Tocantins state, which took place in 1988.

Launched in April, 2007, Jornal Daqui, the group's third newspaper, surpassed other GJC print vehicles, reaching at the time the third place in paid circulation in the country, with over 200 thousand copies. In 2013 the group created the newspaper Jornal Daqui Tocantins.

Key facts

Mother Company	OJC Administração e Participações SA
Business Form	Private
Legal Form	Corporation
Business Sectors	Media

Ownership

Individual Owner

› Câmara Family



100 %

Media Outlets

Print



Daqui

Other Media Outlets

Other Print Outlets	Newspapers: jornal O Popular, jornal Daqui, jornal Daqui Tocantins
Other TV Outlets	TV Anhanguera (Rede Globo's affiliate – Centro-Oeste)
Other Radio Outlets	Rádio CBN Anhanguera AM (Grupo Globo CBN's affiliate), Rádio Executiva 92,7 FM, Goiânia, Rádio Executiva 101,7 FM Brasília, Rádio CBN 97,1 FM Goiânia, Rádio Araguaia 96,7 FM Gurupi, Rádio Araguaia 99,7 FM Araguaína, Rádio Daqui 1230 AM Goiânia
Other Online Outlets	G1 Goiás (g1.globo.com/goias), Ludovica (ludovica.opopular.com.br), Globoesporte Goiás (globoesporte.globo.com/go), Lugar Certo (opopular.lugarcerto.com.br), Vrum (opopular.vrum.com.br), Classi (Classificados O Popular, classificados.opopular.com.br)

Facts

Business

Cybersecurity	WiSeKey Liber
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General Information

Founding Year	1935
Founder	Jaime Câmara and Henrique Pinto Vieira
Employees	Missing Data
Contact	Rua Thomas Edson, 400Goinia, CEP 74835-130(55 62) 3250-1000 > www.gjccorp.com.br
Tax/ ID Number	CNPJ 37.877.644/0001-72

Financial Information

Revenue (Financial Data/Optional)	2016: R\$ 172
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Operating Profit (in Mill. \$)	2016: R\$ 15,9
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Cristiano Roriz Câmara (President), Ronaldo Borges Ferrante (TV VP), Mauricio Duarte (Newspapers, Radio, Internet and Events VP), Breno Machado (Strategy and Marketing VP), Guliver Augusto Leão (Legal and institutional relations Director), Marcos Tadeu Câmara (Director), Tasso José Câmara (Director Superintendent)
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	https://ludovica.opopular.com.br/expediente
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 <https://www.gjccorp.com.br/>

/servicos

Grupo Jaime Câmara. Domínio de Mercado. Accessed October 2017

 <https://www.gjccorp.com.br/>

/grupo/historia

Grupo Jaime Câmara. História. Accessed October 2017

- 📄 Santos, Renata dos. A partir de hoje, OJC é Grupo Jaime Câmara. Accessed October 2017
-
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Grupo RBS

Grupo RBS (Rede Brasil Sul de Comunicação) was formed after the acquisition of Rádio Sociedade Gaúcha, in 1957, and TV Gaúcha (which became an affiliate of Rede Globo in 1967), in 1962, by the Sirotsky family. With the concession of other TV channels in the South region in the following years (two in Rio Grande do Sul and one in Santa Catarina). The expansion of national TV networks received a boom during the military governments (1964-1985), which allowed for legal and infrastructural conditions for the growth of Brazilian cultural industry.



The list of companies owned by the group is extensive. In the communications sector, besides RBS TV, an affiliate of Rede Globo which owns 12 channels in Rio Grande do Sul, Grupo RBS also owns radio networks Gaúcha Sat, formed by 147 stations in 8 Brazilian states, and Atlântida, founded in 1976, focused on the young audience and currently formed by 12 stations in Rio Grande do Sul and Santa Catarina states; CBN Porto Alegre (an affiliate of Grupo Globo's CBN, with 30% of local programming), Farroupilha and 102,3 radio stations; Zero Hora, Diário Gaúcho and Pioneiro newspapers, noting that the former two are among the ten print and digital newspapers of greater circulation in the country; women's magazine Donna; GaúchaZH and ClickRBS online portals; and multiplatform gastronomical portal Destemperados.

In the technology sector, RBS group owns e.bricks digital, an investment company that applies funds in three sectors: segmented e-commerce, mobile and digital media, and technology; currently e.bricks invests in Wine.com (wine e-commerce), Hands (advertisement company for mobile platforms), Hi-mídia (digital marketing) and Predicta (digital marketing). In the editorial sector, RBS group owns RBS Publicações, which publishes books and DVDs with a focus on regional culture and history, and reference works in diverse areas, such as architecture, decoration, tourism, leisure, culinary, health and well-being; and Gráfica Uma, which provides final printing services and logistic and distribution for the other media companies since 2007. They also own a private investment fund, RBS Prev-Sociedade Previdenciária, approved by Ministério da Previdência Social (Ministry of Social Security) in October 1996 and implemented after January 1997.

The list of media vehicles was even larger. In 2016 RBS sold their TV channels and many radio stations based in Santa Catarina, besides newspapers in the same state, to Grupo NC, owned by two Brazilian billionaires listed by Forbes magazine: São Paulo entrepreneur from the pharmaceutical sector Carlos Sanchez, with 75% participation, and Rio Grande do Sul businessman Lírio Parisotto, owner of petrochemical group Videolar-Innova, a financial investor in energy and siderurgy companies, with 25% participation.

Despite selling out their media vehicles to the NC group, both groups maintain a partnership, since the content of Zero Hora and Diário Gaúcho newspapers (owned by Grupo RBS) and Diário Catarinense, Hora de Santa Catarina, A Notícia, Santa and O Sol Diário (owned by Grupo NC), is published by ClickRBS portal, one of the most visited news portal in Brazil.

Key facts

Mother Company	Grupo RBS
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Finance, Editorial market, Internet providers, Technology investments

Ownership

Individual Owner

› Sirotsky Family



100 %

Media Outlets

Online



ClicRBS

Print



Diário Gaúcho

Radio



Rede Gaúcha Sat



Zero Hora

Other Media Outlets

Other Print Outlets	Newspapers: Zero Hora (share 5,99%), Diário Gaúcho (share 3,88%), Pioneiro Magazines: Donna
Other TV Outlets	RBS TV – Globo's affiliate
Other Radio Outlets	Rede Gaúcha Sat (share 5%), Rede Atlântida, Rádio CBN Porto Alegre (Globo's CBN affiliate), Rádio Farroupilha, Rádio FM 102,3
Other Online Outlets	Portal ClickRBS (gauchazh.clicrbs.com.br) Portal GaúchaZH (clicrbs.com.br) Portal Destemperados (destemperados.com.br)


Facts

Media Business

Technology investments	e.bricks digital, investing on Wine.com, Hands, Hi-media, Predicta
Setor editorial: RBS Publicações, Editorial market	Gráfica Uma

Business

Finance

RBSPrev - Sociedade Previdenciária
Education, Sports & Social Work
 <http://Fundação Maurício Sirotsky Sobrinho>

General Information

Founding Year

1957

Founder

Maurício Sirotsky Sobrinho - he was the announcer at Radio Farroupilha, in a program that took his name, when he became a shareholder of Rádio Gaúcha in 1957, along with Arnaldo and Francisco Ballvé, who already owned radio stations in the countryside of

Employees

5000

Contact

Sede Porto Alegre – Av. Erico Verissimo, 400 | Azenha | CEP: 90160-180 |
Porto Alegre – RS Tel: (51) 3218 4300 - > www.gruporbs.com.br

Tax/ ID Number

CNPJ 07.504.077/0001-48, 92.821.701/0001-00, 15.431.094/0001-20,
07.655.078/0001-93, 07.456.778/0001-59, 91.082.487/0001-54, 01.173.530/
0001-02, 94.995.693/0001-43, 07.504.077/0001-48.

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 869,2

Operating Profit (in Mill. \$)

2016: R\$ 125

Management

Executive Board	Claudio Toigo, Andiara Petterle, Marcelo Pacheco, Marcelo Leite, Ibanor Polesso.
Non-Executive Board	Carlos Melzer, Cláudio Thomaz Lobo Sonder, Eduardo Sirotsky Melzer (President), Geraldo Corrêa Jayme Sirotsky, Marcelo Sirotsky, Nelson Pacheco Sirotsky, Pedro Sirotsky.
Supervisory Board	Missing Data

Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	<p>http://propmark.com.br/midia/vinte-anos-sem-mauricio-sirotsky-sobrinho http://PropMark. Vinte anos sem Mauricio Sirotsky Sobrinho. Accessed 5 september 2017.</p> <p>Escola Estadual Ensino Fundamental Mauricio Sirotsky Sobrinho. Accessed 5 september 2017.</p> <p>Parque Maurício Sirotsky Sobrinho. Accessed 5 september 2017.</p> <p>Fundação Mauricio Sirotsky Sobrinho. Quem foi Mauricio Sirotsky Sobrinho? Accessed 5 september 2017.</p> <p>GaúchaZH. Morre, aos 88 anos, Ione Pacheco Sirotsky, viúva do fundador do Grupo RBS. Accessed 5 october 2017.</p> <p>Lopes, Rodrigo. Monumento ao Imigrante pelo Studio Tomazoni Caxias. ClicRBS. Accessed 5 september 2017.</p> <p>FGV. CPDOC - Verbete Rádio Gaúcha. Accessed 5 september 2017.</p> <p>Grupo RBS. Nossas Marcas – Zero Hora. Acesso: Sep. 2017</p>
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📄 GaúchaZH: plataforma digital une forças de ZH e Gaúcha. Acesso: Sep. 2017

📄 Portal dos Journalistas. Perfil Maria Gleich. Acesso: Sep. 2017

📄 Iscom (09/2011). Perfil Nilson Vargas. Acesso: Sep. 2017

📄 GaúchaZH. RBS lança Grupo de Investigação. Acesso: Sep. 2017

📄 GaúchaZH. Grupo de Investigação – Últimas Notícias. Acesso: Sep. 2017

📄 Grupo RBS. Quem Somos. Acesso: Sep. 2017

📄 Coletiva.net. RBS divulga primeiro balanço após a venda da operação em SC. Acesso: Sep. 2017

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Key facts

Mother Company

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Key facts

Mother Company

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Empresa Brasil de Comunicação – EBC

Empresa Brasil de Comunicação S.A. (EBC) appeared to fill an existing gap in constitutional norms, that assured the complementarity between the public, the private and the state-owned systems of communication. It is, therefore, a federal public company, whose management would be exercised with the participation of society, according to the legislation of its creation.



Empresa Brasil de Comunicação consists of: TV Brasil, TV Brasil Internacional, Rádio Nacional AM of Rio de Janeiro (1.130 KHz), Rádio Nacional AM of Brasília (980 KHz), Nacional FM of Brasília (96,1 MHz), Rádio MEC AM of Rio de Janeiro (800 KHz), Rádio MEC FM of Rio de Janeiro (99,3 MHz), Rádio Nacional of Amazônia OC (11.780 KHz and 6.180 KHz), Rádio Nacional AM of Alto Solimões (670 KHz), Rádio Nacional FM of Alto Solimões (96.1 MHz), EBC portal, Brasil Agency and Radioagência Nacional.

The company also provides services of governmental communication by means of the TV NBR channel, that executes the coordination of the federal state communication system. The radio show A Voz do Brasil (The voice of Brazil), however, with a duration of one hour and broadcast at 7pm by all Brazilian radio stations from monday to fridays, except on holidays, provides communication services to the Three Federal State Powers (Executive, Legislative and Judicial). EBC is still responsible of managing the National Network of Public Communication (RNCP), which comprised nowadays by 48 partner TV stations and four owned generators - located in Brasília (DF), São Paulo (SP), Rio de Janeiro (RJ) and São Luís (MA). Specifically in TV Brasil, the owned production makes up for 35,1% of the programming grid. Recently, the station broadcast the parades of Samba Schools during Carnival and the Paralympic Games, increasing its ratings.

EBC was instituted by Provisional Measure 398, of 10/10/2007, converted into the Law 11.652, of 07/04/2008 – in turn, altered by Law 13.417/2017. It is organized under the form of anonymous society of closed capital, represented by ordinary nominative actions, of which at least 51% must be under the Union's control. According to the legal mark of creation, the company must contribute to broaden the public debate on relevant national and international themes, fomenting the construction of citizenship with an educational, inclusive, artistic, cultural, informative, scientific and public interest programming. Besides that, EBC's model of governance must follow the principles of corporate transparency, equity and responsibility.

A provisional measure published in september 2016 altered the Law nº 11.652 of 2008 and emptied the public character of Empresa Brasileira de Comunicação. These changes occurred soon after the conclusion of the impeachment political process of president Dilma Rousseff, while the vice-president Michel Temer got into the Presidential Palace by means of articulations performed with conservative sectors of the National Congress and with support of the private national media. The PM 744/2016 by Temer managed at once: to extinguish EBC's Curator Council, that, out of 22 seats, had 15 occupied by civil society representatives; to extinguish the guarantee of a four-year tenure to the director-president, that under current rules is freely nominated and

exonerated by the President of the Republic, a fact that harms the company's autonomy; and to increase to six seats the participation of the government in EBC's administration Council, formerly consisted of four nominations, increasing the subordination of the company to the interests of the turn government. The resulting law of this PM 13.417 was approved and sanctioned in 2017.

Key facts

Business Form	Public, State
Legal Form	Nonprofit Organization
Business Sectors	Media

Ownership

Brazilian State

100 %

Media Outlets



TV Brasil

Other Media Outlets

Other TV Outlets

TV Brasil, TV Brasil Internacional, TV NBR

Other Radio Outlets

Rádio Nacional AM RJ (1.130 KHz), Rádio Nacional AM de Brasília (980 KHz), Rádio Nacional FM de Brasília (96,1 MHz), Rádio Nacional da Amazônia OC (11.780 KHz e 6.180 KHz), Rádio Nacional AM do Alto Solimões (670 KHz), Rádio Nacional FM do Alto Solimões (96.1 MHz), Rádio MEC AM do Rio de Janeiro (800 KHz), MEC FM do Rio de Janeiro (99,3 Mhz), Programa A Voz do Brasil

Other Online Outlets

Portal EBC (ebc.com.br/)

Facts

Media Business

News Agency

Agência Brasil

Radioagência Nacional

Research

Centro de Pesquisa Aplicada em Comunicação Pública (partnership with UNESCO)

General Information

Founding Year

2007

Founder

Presidency of the Republic (Federal Government), President: Luiz Inácio Lula da Silva (PT)

Employees

2467

Contact	Sede Brasília (DF) - SQS Q.8, B-50 Asa Sul - Brasília - Distrito Federal - CEP: 70333-900 - (61) 3799.5890, 3799.5411, 3799-5221 - > www.ebc.com.br
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Tax/ ID Number	CNPJ 09.168.704/0001-42
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Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 70.6
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Operating Profit (in Mill. \$)	2016: losses of R\$ 11.4
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Laerte Rímoli (President), Christiane Samarco (general director), Lourival Antônio de Macedo (journalism), Cida Fontes (content), Luiz Antônio Ferreira (administration, finance and human resources), José Arimatéia Araújo (operations) and Flávio Coutinho (executive secretary).
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Non-Executive Board	Marcio de Freitas Gomes, André Reis Dinis, Laerte de Lima Rimoli, João Batista Andrade, Edvaldo Aparecido Cuaio, Raphael Neves Barros and Marcus Vinícius Sinval.
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Supervisory Board	Éder Souza Vogado, Duílio Malfati Júnior, Mila Rocha, Aldemir Nunes da Cunha, Francisco Leopoldo Carvalho de Mendonça Filho, Anderson Parreira Riedel Lima
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Further Information

Headlines

<http://www2.camara.leg.br/camaranoticias/noticias/COMUNICACAO/412237-LEI-DA-EBC-PODE-SERVIR-A-CRIACAO-DA-LEI-DA-COMUNICACAO-PUBLICA,-DIZ-DIRETOR.html>

✚ <http://Lei da EBC pode servir à criação da lei da comunicação pública, diz diretor. Accessed October 16 2017.>

✚ <EBC: comunicação pública ou governamental?. Accessed October 16 2017.>

✚ <Senado aprova MP de Temer que desmonta a EBC. Accessed October 16 2017.>

✚ <A inconstitucionalidade da MP 744 e o desmantelamento da EBC. Accessed October 16 2017.>

✚ <Aprovada em Comissão a MP que altera estrutura da EBC. Accessed October 16 2017.>

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

✚ <Meio&Mensagem. TV Brasil - Canal 2. Accessed October 15 2017.>

✚ <EBC. Editorias. Accessed October 15 2017.>

✚ <EBC. Sobre a EBC. Accessed October 15 2017.>

✚ <Empresa Brasil de Comunicação. Demonstrações Financeiras. Accessed October 15 2017.>

✚ <Ebc. Demonstrações Contábeis. Accessed October 15 2017.>

✚ <EBC. Relatório da Administração 2016. Accessed October 15 2017.>

Grupo Record

The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
Other Radio Outlets	Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)
Other Online Outlets	R7 (r7.com)

Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management


Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources

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 <http://Record Entretenimento. Quem Somos. Accessed Oct 2017.>

› <http://www.erecord.com.br/>

tm-bottom-a


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› Record Comunicação 360. Accessed Oct 2017.

 TNH1. Accessed Oct 2017.

 TV A8. Accessed Oct 2017.

 Rádio Guaíba FM.

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Grupo Bandeirantes

The Bandeirantes Group is one of the main communication Groups in Brazil, however it has been suffering economic problems and also problems related to the inheritance and succession in the Group's control. The group owns TV stations (the free TV Band and the cable TV BandNews, among others), Radio stations and Networks (Band FM, BandNews FM, Bandeirantes AM, Nativa FM, among others), new medias and printed newspapers, the most important being Metro (a joint venture with Swedish Metro International), a freely distributed newspaper published in São Paulo, Campinas, ABC, Rio de Janeiro, Belo Horizonte, Espírito Santo, Porto Alegre, Curitiba, Brasília and Maringá.



The Group's history started when João Jorge Saad – son of filho de imigrantes Lebanese immigrants and clothing seller – received from his father-in-law, the former governor of SP Ademar de Barros, Bandeirantes Radio, purchased in 1948 on the hands of Paulo Machado de Carvalho, who had also founded Record TV and the Jovem Pan Group. In 1951, Saad took on stock control of the radio and started his search for a TV concession: he got a concession in SP during Getúlio Vargas's government (1950-1954), but the concession was canceled during Juscelino Kubitschek's government (1956-1951), and regained during João Goulart's (1961-1964). However, the station would only go on air in 1967. Just like with other National TV Stations in Brazil, Bandeirantes's transformation into a Network capable of reaching the whole national territory happened during the Military Dictatorship (1964-1985), when Saad, that already had two other concessions (BA and MG) obtained the concession of Guanabara TV (RJ) and the military government gave the infrastructural and legal conditions to the formation of the TV Networks, through the Affiliates System.

Saad diversified the business throughout the years: Band FM Radio (1977), Educadora FM Radio (1978), Primeira mão ('First Hand') Newspaper (1980), Ipanema FM Radio (1983), Band Vale FM Radio (1997), Canal 21 (1998). He was the second president of ABERT – Brazilian Association of Radio and TV Stations, from 1970 to 1972. The entity had been founded ten years earlier to assure the approval of 1962's Brazilian Telecommunications Code, accordingly to the broadcasters' interests, and to form an institutionalized channel of political negotiation other than Assis Chateaubriand's personal action, then the owner of the biggest media conglomerate in Brazil. (See the Diários Associados Group Profile).

João Jorge Saad passed away in 1999, when Band TV Network had 11 owned stations and 68 affiliated, competing for the second place in ratings with SBT. The presidency of the Group was taken on by his son, João Carlos Saad (Johnny Saad), that continued to diversify the business, investing mainly in Cable TV channels, such as BandNews TV (2001) and the Terraviva channel (2005), directed to the interests of agribusiness, and digital media and out-of-home companies.

In the last few years, the Group has been passing through economical problems, despite the increase in ratings of its Radio Stations and the success of Metro Newspaper. Band TV reaches only the fourth place in ratings, behind Globo Network, SBT, and Record TV, and has only one really successful show, the reality show Master

Chef (in partnership with Dutch Endemol). The group also faces family problems: João Jorge Saad's second wife, Andréa Gabrielle de Ridder, who works at the company, claims 50% of her ex-husband's properties. Johnny's siblings, on the other hand, accuse him of getting the biggest slice of the cake and the presidency of the Group and of trying to sell out part of the companies to other partners, who are not members of the family.

Key facts

Mother Company	Rádio e Televisão Bandeirantes Ltda.
Business Form	Private
Legal Form	Corporation
Business Sectors	Media

Ownership

Individual Owner

› Saad Family



100 %

Media Outlets



Band



BandNews



Rede Band FM



Rede Bandeirantes



Rede BandNews

Other Media Outlets

Other Print Outlets

Jornal Metro, Jornal Primeiramao.

Other TV Outlets

Free-to-air TV

Rede Bandeirantes (Band)

Free-to-air TV

 BandNews Paid-TV

Other Radio Outlets

Rede Band FM, Rede Bandeirantes AM, Rede BandNews FM, Nativa FM, Sulamérica Trânsito, MIT FM, Band Vale FM, Stereovale FM, Educadora FM, Ipanema FM, Bradesco Esportes FM, MPB Brasil, Brasil Rádio (Orlando, Flórida, EUA)

Other Online Outlets

Portal Band (www.band.com.br)
One Brasil

Facts

Media Business

Out-of-home media

TV Minuto

Nexmídia

Mão Dupla

Orla TV

Canal Você

MOV TV

ONE Brasil

Content

Band Imagem

Distribution	Band Content Distribution
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Phonographic Industry	Band Music
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Internet and Telecommunication	SIM
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Business

Events	Enter
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Digital Payments	One Play
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General Information

Founding Year	1948
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Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
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Employees	Missing Data
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Contact	Sede São Paulo (SP) - Rua Radiantes, 13 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.1313 - > www.band.com.br
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Tax/ ID Number	CNPJ 60.509.239/0001-13
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Financial Information

**Revenue (Financial Data/
Optional)** 2016: R\$ 500

Operating Profit (in Mill. \$) Missing Data

**Advertising (in % of total
funding)** Missing Data

Management

Executive Board João Carlos Saad (President), Marcelo Meira (Executive VP), Diego Guebel (television VP), Mario Baccei (radio VP), Paulo Saad (paid-TV VP), André Guerra (Network VP), Fernando Mitre (national Director of journalism), Flavia Bernardo (director of Administration and Control), José Carlos Anguita (CFO), Juana Melo Pimentel (legal director), Nilson Moyses (commercial director).

Non-Executive Board Missing Data

Supervisory Board Missing Data

Further Information

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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Grupo Ongoing – Ejesa

Ongoing Strategy Investments was created in 2004 by the Rocha dos Santos to administrate their estate in the stock market so that they could diversify their investments. In Brazil, Grupo Ongoing holds 29.9% of Empresa Jornalística Econômico S.A. (Ejesa) stocks, which publishes the newspapers Brasil Econômico, Meia Hora and O Dia – the remaining 70.1% of the stocks are owned by entrepreneur Maria Alexandra Mascarenhas, former wife of Nuno Rocha dos Santos de Almeida Vasconcellos, presidente of Grupo Ongoing. In 2012 the group had also acquired the iG portal, whose management was given to entrepreneur Mario Cuesta, owner of the newspaper Diário de S. Paulo, in December, 2015.

RS Holding has the shareholding control of Ongoing Strategy Investments. The society's shareholding control, on the other hand, is held by Isabel Rocha dos Santos, Nuno Vasconcellos mother and family matriarch. The group's investment diversification strategy resulted in the selling out of Sociedade Nacional de Sabões (SNS), an industrial conglomerate that became the largest Portuguese private group after the Carnation Revolution (1974), responsible for making the family's wealth. Ongoing Strategy Investments was born precisely with the purpose of "professionally managing the family's investments, with a strategic focus in Portugal and the lusophone market". According to this perspective, the company sought investments primarily in sectors such as communications, media and technology but also operated in the financial services, energy and infrastructure and real estate sectors.

The family's business diversification began with Portugal Telecom, leader company in the Portuguese telecommunications market, which later initiated a merging process with the Brazilian Oi Telecomunicações. With an initial investment of 250 billion dollars, Grupo Ongoing acquired 10,05% of Portugal Telecom's shares in 2011, thus becoming the major shareholder. In the following years, however, in an economic crisis, they lost control of the operator, which went to the Dutch company Altice. After the sale, Portugal Telecom had its name changed to Pharol. With a debt estimated in 1.2 billion euros, of which 800 million were owed to creditors Novo Banco and BCP, the holding Ongoing Strategy Investments declared bankruptcy in August, 2016. On October, 26th of that same year, the Creditors Assembly decided for the company's liquidation and immediate and retrospective closing of their activities. This crisis scenario led Nuno Vasconcellos to transfer the businesses from Portugal to Brazil, a process that was already ongoing in the previous years.

The financial crisis faced by the holding had severe repercussions in Brazil. O Dia and Meia Hora employees had their payments delayed for four months. Besides that, in 2016, the crisis motivated the discharge of journalists in higher positions and with higher salaries in both newspapers. Brasil Econômico's print version stopped circulating and remained available only in its online version. The employees only heard about the decision three days before it was implemented and 30 of them lost their jobs.

Ongoing Strategy Investments isn't the first Rocha Santos family to declare bankruptcy. In the same year of 2016, the Creditors Assembly of ST&F, which published the print newspaper Diário Econômico in Portugal equally approved the company's liquidation. Besides that, other companies owned by the group entered Revitalization Special Plans (PERs) in the same period, Insight Strategic Investments among them, a company dedicated to management of social participation in other business societies. Even the Grupo Ongoing

headquarters in Lisbon was put up for sale.

The group reduced their staff in 70% between 2014 and 2015. The Brazilian online portal iG alone hand their number of collaborators reduced from 450 to 150 people in that period.

Key facts

Mother Company	RS Holding
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Telecommunication, Technology, Consulting, Real Estate, Infrastructure, Energy.

Ownership

Individual Owner

› Rocha dos Santos Family



100 %

Media Outlets



IG Portal

Other Media Outlets

Other Print Outlets	Newspapers O Dia, Meia Hora, Diário Económico (Portugal), Semanário Económico (Portugal), Expansão (Angola)
Other TV Outlets	ETV
Other Online Outlets	Portal IG (ig.com.br)

Facts

Media Business

Internet Provider	portal IG
Telecommunication	Portugal Telecom
Cable	NOS (ex-Zon Multimídia)


Finances	Banco Espírito Santo
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General Information

Founding Year	2004
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Founder	Nuno Vasconcellos
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Employees	Missing Data
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Contact	End: Rua Victor Cordon, 191200-482 Lisboa / Portugal > www.ongoing.com/index.html E-mail:  info@ongoing.com Ongoing Comunicacoes Participacoes S.A.Avenida das Nações Unidas, 11.541 São Paulo - SP11 2501 7118 / 11 5504 3379
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Tax/ ID Number	CNPJ 11.065.062/0001-06
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Financial Information

Revenue (Financial Data/ Optional)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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Grupo Amilcare Dallevo / Marcelo de Carvalho

The partnership between Amilcare Dallevo Júnior e Marcelo de Carvalho Fragali, owners of TV Ômega Ltda., dates back to 1997, when they created an independent producer, Ômega Produções, and rented a Sunday afternoon programming window at former TV Manchete to broadcast an auditorium show, Domingo Total. The initiative was successful and in 1999 both entrepreneurs bought TV Manchete's public concession from its former owners, originating RedeTV!.



TV Ômega is owned by both Grupo Amilcare Dallevo and Grupo Marcelo de Carvalho, and is officially based in the city of São Paulo. The stockholder's participation is thus structured: Amilcare Dallevo Júnior (president), with 71% of the shares; Marcelo de Carvalho Fragali (vice president) with 29%.

Besides TV Ômega, are part of both groups (with more than 20% of the shares): RedeTV! Interativa; TV Mídia Publicidade Comercial; Promo TV Comercial; Débito Fácil Serviços; Mídia TV Comercial and TeleTV Serviços Interativos.

Other companies also belong to Grupo Amilcare Dallevo: Tecplan Teleinformática; Tecnet Teleinformática, Tecnet Comércio e Serviços; and Sandetur Viagens e Turismo. While Grupo Marcelo de Carvalho controls IT interatividade Telefônica; New Mídia Seerviços; and TVI Comunicação Interativa (with more than 20% of the shares).

Along with the television network, both owners control together RedeTVi, an online multimedia portal that offers to the public content produced by the company and all products related to RedeTV!. The portal also offers live online streaming of the channel's programming and interaction space between affiliates and head of network, with information related to the networks administration, advertisement, programming and tech support. Finally, through the RedeTV! Live platform, the station makes their programming available live for smartphones and tablets with 3G technology.

In 2005, as the result of public lawsuit against rights violations by a show hosted João Kleber and broadcast in RedeTV!, the network was sentenced to transmit 30 programs about human rights in their programming. The action was an initiative by the MPF (General Attorney's Office), Intervozes – Coletivo Brasil de Comunicação Social and five other organizations, and resulted in the first collective right to a public answer in Brazil.

Key facts

Mother Company	TV Ômega Ltda
Business Form	Private
Legal Form	Limited Partnership
Business Sectors	Media

Ownership

Individual Owner

› Amilcare Dallevo



71%

› Marcelo de Carvalho



29%

Media Outlets



Rede TV!

Other Media Outlets

Other TV Outlets

Rede TV! Network

Other Online Outlets

Rede TV! (redetv.uol.com.br)

Facts

Media Business

Paid-TV Content Distribution

Simba Content (joint venture Grupo Record, Grupo Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finance

Débito Fácil Serviços

Advertising

Promo TV Comercial

Mídia TV Comercial

TV Mídia Publicidade Comercial

IT

TeleTV Serviços Interativos

RedeTV! Interactive

General Information

Founding Year	1997
Founder	Amilcare Dallevo Júnior and Marcelo de Carvalho Fragalli.
Employees	Missing Data
Contact	Av. Presidente Kennedy, 2869 - Vila São José, Osasco - SP, 06298-190(11) 3306-1000
Tax/ ID Number	CNPJ 02.131.538/0001-60


Financial Information

Revenue (Financial Data/ Optional)	2016: R\$400
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Amilcare Dallevo Jr (President), Marcelo de Carvalho Fragali (VP)
Non-Executive Board	Missing Data
Supervisory Board	Missing Data

Further Information

Headlines	http://www.direitosderesposta.com.br/  http://Intervozes. Direitos de Resposta . Accessed October 2017
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Accessed October 2017

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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



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Grupo Globo

Grupo Globo largest symbols are their terrestrial television channels (5) which, with the market leadership they obtained, was able to build the world's second largest TV network, only behind North-american ABC (owned by the Walt Disney group). Roberto Marinho, after 1965 (and now his sons), has always had as his holding's pillars the open signal stations in Rio de Janeiro and São Paulo, his main headquarters, besides Recife (Pernambuco state), Brasília (Distrito Federal) and Belo Horizonte (Minas Gerais state). The holding has its origins in two newspapers - "A Noite" (1911) and "O Globo" (1925) - , the latest still exists as the major print vehicle, without interruptions.



Besides O Globo, the group also owns the newspapers Extra (a "popular newspaper", or tabloid) and Expresso (with a more local character). O Globo and Extra also have flip (online e-reader) versions, besides their own websites. The three newspapers are managed under the umbrella company Infoglobo, 100% controlled by Grupo Globo. Editora Globo, on the other hand, founded in 1952 with the name Rio Gráfica (RGE), produces 14 magazines, 16 websites and over 40 yearly events. Roberto Marinho only acquired Editora Globo in 1986 because a company with the same name already operated in that sector.

In Sistema Globo de Rádio (SGR), the holding has the networks Rádio Globo (the first one, since 1944), CBN and BHFM, along with other 50 affiliates within that structure all over the country. In the phonographic industry, Globo operates through the publisher, producer and recording company Som Livre (created in 1969), which has over 100 member artists through the company's "star system".

Globosat, the group's branch in the production and programming phases for cable TV began operating in 1991, has 33 channels, 22 of them with an HD (high definition) version, 9 in PPV (pay-per-view), 1 international (focused on soccer for the audience outside Brazil), besides 8 on-demand content services. Besides the content producing companies, Grupo Globo also has branches in other media sectors. The Globosat channels reach the entire national territory, around 54 million people, distributed in over 17 million homes.

In 1986 Roberto Marinho acquired NEC do Brasil, communication equipment manufacturer, but in 1999, in face of the acute exchange crisis, he sold its control to NEC Corporation of Japan. In 1992, he acquired 15% of SIC - Sociedade Independente de Comunicação, first private TV channel in Portugal, but sold his shares to the Portuguese Investment Bank in 2003. The channel still broadcasts Globo's series and soap operas. In 1985 he also bought Italian channel TV Internazionale, owner of the Italian rights for transmission of Tele Monte Carlo, based in the Principality of Monaco, in a society with Italian state-owned RAI, but after the projects failure he sold his shares to the Italian group Ferruzzi in 1994.

The group had a relevant shareholding control of two cable TV operators for a while, NET (cable) and Sky (satellite), but sold their quotas of the former to Telmex (América Movil Brasil) and the second to DirecTV América Latina (AT&T) in 2012, retaining a small percentual of the companies; in 2001 they bought the hundred year old São Paulo newspaper Diário Popular and changed it's name to Diário de S. Paulo, but then sold it in 2009 to the Traffic group, owned by José Hawilla (who also owns Rede TEM, a group of affiliates of Rede Globo

in the São Paulo state interior). Also in 2001 he signed a five year contract with Telemundo (hispanic branch of american network NBC) for the production of soap operas in spanish.

After 1999, the holding faced its the most acute economical crisis, declaring a moratorium on the payment of debts in October 2002. The group's recomposition lasted until 2006 and benefited with the direct participation of the operational branch of BNDES (National Bank for Economical and Social Development), which raised their participation quota to rehabilitate NET, one of the companies that anchored the crisis – an operation that was only closed in 2010. Despite not being directly affected, TV Globo, the group's main vehicle, was mortgaged in the negotiation process with international creditors.

In 2005 the group makes a programming distribution agreement with Buena Vista Television International, distribution division of Walt Disney Television International, for the exclusive exhibition rights of Disney's attractions. In 2010, in a partnership with RBS, an affiliate of Rede Globo and CBN in Rio Grande do Sul, they founded the Geo Eventos company, which produced music festivals (such as Lollapaluza and the gospel festival Promessas) and events such as the FIC (International Christian Fair), but closed their doors in 2013. In 2012 the group decides to sell part of the social capital they had in the telecommunication operators NET (América Movil) and Sky (DirecTV América Latina, controlled by AT&T).

Grupo Globo figures in the ranking of major thirty media owners in the world, the Zenith Top Thirty Global Media Owners, published since 2007. In 2017, the group fell from the 14th to the 19th place in the ranking. In this edition only the advertisement revenue was considered, which represents only a part of large conglomerates businesses. In 2016 the group had gone up from the 17th to the 14th place.

Key facts

Mother Company	Organizações Globo Participações S.A.
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Education

Ownership

Individual Owner

› Marinho Family



100 %

Media Outlets

Print

ÉPOCA

Época

Print

EXTRA

Extra

Online

globo.com

Globo.com

TV

NEWS

GloboNews

Print

O GLOBO

O Globo

Radio

rádio ((Globo

Rádio Globo

Radio	TV	Print
		
Rede CBN	Rede Globo	Valor Econômico

Other Media Outlets

Other Print Outlets

Newspapers: O Globo (share 9,02%), Extra (share 3,91%), Valor Econômico (share 1,80%), Expresso da Informação
Magazines: Época (4,86%), Época Negócios, Marie Claire, Quem, Glamour, Casa & Jardim, Auto Esporte, GQ, Galileu, Globo Rural, Monet, Casa e Comida, Vogue, Casa Vogue, Crescer, Pequenas Empresas & Grandes Negócios

Other TV Outlets

Free-to-air TV

Rede Globo

Paid TV

📺 IPC World Inc. - in Japan, broadcasts both Portuguese and Japanese programs. It is the first foreign affiliate International

Other Radio Outlets

Rede CBN (2,2%)
Rádio Globo AM/FM (3,1%)
Rádio BH FM

Other Online Outlets

Portal Globo.com (including G1, GloboEsporte, Gshow, Globosat etc.)
Portal Meus 5 Minutos (meus5minutos.com.br)
Portal Techtudo (techtudo.com.br/)
Portal Zap Imóveis - classificados (zapimoveis.com.br)
Portal Zap Pro - corretores de imóveis (www.zappro.com.br/)
Portal Globo Rádio (globoradio.globo.com/)
Portal Memória Roberto Marinho (www.robertomarinho.com.br/)
Portal Memória Globo (memoriaglobo.globo.com/)
App Globo Mags (globomags.com.br)
VOD GloboPlay (globoplay.globo.com/)
VOD GlobosatPlay (globosatplay.globo.com/)

Facts

Media Business

News Agency	Agência O Globo
Editorial market	<p>Editora Globo</p> <p>Edições Globo Condé Nast (joint venture - Editora Globo and the Condé Nast Publications/USA)</p>
Audiovisual industry	Globo Filmes
Phonographic industry	Gravadora Som Livre
Pay-TV Programmer	Globosat
VOD Platform	<p>Globo Play</p> <p>Globo Sat Play</p>
E-commerce	Loja Globo
Brand Licensing	<p>Globo Marcas</p> <p>Endemol Globo S/A (joint venture - Rede Globo and Endemol Shine Group)</p>
Internet Provider	Globo.com
International distribution of Sports content	Globo TV Sports
Content development for digital platforms	VIU Hub

Business

Education, Sports and Social Action

Fundação Roberto Marinho

Ação Global

Criança Esperança

Data Intelligence in the Real Estate Market

Data Zap

Events

Faz Diferença

Playboy Brasil Entretenimento - joint venture: Globosat (60%) and Playboy Brazil (40%) on Playboy TV, Sexy Hot, Sextreme and Venus paid channels. Telecine - joint venture Globosat (50%) and 20th Century Fox (12.5%), Paramount Pictures (12.5%), Universal Studios (12.5%) and Metro-Goldwyn-Mayer 12.5%) on "Rede Telecine" paid channels: Megapix, Telecine Action, Telecine Cult, Telecine Fun, Telecine Pipoca, Telecine Premium and Telecine Touch. It also has Disney's premium viewing rights in Brazil. NBC Universal Brasil - joint venture: Globosat (47.5%) and Comcast NBC Universal (52.5%) in the Universal Studio, Syfy Brasil and Universal Channel channels; Globe editions Condé Nast - joint venture with Condé Nast Publications for the publication of Glamour, GQ, and Vogue magazines; Sky Brasil - minority stake in Sky Brasil, a company managed by DirecTV Latin America. Globo still participates in important Sky decisions and has access to sensitive business information such as new product launches and customer service data.

General Information

Founding Year

1925

Founder	Irineu Marinho – He founded the newspaper “O Globo” together with Herbert Moses and Justo de Moraes. His son, Roberto Marinho, worked as an apprentice to his father since he was a teenager. Irineu Marinho died 21 days after the launch of the newspaper.
Employees	12000
Contact	Organizações Globo Participações - Rua Lopes Quintas, 303, Andar 10Jardim Botânico, Rio De Janeiro, RJ, CEP 22460-010, BrasilTelephone number: (55 11) 3643 2806 Email: ✉ nelson.rocco@cdn.com.br > grupoglobo.globo.com
Tax/ ID Number	CNPJ 03.953.638/0001-35 (Organizações Globo Participações S.A.)Other important CNPJ: 10.739.386/0001-01 (Edições Globo Condé Nast); 04.067.191/0001-60 (Editora Globo SA); 01.007.021/0001-000 (G2C Globosat); 27.865.757/0001-02 (Globo Comunicação e Particip

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 17,007
Operating Profit (in Mill. \$)	2016: R\$ 2,314
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Roberto Irineu Marinho, Jorge Luiz de Barros Nóbrega, Paulo Tonet Camargo, Antonio Cláudio Ferreira Netto, Cláudia Falcão da Motta, Cristiane Delecrode Ribeiro, Renata Frota Pessoa, Sérgio Lourenço Marques.
Non-Executive Board	Roberto Irineu Marinho, João Roberto Marinho, José Roberto Marinho, Jorge Luiz de Barros Nóbrega, Pedro Ramos de Carvalho.
Supervisory Board	Missing Data

Further Information

Headlines

http://www.gda.com/Quienes_Somos/index.php

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- 📄 Pedro Ekman. Globo admite erro sobre ditadura. E o resto? (2013). Access: Sep. 2017.

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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- 📄 <http://Época Negócios> (2017). Accessed 1 october 2017
- 📄 Alessandra Aldé. Rede Globo (verbete). Accessed 1 october 2017
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- 📄 [Globo ssai do controle da operação de TV paga para Globosat ter o certificado de programadora independente.](#) Accessed 27 september 2017

 - 📄 [Anatel dá sinal verde para compra da Sky pela AT&T.](#) Accessed 27 september 2017

 - 📄 [O fim da Geo Event.](#) Accessed 27 september 2017

 - 📄 [Grupo Globo.](#) Accessed 27 september 2017

 - 📄 [Claro, Embratel e NET manterão marcas independentes.](#) Accessed 29 september 2017

 - 📄 [História do Grupo Globo.](#) Accessed 29 september 2017

 - 📄 [Emissoras da Globo Internacional.](#) Accessed 29 september 2017

 - 📄 [IPCTV.](#) Accessed 29 september 2017

 - 📄 [Loja Globo - Novelas.](#) Accessed 29 september 2017

 - 📄 [http://globoradio.globo.com/ Sistema Globo de Rádio](http://globoradio.globo.com/)

 - 📄 [Globo TV Sports.](#) Accessed 29 september 2017

 - 📄 [José Roberto Marinho \(Consulta Sócio\).](#) Accessed 29 september 2017
-

Grupo Folha

Grupo Folha/UOL is a conglomerate of companies formed by three newspapers (Folha de S. Paulo, Agora São Paulo and Alô Negócios), by the Universo Online (UOL) online portal, TV Folha (streamed by the UOL portal), the Folhapress news agency, the Datafolha research institute, a publisher, an online bookshop, printing plants, logistic and distribution companies, e-commerce and education digital platforms and information technology companies dedicated to digital entertainment.



Folha da Manhã S.A. changed from being a newspaper to being a communication group in 1996, when it sealed a partnership with the North-American publisher Quad Graphics. From that partnership the Plural company was born right next to the Folha printing plant, but with an independent administration. “Our business is content, but we are a media group, not only print media”, declared Luís Frias, president of Grupo Folha.

In the previous year, the group also embarked on the electronic information business, with the creation of Universo OnLine (UOL) and of a portal fed with content from the Folha de S. Paulo, Folha da Tarde and Notícias Populares newspapers, texts translated to portuguese from the New York Times and the Boston Globe and material from the IstoÉ magazine. The Folhapar holding was created for the group's financial and administrative restructuring, new partners were called and new enterprises were stimulated. After the strategies implemented by the heirs of the Frias family, the group's profits doubled in only five years, between 1995 and 2000.

Folha da Manhã S.A., the company that controls the newspaper Folha de S. Paulo, dates back to the year 1921, when a group of journalists, some of which had previously worked in the O Estado de S. Paulo newspaper, got together to found the newspaper Folha da Tarde. Olívio Olavo de Olival Costa, who was an editor of O Estado de S. Paulo was among them. Júlio Mesquita, whose father owned Estadão (a nickname for the O Estado de S. Paulo) too, as well as Pedro Cunha, Leo Vaz, Mariano Costa and Artêmio Figueiredo.

Brazil was going through a period of intense political and social agitation in the 1920s, in the last years of the Old Republic. The press suffered a strict censorship and Folha da Noite had its circulation forbidden between the December 3rd and 31st in 1924. To reduce economic losses, their directors created a second newspaper, Folha da Tarde, with the exact same staff as the previous one. Folha da Noite's circulation was authorized again on January 1st, 1925 but the director's board decided to maintain both newspapers. Thus, on the 20th of that month, the second newspaper became Folha da Manhã, which ended up naming the group. The name Folha da Tarde was later reused in 1949 to designate a third newspaper published by the company.

Folha da Manhã S.A. was formally constituted in 1931 with a director's board formed by Otaviano Alves de Lima (owner), Rubens do Amaral, Diógenes de Lemos Azevedo, Guilherme de Almeida, Pedro Cunha and Olival Costa. Otaviano de Lima came from a traditional family and reinforced the adoption of a new editorial line for the company, aimed at the “lavradores of São Paulo” as he called the rural landowners, mainly coffee

producers. Before that Folha da Manhã had a language and content aimed at small business owners and self-employed professionals of a growing São Paulo, while Folha da Noite, with a more popular and humorous language, was aimed at the working class – they even published articles in different languages for the immigrants that looked for work in the city.

The approximation between the newspapers and the oligarchies was in fact an ongoing process. The markedly São Paulo character of the Folha newspapers had motivated their opposition to the 1930 Revolution, which removed São Paulo and Minas Gerais oligarchies from the national political power. That character would be reinforced after 1964, when José Nabantino Ramos was put in charge of the three Folha newspapers. Nabantino had connections with the general Eurico Gaspar Dutra, recently sworn in as chief of the federal government. One of the business financiers and new director-president of Folha da Manhã S.A., Alcides Ribeiro Meireles, had agrarian interests.

The Frias family took over Folha da Manhã S.A. only in August 1962, when the three Folhas were already circulating in a single newspaper called Folha de S. Paulo. The entrepreneurs Octávio Frias de Oliveira and Carlos Caldeira Filho, partners in the business, assumed an aggressive business attitude in order to widen their readership. One of the strategies employed was the acquisition of a fleet for the distribution of the newspapers, which allowed the publication to reach the interior before their rivals. They also improved the printing process.

Thus, one year after the company's acquisition, Folha de S. Paulo became the newspaper with largest circulation in the country according to information provided by the owners in the edition of August 4th, 1963. But there weren't only administrative changes. In a partnership with Correio da Manhã, from Rio de Janeiro, Folha de S. Paulo sponsored the I Congresso Brasileiro para Definição das Reformas de Base (1st Brazilian Congress for the Definition of Base Reforms) in 1963, putting together their own reform proposals for the João Goulart government which were later sent to the Legislative.

Folha de S. Paulo supported the ensemble of events that led to the 1964 military coup in Brazil, but after it happened they tried to sustain an independent position in relation to the regime.

In the late 1990s, Folha de S. Paulo was still the largest newspaper in average circulation in the country, reaching the mark of two million copies sold on Sundays. This leadership continued in the following decade. But although they began the century with an average circulation of 429,276 copies a day, the numbers eventually went down to an average of 298,352 copies during the first three months of 2009 – following the crisis that hit the Brazilian press then. In 2016 the average daily circulation was of 309,700 copies.

Key facts

Mother Company Folha da Manhã S.A.

Business Form Private

Legal Form Corporation

Business Sectors Media

Ownership

Individual Owner

› Frias Family



100 %

Media Outlets

Print



Agora São Paulo

Print



Folha de S. Paulo

Online



UOL

Other Media Outlets

Other Print Outlets

Newspapers: Folha de S. Paulo (9,24%), Agora São Paulo (2,42%), Alô Negócios, Folha de S. Paulo edição regional Ribeirão Preto, Folha de S. Paulo edição regional Campinas e Vale do Paraíba.

Other Online Outlets

Universo Online (www.uol.com.br)
Folha de S. Paulo (<http://www.folha.uol.com.br/>)

Facts

Media Business

Editorial Market

Publifolha

Livraria da Folha (virtual)

Folha Gráfica

Transfolha

SPDL (partnership with O Estado de S. Paulo)

Internet Provider

UOL

News Agency

FolhaPress

General Information

Founding Year

1921

Founder

Octavio Frias

Employees	7000
Contact	Sede São Paulo - SP - Alameda Br. de Limeira, 425 Campos Elíseos - São Paulo - São Paulo - CEP: 01202-900 - (11) 3224.3129 - > www.folha.uol.com.br
Tax/ ID Number	CNPJ 60.579.703/0001-48, 01.109.184/0001-95


Financial Information

Revenue (Financial Data/ Optional)	2015: R\$ 526
Operating Profit (in Mill. \$)	2015: R\$ 2,6
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Marcelo Benez (commercial), Murilo Bussab (circulation), Marcelo Machado Gonçalves (finances) e Eduardo Alcaro (planning).
Non-Executive Board	Administrative: Luiz Frias (President), Otavio Frias Filho (editorial), Antonio Manuel Teixeira Mendes (superintendent), Judith Brito (superintendent).
Supervisory Board	Missing Data

Further Information

Headlines	http://www1.folha.uol.com.br/folha/80anos/grupo_folha.shtml  http://Patury, Felipe. Jornal cresce e se torna grupo de mídia. Accessed Oct. 2017
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📄 Ribeiro, Marili; Pacheco, Paula. Dono da Hypermarcas compra 28,8% do UOL. Accessed Oct. 2017

📄 Belém, Euler de França. Grupo Globo se torna único dono do jornal “Valor Econômico”. Grupo Folha vendeu sua parte. Accessed Oct. 2017

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

http://www1.folha.uol.com.br/institucional/conheca_a_folha.shtml

📄 <http://GrupoFolha.com.br>. Conheça a Folha de S. Paulo. Accessed Oct. 2017

📄 Patury, Felipe. Jornal cresce e se torna grupo de mídia. Accessed Oct. 2017

📄 Folha de S. Paulo. Grupo Folha triplica faturamento em dez anos e consolida liderança. Accessed Oct. 2017

📄 Ribeiro, Marili; Pacheco, Paula. Dono da Hypermarcas compra 28,8% do UOL. Accessed Oct. 2017

📄 Belém, Euler de França. Grupo Globo se torna único dono do jornal “Valor Econômico”. Grupo Folha vendeu sua parte. Accessed Oct. 2017

📄 Folha de S. Paulo. Expediente. Access: Sep. 2017

Seventh-day Adventist Church

Igreja Adventista do Sétimo Dia (Seventh-day Adventist Church) is the sixth largest evangelical denomination in number of members in Brazil (1.52 million members), behind Assembleia de Deus (12.3 million), Baptist (3.7 million), Congregação Cristã do Brasil (2.2 million), IURD (1.87 million and Igreja do Evangelho Quadrangular (1.8 million).



Founded in the United States in 1863 by Guilherme Miller and Ellen G. White, the church emphasizes a preaching around “Jesus Christ’s return to this world” which should be soon, and defends a lifestyle based on “water, healthy eating, fresh air, sunlight, physical exercises, temperance, rest and trust in God”, having Saturdays – instead of Sundays, as in most christian churches – as rest day. The first adventist missionaries to arrive in Brazil late in the 19th century brought literature produced in the recently created Argentinian Adventist Church.

In 1896 the first Brazilian Adventist Church was created in Gaspar Alto (Santa Catarina state) by pastor Frank H. Westphal. The church is currently present in 206 countries divided in 13 regions, all of them responding to the world headquarters located in Silver Spring, Maryland, in the United States. The South American Division, founded in 1916 has its headquarters in Brasília, Distrito Federal, Brazil. Everywhere where they operate, they count on a structure involving not only churches, but also hospitals, schools, universities, food industry, publishers, recorders and communication vehicles, among other businesses. Once a month, the church’s webpage is updated with Falando de Esperança (Talking about Hope), a webTV show hosted by pastor Erton Köhler, South American leader of the Adventist Church, on the church’s positioning “regarding current affairs”.

Annually, the institution’s General Assembly elaborates official statements. Currently, in the church’s website we can find the following statements: O uso de filmes para o cumprimento da missão (The use of movies for the mission’s fulfillment); Estilo de Vida e Conduta Cristã (Christian lifestyle and conduct); Filosofia Adventista do Sétimo Dia com relação à música (Seventh-day philosophy concerning music); Observância do Sábado (Shabbath’s observance); Posição da Adventista do Sétimo Dia sobre a Homossexualidade (Seventh-day Adventist’s positioning regarding homosexuality); Documento Rumo ao Lar (Toward home document); Os adventistas e a política (The adventists and politics); Declaração de confiança nos escritos de Ellen G. White (Declaration of trust in Ellen G. White’s writings); Resolução sobre a Santa Bíblia (Resolutions on the Holy Bible); Os Cristãos e a Guerra (Christians and War); e Justificativas de participação em reuniões da ONU e no Conselho Mundial de Igrejas (Justification for the participation at UN meetings and World Council of Churches). In the chapter about politics, the church declares not to support any parties or official candidates and that it doesn’t allow political meetings in their temples; it advises its members to take part in elections and chose candidates “that defend the principles of temperance – which includes policies against smoking and alcohol consume –, religious freedom of expression, separation between state and church, and who have effective concrete proposals for the improvement of the general population’s life quality, specially in what concerns health, education and family”; and that adventist politicians stay quiet about their church activities, not using its name

for their political actions. Regarding sexuality, they condemn homosexuality, “separating His love for sinners from His clear teachings on sinful practices”, sex outside marriage, prostitution, adultery, pornography and other practices. Regarding the arts and communication vehicles, the church does not demand an exclusive consume of religious products, but recommends that “the christian should avoid books and magazines, radio and television programs, internet, games and other modern media or equipment whose contents might pollute their hearts and minds. Everything that leads to evil or promotes violence, dishonesty, disrespect, adultery, pornography, all sorts of vices, disbelief, obscene language and curse words among other things should be avoided”.

The Adventist Church was a pioneer in the use of mass communications in Brazil. They already had print vehicles when, in 1943, their first religious radio program first aired, Voz da Profecia, defined as a “radiophonic documentary”, broadcast, still in 1943, by 14 stations (Rádio Difusora in São Paulo and Sergipe, Rádio Guarani in Belo Horizonte, Rádio Clube in Espírito Santo, Curitiba, Ribeirão Preto, Rádio do Brasil in Rio de Janeiro, Santos, Pernambuco, Fortaleza and Belém, Rádio Sociedade in Juiz de Fora and Rádio Farroupilha in Porto Alegre).

This program, which is still aired and received a television version in 1983, is the Brazilian version of a homonym program (The Voice of Prophecy) inaugurated in the United States in 1937 and currently present in over 30 countries. Its founder, pastor Roberto Mendes Rabello, used to translate North-American pastor's sermons and songs from the King's Herald's group, until the Brazilian quartet Arautos do Rei was formed in 1962, and recorded their first album in the following year. At that time the program was already transmitted by over 250 stations. Still in 1962 the program inaugurated its headquarters in Rio de Janeiro. The Arautos do Rei and The King's Heralds were present, as well as personalities such as the President of the Republic, Juscelino Kubitschek.

In the following years, the church created other radio and TV programs, such as the radio show Fé para Hoje (1962), and television shows Encontro com a Vida and Está Escrito (1980s), broadcast by TV Manchete and TV Bandeirantes, until the church obtained the concessions for their own communication vehicles in 1989, during José Sarney's government (PMDB, 1985-1990). The first grant was Rádio Difusora Guanduense Ltda, in Espírito Santo state.

One of the programs supporters was the businessman Milton Soldani Adonso, who had worked at the church's hospital and owned the health company Golden Cross. Considered “patron of adventist communication”, he was also to donate the area for the construction of Rede de Comunicação Novo Tempo's second headquarters in Nova Friburgo (Rio de Janeiro state) in 1996. Other adventist businessmen supported the church's communication project through FE – Adventist Businessmen, Executives and Professionals in Brazil, created during A Voz da Profecia 50 years anniversary celebration. In 2006 the network's headquarters was transferred to Jacareí (São Paulo state), and currently counts with a recorder as well.

Rede Novo Tempo de Comunicação produces content in portuguese and spanish for all countries comprising the church's South American Division. The Division also has a Communication Department, which sets guidelines for the entity's media work and promotes courses and exchange between communication professionals. They are part of the Global Adventist Internet Network (GaiN), a “conference destined to promote the use of technology, media and internet in order to aid the Adventist Church's mission”. The professionals are also entitled to take part in the Adventist Communication Capacitation Program (PAC.com).

Key facts

Mother Company Igreja Adventista do Sétimo Dia – Brasil

Business Form Community

Legal Form Nonprofit Organization

Business Sectors Religious, Media

Ownership

100 %

Media Outlets

Radio



Rede Novo Tempo

Other Media Outlets

Other Print Outlets	Magazines: revista Conexão 2.0; revista Nosso Amiguinho; revista Adventista; revista do Ancião; revista Ministério; revista Vida e Saúde.
Other TV Outlets	TV Novo Tempo
Other Radio Outlets	Rede Novo Tempo
Other Online Outlets	Portal Novo Tempo ; Portal Adventistas do Sétimo Dia (http://www.adventistas.org/pt/); Portal Bíblia (http://biblia.com.br/); Portal Bíblia Online (http://www.bibliaonline.net/index.cgi?); Portal O Fim do Mundo (http://ofimdomundo.com.br/); Portal Bíblia Fácil (http://novotempo.com/bibliafacil/); Portal Vida e Saúde (http://novotempo.com/vidaesaude/); Portal Esperança (http://esperanca.com.br/); Portal Sábado (http://sabado.org/); Portal Estudos Bíblicos (http://novotempo.com/estudosbiblicos/);

Facts

Media Business

Phonographic industry	Gravadora Novo Tempo
Editorial market	Casa Publicadora Brasileira
E-commerce	Loja Virtual (https://gravadora.novotempo.com/) Loja Vitual (https://cpb.com.br/)
Games	Bible Run (http://novotempo.com/ntkids/bible-run-novo-game-biblico-para-criancas/) À procura de Jesus Seleção dos Sonhos (https://apps.facebook.com/selecaodossenhos) Jogo da Aninha

Profecias para Crianças

Tia Cecéu

Technology

Instituto Adventista de Tecnologia

Sales

CBP Livrarias

Business

Religious

Igreja Adventista do Sétimo Dia

Health

Cevisa - SPA Médico Educativo

Clínica e Espaço Vida Natural

Hospital Adventista (Belém, Manaus, São Paulo, Campo Grande, Rio de Janeiro)

Plano de Saúde Proasa

Food

Produtos Superbom

Education

UNASP - Centro Universitário Adventista de São Paulo

IAP - Instituto Adventista Paranaense

FADMINAS; Educação

Faculdade Adventista da Bahia

Faculdade Adventista da Amazônia

Education, Sports & Social action

ADRA Brasil

Finances

Seguradora: ARM Sul-Americana

Financeiro - Previdência: IAJA

General Information

Founding Year

1896

Employees

Missing Data

Contact

Av L3 Sul, SGAS, Quadra 611 Conjunto D, Parte CBrasília, 70200-710(551 61)
3701-1818 > www.adventistas.org

Tax/ ID Number

CNPJ: 60.133.972/0001-86, 01.048.139/0001-78

Financial Information

Revenue (Financial Data/ Optional)

Missing Data

Operating Profit (in Mill. \$)

Missing Data

Advertising (in % of total funding)

Missing Data

Management

Executive Board

Executive Board - Fundação Setorial de Radiodifusão Educativa de Sons e Imagens: Antônio Oliveira Tostes (General Director), Valcário Alves Filho (Patrimonial Director), Josias Souza da Silva (CFO), Joel Distler (Administrative Diretor)

Non-Executive Board

Missing Data

Supervisory Board

Missing Data

Further Information

Data Unavailable

ownership data is not publicly available, company/channel denies the release of information or does not respond, no public record exists



Sources

https://sistemas.anatel.gov.br/siaccio/_Novo_Siaccio/Relatorios/PerfilDasEmpresas/tela.asp?acao=w&nomeentidade=FUND%20SETORIAL%20DE%20RADIOFUSAO

Grupo RBS

Grupo RBS (Rede Brasil Sul de Comunicação) was formed after the acquisition of Rádio Sociedade Gaúcha, in 1957, and TV Gaúcha (which became an affiliate of Rede Globo in 1967), in 1962, by the Sirotsky family. With the concession of other TV channels in the South region in the following years (two in Rio Grande do Sul and one in Santa Catarina). The expansion of national TV networks received a boom during the military governments (1964-1985), which allowed for legal and infrastructural conditions for the growth of Brazilian cultural industry.



The list of companies owned by the group is extensive. In the communications sector, besides RBS TV, an affiliate of Rede Globo which owns 12 channels in Rio Grande do Sul, Grupo RBS also owns radio networks Gaúcha Sat, formed by 147 stations in 8 Brazilian states, and Atlântida, founded in 1976, focused on the young audience and currently formed by 12 stations in Rio Grande do Sul and Santa Catarina states; CBN Porto Alegre (an affiliate of Grupo Globo's CBN, with 30% of local programming), Farroupilha and 102,3 radio stations; Zero Hora, Diário Gaúcho and Pioneiro newspapers, noting that the former two are among the ten print and digital newspapers of greater circulation in the country; women's magazine Donna; GaúchaZH and ClickRBS online portals; and multiplatform gastronomical portal Destemperados.

In the technology sector, RBS group owns e.bricks digital, an investment company that applies funds in three sectors: segmented e-commerce, mobile and digital media, and technology; currently e.bricks invests in Wine.com (wine e-commerce), Hands (advertisement company for mobile platforms), Hi-mídia (digital marketing) and Predicta (digital marketing). In the editorial sector, RBS group owns RBS Publicações, which publishes books and DVDs with a focus on regional culture and history, and reference works in diverse areas, such as architecture, decoration, tourism, leisure, culinary, health and well-being; and Gráfica Uma, which provides final printing services and logistic and distribution for the other media companies since 2007. They also own a private investment fund, RBS Prev-Sociedade Previdenciária, approved by Ministério da Previdência Social (Ministry of Social Security) in October 1996 and implemented after January 1997.

The list of media vehicles was even larger. In 2016 RBS sold their TV channels and many radio stations based in Santa Catarina, besides newspapers in the same state, to Grupo NC, owned by two Brazilian billionaires listed by Forbes magazine: São Paulo entrepreneur from the pharmaceutical sector Carlos Sanchez, with 75% participation, and Rio Grande do Sul businessman Lício Parisotto, owner of petrochemical group Videolar-Innova, a financial investor in energy and siderurgy companies, with 25% participation.

Despite selling out their media vehicles to the NC group, both groups maintain a partnership, since the content of Zero Hora and Diário Gaúcho newspapers (owned by Grupo RBS) and Diário Catarinense, Hora de Santa Catarina, A Notícia, Santa and O Sol Diário (owned by Grupo NC), is published by ClickRBS portal, one of the most visited news portal in Brazil.

Key facts

Mother Company	Grupo RBS
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Finance, Editorial market, Internet providers, Technology investments

Ownership

Individual Owner

› Sirotsky Family



100 %

Media Outlets

Online



ClicRBS

Print



Diário Gaúcho

Radio



Rede Gaúcha Sat



Zero Hora

Other Media Outlets

Other Print Outlets	Newspapers: Zero Hora (share 5,99%), Diário Gaúcho (share 3,88%), Pioneiro Magazines: Donna
Other TV Outlets	RBS TV – Globo's affiliate
Other Radio Outlets	Rede Gaúcha Sat (share 5%), Rede Atlântida, Rádio CBN Porto Alegre (Globo's CBN affiliate), Rádio Farroupilha, Rádio FM 102,3
Other Online Outlets	Portal ClickRBS (gauchazh.clicrbs.com.br) Portal GaúchaZH (clicrbs.com.br) Portal Destemperados (destemperados.com.br)

Facts

Media Business

Technology investments	e.bricks digital, investing on Wine.com, Hands, Hi-media, Predicta
Setor editorial: RBS Publicações, Editorial market	Gráfica Uma

Business

Finance	<p>RBSPrev - Sociedade Previdenciária</p> <p>Education, Sports & Social Work</p> <p>📄 http://Fundação Maurício Sirotsky Sobrinho</p>
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General Information

Founding Year	1957
Founder	Maurício Sirotsky Sobrinho - he was the announcer at Radio Farroupilha, in a program that took his name, when he became a shareholder of Rádio Gaúcha in 1957, along with Arnaldo and Francisco Ballvé, who already owned radio stations in the countryside of
Employees	5000
Contact	<p>Sede Porto Alegre – Av. Erico Verissimo, 400 Azenha CEP: 90160-180 </p> <p>Porto Alegre – RS Tel: (51) 3218 4300 - ➤ www.gruporbs.com.br</p>
Tax/ ID Number	<p>CNPJ 07.504.077/0001-48, 92.821.701/0001-00, 15.431.094/0001-20, 07.655.078/0001-93, 07.456.778/0001-59, 91.082.487/0001-54, 01.173.530/0001-02, 94.995.693/0001-43, 07.504.077/0001-48.</p>

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 869,2
Operating Profit (in Mill. \$)	2016: R\$ 125









Management

Executive Board	Claudio Toigo, Andiara Petterle, Marcelo Pacheco, Marcelo Leite, Ibanor Polesso.
Non-Executive Board	Carlos Melzer, Cláudio Thomaz Lobo Sonder, Eduardo Sirotsky Melzer (President), Geraldo Corrêa Jayme Sirotsky, Marcelo Sirotsky, Nelson Pacheco Sirotsky, Pedro Sirotsky.
Supervisory Board	Missing Data

Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Grupo Record

The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
----------------------	---------

Legal Form	Corporation
-------------------	-------------

Business Sectors	Media, Finances, Religious
-------------------------	----------------------------

Ownership

Individual Owner	<div> <div> </div> <div> </div> </div>		<div>100 %</div>
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› Macedo Family



100 %

Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
Record News network (share 0,5%)
Record Internacional

Other Radio Outlets

Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)

Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

Online

Record Play

Record News Play

REC 7

R7 VC

R7 On Demand

R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$) 2016: R\$ 227,3

Advertising (in % of total funding) Missing Data

Management


Executive Board Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor

Further Information

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



Sources

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 Rádio Sociedade. Accessed Oct 2017.

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› Rádio Record AM 1110. Quem Somos. Acesso Oct 2017.

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Universal Church of the Kingdom of God

Edir Bezerra Macedo is the leader of two institutions of great power in Brazil: Igreja Universal do Reino de Deus ('The Universal Church of God's Kingdom' - IURD) and Record Communication Group. Macedo attended the Catholic Church and Umbanda cults before converting himself to the Protestant Church, at 18 years old, in the Nova Vida ('New Life') Church. It was also there that he met and married Ester Eunice Rangel, in 1971. He was consecrated minister in another church, Casa da Bênção ('House of Blessing'), in 1974. In 1975, he founded the church Cruzada do Caminho Eterno ('The Eternal Path Crusade' - Salão da Fé), also in Rio de Janeiro, along with his brother-in-law Romildo Ribeiro Soares (also known as "R.R. Soares"), Roberto Augusto Lopes and the brothers Samuel and Fidélis Coutinho. Two years later, the former three broke up with 'Caminho Eterno' and founded Igreja Universal do Reino de Deus (IURD), in the Abolição area, in Rio de Janeiro (RJ).



Disputes over the leadership of the institution lead to a break up between Macedo and R.R. Soares, who, in 1980, founded Igreja Internacional da Graça de Deus ('The God's Grace International Church') and became one of the main Brazilian television preachers. Roberto Augusto Lopes, on the other hand, remained at IURD until 1987, when he returned to Nova Vida Church and left Macedo as the only leader of the new denomination. Since the beginning, Macedo invested in the expansion of IURD not only in the national territory, but in other Latin American, North American and African countries. Nowadays, IURD is the fourth Brazilian evangelical denomination in number of followers (1,87 million), behind Assembleia de Deus ('God's Assembly' - 12,3 million), Batista (Baptiste - 3,7 million) and Congregação Cristã do Brasil (Brazil's Christian Congregation - 2,2 million), according to IBGE data from 2010.

Since the beginning of the church's history, Macedo invested in communication mediums. He, just like other evangelical leaderships, renting broadcast time in the grids of Radio and TV stations (Metropolitana RJ Radio, the extinct Tupi TV and Band). In 1984, however, he bought his first station, Copacabana AM Radio, in Rio de Janeiro and, in 1989, Record TV, in São Paulo, then owned by Sílvio Santos and the Machado de Carvalho Family. In the same year, Macedo changed the headquarters of the church to São Paulo. In 1992, the church founded the freely distributed weekly newspaper Folha Universal, that nowadays enjoys a 1,8 million copies circulation.

The creation of IURD dates back to a moment of Brazilian Evangelical Church, when churches, which usually chose to stay away from non-religious activities and subjects, started to get involved in the media and in politics. In 1986, the evangelical followers elected 18 candidates to public offices and in the 1988 Constituent, the so-called "evangelical bench" played a major role. They also had a critical role in the concession of radio and TV stations to churches and their leaders, a role exercised by the National Congress.

The participation of the church in the National Congress has been increasing, with the number of Federal Deputies elected being: 3 in 1990; 4 in 1994; 13 in 1998; 16 in 2002. In that year, they also elected a senator, Marcelo Crivella, Macedo's nephew, under Partido Liberal ('Liberal Party' - PL). The main political articulator for IURD in the 1990s was the former bishop ex-bispo Carlos Alberto Rodrigues Pinto, federal deputy for PL, arrested for corruption and money laundry in the mensalão scandal and suspended from the church by their Ministers' Council in 2004. He resumed his activities for the church in 2009, leading the Antena Nova Radio (Hallelujah).

Most of the politicians connected to IURD moved to the Municipalista Renovador Party (PMR), later renamed Partido Republicano Brasileiro ('Brazilian Republican Party -PRB) in 2006. The first president of the party was then vice-president José Alencar, who had been elected in the coalition with president Lula (PT).

In 2006, the church elected only 4 federal deputies, shaken by corruption denunciations. But its political power would grow again: in 2010, they elected 9 deputies; in 2011, the bishop Marcos Pereira was elected president of PRB; in 2016, the party elected Marcelo Crivella as the mayor of Rio de Janeiro City. The current party bench has 23 federal deputies, of which 17 have connections to communication enterprises and 14 with Record Network.

In the 2000s, IURD started investing in big temples, in Brazil and abroad, and, in 2014, inaugurated the Templo de Salomão ('Solomon's temple'), in São Paulo, with the presence of politicians such as then-President of the Republic Dilma Rousseff (PT) and the vice-president Michel Temer (PMDB), the Governor of São Paulo, Geraldo Alkmin (PSDB) and the Mayor of São Paulo, Fernando Haddad (PT). The temple has enough room for 10 thousand people seating and was built in a 100 thousand square meters area, where there are also biblical schools with capacity to host around 1.300 children, TV and Radio studios, auditoriums, parking lots and housing for the ministers, at a cost of 680 million reais.

Key facts

Mother Company	Igreja Universal do Reino de Deus
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Business Form	Community
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Legal Form	Nonprofit organizations
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Business Sectors	Religious, Media, Education, Food, Finances, Health
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Ownership

Individual Owner

› Macedo Family



100 %

Media Outlets



Rede Aleluia

Other Media Outlets

Other Print Outlets

Free newspapers Folha Universal and Folhinha Universal (for children)
Magazine Plenitude

Other Radio Outlets

Rede Aleluia (1,4%)

Other Online Outlets

Portal Universal; WebTV Universal; Portal EBI Universal, for children,
distributing content in many languages to Brasil, Argentina, Uruguai,
Paraguai, Bolívia, Chile, Colômbia, Venezuela, México, Panamá, República
Dominicana, EUA, Portugal, Espanha, Inglaterra, Jamaica, Japão, Letônia.

Facts

Media Business

Editorial market

Editora Gráfica Universal

Unipro Editora

E-commerce

Arca Center

Phonographic industry

Line Records

Business

Religious

Igreja Universal do Reino de Deus (IURD) – global church, present in about 200 countries.

General Information

Founding Year

1977

Founder

Edir Macedo - leading bishop of the Universal Church of the Kingdom of God. He is uncle of Marcelo Crivella, licensed bishop of the same church, current mayor of Rio de Janeiro (Brazilian Republican Party - PRB), former senator and former Minister of Fis

Employees

Missing Data

Contact

Sede nacional São Paulo - SP - Templo de Salomão - Av. Celso Garcia, 605 - Brás - CEP 03015-000 - São Paulo - São Paulo - Brasil - (11) 3573-3535 -
 > www.universal.org.br

Tax/ ID Number

CNPJ 29.744.778/0001-97

Financial Information

Revenue (Financial Data/Optional)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information


Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Grupo Silvio Santos

Silvio Santos Group is currently formed by Sistema Brasileiro de Televisão (SBT), Alphaville TV (Cable TV), Jequití Cosmetics, Liderança Capitalização ('Leadership Capitalization' that manages Tele Sena), Baú da Felicidade, Sofitel Guarujá Jequitimar Hotel and Sisan Real State Enterprises, among other companies. Founded in 1958, from the creation of the Baú da Felicidade ('Happiness Chest') enterprise, the group is currently managed by the holding Silvio Santos Participações S.A.



SBT is the conglomerate's broadcasting division. It is critical for promoting some of the Group's business, with partnerships with shows and constant marketing. This is the case with the show 'Roda a Roda Jequití', promoting actions of the cosmetics company, and with the televised prize actions for paying clients of "Baú da Felicidade".

In August 1996, inside the celebrations for SBT's 15th anniversary, the Television Center (CDT) was inaugurated – Anhanguera Complex in the city of Osasco (SP), based on 231 thousand square meters area, of which 85 thousand square meters of constructed area. CDT allowed the unification in one single location of all operations performed by SBT, until then spread over five different spots: Vila Guilherme, Rua Camarés, Teatro Ataliba Leonel, Sumaré and Rodovia Anhanguera itself. Around 120 million dollars were invested in the construction works. The television center counts with a specific area for the construction of a scenographic city and eight studios (with a total area of 6,2 thousand square meters). The space was designed based on the concept of "horizontal production", allowing the execution of the processes of creation, production and placement under a same roof, with integrated dynamics and with the best resources administration.

When the channel 11 Rio de Janeiro concession was obtained, in 1975, Sílvia Santos already owned half of the shares for São Paulo's Record TV – the other part being controlled by entrepreneur Paulo Machado de Carvalho. However, with the Rio de Janeiro concession, Silvio achieved an old goal, of keeping total control of a station: TVS Rio. In 1980, with the dismembering of Tupi Network, in a severe financial crisis, and its extinction by the military government, the businessman would obtain Tupi's São Paulo-based concessions, channel 4, the former head of the network; Continental TV, channel 9, in Rio de Janeiro; Piratini TV, channel 5, in Porto Alegre, Rio Grande do Sul; Marajoara TV, channel 2, in Belém, Pará. Tupi TV in São Paulo had been the first TV station to operate in Brazil.

There was objection to the military government regarding the concession of new stations to Silvio Santos, once he would not be able to, according to legislation, keep a second concession in São Paulo or in Rio de Janeiro, being a partner of Record TV and the single owner of TVS Rio. The entrepreneur defended himself stating that the winner of the new concession was not him but the newly created Sistema Brasileiro de Televisão, a partnership that did not feature him among the shareholders composition. Actually, in formal terms, Silvio Santos did not feature among the partnership's owners, but his sister-in-law, Carmen Torres Abravanel, along

with other people linked to other companies owned by Silvio and by Paulo Machado de Carvalho's son, Carlos Marcelino Machado de Carvalho. The São Paulo State Radio Syndicate published a note at the time, on Jornal do Brasil, in which it strongly criticized the results of the public auction: "the winners were the two worst proposals. Actually, one of the two winners [SBT] should not even take part in the auction, being impeded by law. But Mr. Silvio Santos bypassed the law and entered the auction with scapegoats". The winner of the other lot of TV concessions was Adolfo Bloch's, Manchete TV. At this time, the Silvio Santos Group was formed by 40 companies, amongst which retail stores, funders, private pension companies, advertising companies, car dealerships and agriculture companies.

Actually, Carlos Marcelino de Carvalho removed himself from the business as soon as the concession process was finalized. This is because there was a previous agreement between Paulo Machado de Carvalho and Silvio Santos. The latter, already had a Station in Rio. Machado de Carvalho, Silvio Santos' partner at Record TV in São Paulo, did not. The same occurred with the station located in São Paulo: after obtaining the concession of former head of Tupi TV Network, through SBT, Silvio could let go of the partnership with Machado de Carvalho at Record TV – what would formally happen in the late 1980s. This way, each of the businessmen took control over a station in the capital cities of Rio de Janeiro and São Paulo. Besides that, Silvio Santos would keep the Porto Alegre concession, giving up the Belém one to Machado de Carvalho – and splitting the number of stations between the two groups, 3 for each side. In practice, therefore, one TV network appeared in August 1981, SBT, and another consolidated itself, Record.

Key facts

Mother Company	Silvio Santos Participações S.A.
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Real Estate, Hospitality, Cosmetics, Finances.

Ownership

Individual Owner

› Abravanel Family



100%

Media Outlets



SBT

Other Media Outlets

Other TV Outlets

Free-to-air TV

SBT network

Paid TV

⏏ <http://TV Alphaville>

Facts

Business

Real Estate

Sisan

Hospitality

Jequitimar

Cosmetics

Jequiti

Finances

Baú da Felicidade Crediário

Liderança Capitaização (Tele Sena)

**Education, Sports and Social
action**

SBT do Bem

General Information

Founding Year

1981

Founder

Silvio Santos

Employees

Missing Data

Contact

Av. das Comunicações, 4 - Vila Jaragua, Osasco/SP(11) 3236-0111

Tax/ ID Number

CNPJ 43.350.131/0001-01, 47.331.574/0001-06, 45.039.237/0001-14,
60.853.264/0001-10.

Financial Information

**Revenue (Financial Data/
Optional)**

2016: R\$ 1012

Operating Profit (in Mill. \$)

2016: R\$ 6.6

**Advertising (in % of total
funding)**

Missing Data

Management

Executive Board

- SBT: Leon Abravanel Junior (Associate Director), Jose Roberto Dos Santos Maciel (Associate Director), Marcello Sassatani (CFO)
- Silvio Santos Participações: Luiz Sebastião Sandoval (President), Sandra Regina Medeiros Braga (Director of Control)

Non-Executive Board Missing Data

Supervisory Board Missing Data

Further Information

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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Grupo Abril

Grupo Abril owns the weekly news magazine of greater circulation in Brazil, *Veja*, with an average of 1,111,968 copies sold in 2016. Its circulation is way ahead of the second place, *Época* magazine, owned by Grupo Globo, with an average of 340,195 copies sold in the same period. In the list of 10 magazines with largest circulation, 6 of them belong to Grupo Abril.



Despite its dominant position in the contemporary magazine market in Brazil, Grupo Abril is much smaller today than it was by the end of the 20th century. All throughout the group's history, *Veja* magazine, with its large circulation and focus on politics, had a huge role in the formation of Brazilian public opinion. Its profile changed throughout its existence, accompanying changes in Grupo Abril management and its executives political stances.

The group was founded by Brazilian naturalized Italian-American Vicor Civita. His brother, César Civita, worked for Italian publishing house Mondadori, which had the rights for the publication of Disney magazines in Italian. During the war, he went to Argentina, where he founded Editora Abril, with the rights to publish Donald Duck's comic books in Latin America. César suggested that Victor opened a publisher in Brazil, with the support of Disney and Time-Life. These companies, following a policy of spreading north-american cultural values during the Cold War, wanted to strengthen their presence in Latin American countries, but had problems with these countries legal restrictions to foreign capital in communication companies. Editora Abril was created in this context, based in São Paulo, with 500 thousand dollars investment by the owners, besides loans and a society with Smith de Vasconcelos group and Minas Gerais entrepreneur of Italian descent Gordiano Rossi. Victor Civita had shareholding control of the company.

The publisher started its activities with the publication of Donald Duck's comic book, by Disney, and, after a few years, of a version of the Bible called "The most beautiful Bible in the World", and *Conhecer* encyclopedia. In 1961, they launched other Disney products, such as the *Zé Carioca* comics and, in 1969, the Brazilian comic book *Recreio*. In the 1960s they created segment magazines. For the female readership they launched *Cláudia* magazine in 1961. Today it's the fourth magazine in circulation in Brazil, with an average of 327,435 copies sold every month. For the male readership, it published in 1960 *Quatro Rodas* magazine (currently the eighth in circulation), following the expansion of automobile industry in the country, promoted by development policies in president Juscelino Kubitschek's government. They also created Abril Distribuidora in 1961, which distributed not only Abril magazines but also books and encyclopedias produced by Abril Cultural (1968-1982) to newstands all over the country.

Similarly to other communication companies in Brazil, Abril had governmental aid in their expansion. In the 1950s the government started subsidizing the national paper industry and tax exemption for book publishing. In 1963, Civita bought a new printer for the company, financed by the then called BNDE (National Bank for Economical Development), after convincing its director, Garrido Torres, to include graphical industries in the list of "base industries" that the bank supported. The group also developed, still in the 1960s, educational material

for the MOBRL (Brazilian Movement for Literacy), an institution created by the dictatorship for spreading literacy which substituted the Paulo Freire method used until then. The group also founded a network of hotels – Quatro Rodas, same name used for the car magazine and travel guide published by Abril, and also Slaughterhouses.

The publisher only started publishing political journalism content during the Military Dictatorship (1964-1985), by initiative of one of Victor Civita's sons, Roberto Civita. In this period, the publisher launched two news magazines: Realidade (1966-1976) and Veja (1968-today). Both magazines started publishing articles on political and behavior themes that displeased the Brazilian military regime, had some editions confiscated, but were able to negotiate with the censors and survive. Brazilian Abril grew during the Military Dictatorship, but César Civita's publisher had another fate. In Argentina, Editora Abril faced political opposition from both peronists and the military, until they had to finish their activities in 1975, with the family's exile in Italy.

In the 1980s, they founded Fundação Victor Civita, which created a series of publications focused on education and awards dedicated to education professionals with outstanding practice. Roberto Civita assumed the group's direction in 1990, after his father died, and sustained the group's growth: he invested in Cable TV (TVA, DirecTV, MTV, TV Abril, ESPN Brasil, among others) and Internet (BOL Portal). He also founded Abril Educação, one of the largest private education groups in Brazil. The group brought together textbook publishers Ática and Scipione (their main client being the Ministry for Education), education systems Anglo, Ser, Maxi and GEO, pH courses and schools, Grupo ETB (Escolas Técnicas do Brasil), in São Paulo, SIGA, a prep course for public examinations, Escola Satélite, language schools Red Balloon and Wise Up and Livemocha, online community for english learning. In 2007, Grupo Abril, a major shareholder for Dinap distributor, announced their fusion with Fernando Chinaglia's distributor, creating a monopoly of magazine distribution in Brazil (today called Total Express).

Outside the magazine distribution business, other businesses in Civita hands died out. They couldn't make them financially viable. Today, BOL portal, incorporated by UOL, belongs to Grupo Folha. Cable TV companies have also been sold to other companies, as have some important magazines owned by the group. Abril Educação became Somos Educação with shareholding control by investment fund Tarpon Gestora de Recursos S.A. (74.5%) and the Government of Singapore (18.5%). Only the Editora Abril magazines and distribution and logistic companies remained. Even the group's most important product, Veja magazine, is going through financial problems due to editorial discredit.

Key facts

Mother Company	Abrilpar
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Education

Ownership

Individual Owner

› Civita Family



70 %

Naspers (Myriad International Holdings B.V.)

Naspers is a South African media conglomerate. It was connected to the Nasionale Party (NS) and supported the Apartheid regime.

30 %

Media Outlets

Online



Portal Abril

Print



Veja

Other Media Outlets

Other Print Outlets

Magazines: Veja, Veja São Paulo, Veja Rio, Veja Comer & Beber, Exame, Boa Forma, Claudia, Casa Claudia, Casa Cor, Elle, Estilo, Guia dos Estudante, Mundo Estranho, Cosmopolitan, Quatro Rodas, Saúde, Superinteressante, Viagem e Turismo, VIP, Arquitetura & Construção, Minha Casa, Placar, Você S/A, Você RH

Other Online Outlets

Veja Rio (<http://vejario.abril.com.br>), Veja BH (<http://vejabh.abril.com.br>), Veja SP (<http://vejasp.abril.com.br>) e Capricho (<http://capricho.abril.com.br>)

Facts

Media Business

Publisher

Abril Mídia

Printing

Abril Print

Distribution and Logistics

Total Express

Total Publicações

Distribution and Logistics DGB Logística Distribuição Geográfica do Brasil S.A.

Communication Agency

ABC - Abril Branded Content

Data Analysis

ABD - Abril Big Data

Signature Club

GoBox

Brand Licensing

Abril Licensing

Digital Magazine Platform

GoRead

Business

Education, Sports & Social Action

Fundação Victor Civita

Events

Casa Cor América Latina - mostra de arquitetura, design de interior e paisagismo

E-commerce

GoToShopping

The South African media conglomerate Naspers owns 30% of Abril. It is also the owner of 91% of the main Brazilian shopping search tool, Buscapé (buscape.com.br).

There are other international partnerships in Editora Abril: Elle – Hachette Filipacchi Presse; Estilo – Time Inc.; National Geographic Brasil – National Geographic Society; Nova – The Hearst Corporation; Playboy – Playboy Enterprises International; kids magazines – Disney; Runner's World, Men's Health e Women's Health – Rodale Inc.; and Superinteressante – Gyl España Ediciones (german group Gruner+Jahr).

General Information

Founding Year

1950

Founder

Victor Civita - Italo-American, born in New York (USA), the son of rich Italian Jewish parents, part of a cultural elite divided between Milan (Italy) and New York. He started Abril publishing Disney's Donald Duck comics.

Employees

9000

Contact

Sede São Paulo (SP) - Avenida das Nações Unidas, 7221 - Pinheiros - São Paulo - SP - CEP: 05425-902 - (11) 3037.2000 - > www.grupoabril.com.br -

> www.abril.com.br

Tax/ ID Number

CNPJ 44.597.052/0001-62

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 1,024.2
Operating Profit (in Mill. \$)	2016: losses of R\$ 233.9
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Giancarlo Fracesco Civita, Arnaldo Figueiredo Tibyriçá, Fábio Petrossi Gallo, Marcelo Vaz Bonini, Victor Civita Neto.
Non-Executive Board	Giancarlo Fracesco Civita, Victor Civita, Thomaz Souto Corrêa Netto.
Supervisory Board	Missing Data
Other Influential People	Walter Longo - president of Grupo Abril since 2016. He was the President and CEO of Grey Brazil, Mentor of Strategy and Innovation for the Newcomm Group (owned by Roberto Justus and the British group WPP). He was the founder and CEO of Synapsys International. He is a member of the Main Board of the conservative think thank Millennium Institute.

Further Information

Headlines	<p>http://g1.globo.com/economia/midia-e-marketing/noticia/2013/12/abril-anuncia-venda-de-operacao-de-radiodifusao-para-grupo-spring.html</p> <p>📄 http://G1. Abril anuncia venda de operação de radiodifusão para Grupo Spring. (2012). Accessed 1 october 2017.</p> <p>📄 G1. Abril transfere dez revistas para Editora Caras. (2014). Accessed 1 october 2017.</p>
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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



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Grupo Jovem Pan

The story of the Grupo Jovem Pan begins in 1944, with the inauguration of the Panamericana radio station, in São Paulo, by radio soap operas writers Julio Cosi and Oduvaldo Vianna, who planned to create a station focused on the dramaturgical genre. In that same year, however, the radio was sold to the entrepreneur, lawyer and sports manager Paulo Machado de Carvalho, owner of the Emissoras Unidas radio network, which also owned Record, São Paulo and Excelsior radio stations.



The businessman named his eldest son, Paulo Machado de Carvalho Filho, the station's director. Carvalho Filho moved the programming towards sports, resonating his fathers other activities as vice-president and then president of the São Paulo Futebol Clube in the decades of 1930, 1940, and 1950 and head of the world champion soccer delegations in 1958 in Sweden and 1962 in Chile.

Paulo Machado de Carvalho was also founder of TV Record, third TV broadcast channel in São Paulo, inaugurated in 1953, selling his stocks to Sílvio Santos in 1972. The family (Paulo and his three sons, Paulo Machado de Carvalho Filho, Alfredo Amaral de Carvalho e Antonio Augusto Amaral de Carvalho), commanded TV Record and Rádio Record until 1989, when their radio stations and TV channels were sold to the entrepreneur and bishop Edir Macedo, leader of the Igreja Universal do Reino de Deus (IURD). Radio Excelsior (currently CBN), on the other hand, was sold in 1953 to Organizações Victor Costa and, in 1966, to Organizações Globo. Radio São Paulo was sold to the Grupo Bandeirantes, which currently also belongs to Edir Macedo.

In 1966, the radio station, which had been rebranded as Jovem Pan since the previous year, started being run by Paulo Machado's youngest son, Antonio Augusto Amaral de Carvalho, also known as Tuta, who brought numerous musical pop idols who had become famous in TV Record, also under his direction. In 1973, Tuta left TV Record and acquired stock control of Radio Jovem Pan, consolidating the station's news programming. In 1976, the group acquired their first FM concession and founded Jovem Pan FM, a station directed at the younger audience. Jovem Pan FM has been run since the beginning by Antonio Augusto Amaral de Carvalho Filho, a.k.a. Tutinha. The management has thus remained within the family through hereditary transmission of public concessions which characterizes various media organizations in Brazil.

In 1993, the station initiated the Jovem Pan-SAT project, implemented in 1994, with digital audio signal and satellite transmission to various regions in the country. Thus the group consolidated their network of affiliates, which counts 84 stations (67 Jovem Pan FM and 17 Jovem Pan News). In october 1996, the station started the Jovem Pan Online portal. After selling TV Record, the group attempted developing other media businesses. In 1991, in a partnership with the Amaral de Carvalho family and businessman João Carlos Di Gênio (owner of the Universidade Paulista and Curso Objetivo schools), the group inaugurated TV Jovem Pan, 16 UHF TV channel in São Paulo, with a focus similar to the AM radio station, a programming focused on news and sports. The project, however, didn't work out and in 1995 TV Jovem Pan became a sales channel, CBI (Canal Brasileiro de Informação). Today, the channel, retaining it's sales profile, is called Mega TV and belongs to Grupo Mix de

Comunicação, which, in turn, is owned by Grupo Objetivo.

Key facts

Business Form	Private
Legal Form	Corporation
Business Sectors	Media

Ownership

Individual Owner

› Machado de Carvalho Family



83.1 %

Media Outlets

Radio



Rede Jovem Pan

Other Media Outlets

Other Radio Outlets	Jovem Pan FM (share 5.5%), Jovem Pan News
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Other Online Outlets	Portal Jovem Pan (jovempan.uol.com.br)
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Facts

General Information

Founding Year	1944
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Founder	Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.
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Employees	Missing Data
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Contact	Sede São Paulo - Av. Paulista, 807 - 24º andar - Cerqueira César - São Paulo - SP - +55 11 2870-9700 - ✉ jovempanonline@jovempan.com.br - jovempan.uol.com.br
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Tax/ ID Number	CNPJ 60.628.922/0001-70
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Financial Information

Revenue (Financial Data/ Optional)	2015: R\$ 59,8
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Operating Profit (in Mill. \$)	2015: R\$ 4,5
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Advertising (in % of total funding)

Missing Data

Management

Executive Board

Antonio Augusto Amaral de Carvalho Filho

Non-Executive Board

Missing Data

Supervisory Board

Missing Data

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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📄 Fernando Morgado. A história da TV Jovem Pan. Acesso: Sep. 2017

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Universal Church of the Kingdom of God

Edir Bezerra Macedo is the leader of two institutions of great power in Brazil: Igreja Universal do Reino de Deus ('The Universal Church of God's Kingdom' - IURD) and Record Communication Group. Macedo attended the Catholic Church and Umbanda cults before converting himself to the Protestant Church, at 18 years old, in the Nova Vida ('New Life') Church. It was also there that he met and married Ester Eunice Rangel, in 1971. He was consecrated minister in another church, Casa da Bênção ('House of Blessing'), in 1974. In 1975, he founded the church Cruzada do Caminho Eterno ('The Eternal Path Crusade' - Salão da Fé), also in Rio de Janeiro, along with his brother-in-law Romildo Ribeiro Soares (also known as "R.R. Soares"), Roberto Augusto Lopes and the brothers Samuel and Fidélis Coutinho. Two years later, the former three broke up with 'Caminho Eterno' and founded Igreja Universal do Reino de Deus (IURD), in the Abolição area, in Rio de Janeiro (RJ).



Disputes over the leadership of the institution lead to a break up between Macedo and R.R. Soares, who, in 1980, founded Igreja Internacional da Graça de Deus ('The God's Grace International Church') and became one of the main Brazilian television preachers. Roberto Augusto Lopes, on the other hand, remained at IURD until 1987, when he returned to Nova Vida Church and left Macedo as the only leader of the new denomination. Since the beginning, Macedo invested in the expansion of IURD not only in the national territory, but in other Latin American, North American and African countries. Nowadays, IURD is the fourth Brazilian evangelical denomination in number of followers (1,87 million), behind Assembleia de Deus ('God's Assembly' - 12,3 million), Batista (Baptiste - 3,7 million) and Congregação Cristã do Brasil (Brazil's Christian Congregation - 2,2 million), according to IBGE data from 2010.

Since the beginning of the church's history, Macedo invested in communication mediums. He, just like other evangelical leaderships, renting broadcast time in the grids of Radio and TV stations (Metropolitana RJ Radio, the extinct Tupi TV and Band). In 1984, however, he bought his first station, Copacabana AM Radio, in Rio de Janeiro and, in 1989, Record TV, in São Paulo, then owned by Sílvio Santos and the Machado de Carvalho Family. In the same year, Macedo changed the headquarters of the church to São Paulo. In 1992, the church founded the freely distributed weekly newspaper Folha Universal, that nowadays enjoys a 1,8 million copies circulation.

The creation of IURD dates back to a moment of Brazilian Evangelical Church, when churches, which usually chose to stay away from non-religious activities and subjects, started to get involved in the media and in politics. In 1986, the evangelical followers elected 18 candidates to public offices and in the 1988 Constituent, the so-called "evangelical bench" played a major role. They also had a critical role in the concession of radio and TV stations to churches and their leaders, a role exercised by the National Congress.

The participation of the church in the National Congress has been increasing, with the number of Federal Deputies elected being: 3 in 1990; 4 in 1994; 13 in 1998; 16 in 2002. In that year, they also elected a senator, Marcelo Crivella, Macedo's nephew, under Partido Liberal ('Liberal Party' - PL). The main political articulator for IURD in the 1990s was the former bishop ex-bispo Carlos Alberto Rodrigues Pinto, federal deputy for PL, arrested for corruption and money laundry in the mensalão scandal and suspended from the church by their Ministers' Council in 2004. He resumed his activities for the church in 2009, leading the Antena Nova Radio (Hallelujah).

Most of the politicians connected to IURD moved to the Municipalista Renovador Party (PMR), later renamed Partido Republicano Brasileiro ('Brazilian Republican Party -PRB) in 2006. The first president of the party was then vice-president José Alencar, who had been elected in the coalition with president Lula (PT).

In 2006, the church elected only 4 federal deputies, shaken by corruption denunciations. But its political power would grow again: in 2010, they elected 9 deputies; in 2011, the bishop Marcos Pereira was elected president of PRB; in 2016, the party elected Marcelo Crivella as the mayor of Rio de Janeiro City. The current party bench has 23 federal deputies, of which 17 have connections to communication enterprises and 14 with Record Network.

In the 2000s, IURD started investing in big temples, in Brazil and abroad, and, in 2014, inaugurated the Templo de Salomão ('Solomon's temple'), in São Paulo, with the presence of politicians such as then-President of the Republic Dilma Rousseff (PT) and the vice-president Michel Temer (PMDB), the Governor of São Paulo, Geraldo Alkmin (PSDB) and the Mayor of São Paulo, Fernando Haddad (PT). The temple has enough room for 10 thousand people seating and was built in a 100 thousand square meters area, where there are also biblical schools with capacity to host around 1.300 children, TV and Radio studios, auditoriums, parking lots and housing for the ministers, at a cost of 680 million reais.

Key facts

Mother Company	Igreja Universal do Reino de Deus
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Business Form	Community
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Legal Form	Nonprofit organizations
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Business Sectors	Religious, Media, Education, Food, Finances, Health
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Ownership

Individual Owner

› Macedo Family



100 %

Media Outlets



Rede Aleluia

Other Media Outlets

Other Print Outlets

Free newspapers Folha Universal and Folhinha Universal (for children)
Magazine Plenitude

Other Radio Outlets

Rede Aleluia (1,4%)

Other Online Outlets

Portal Universal; WebTV Universal; Portal EBI Universal, for children,
distributing content in many languages to Brasil, Argentina, Uruguai,
Paraguai, Bolívia, Chile, Colômbia, Venezuela, México, Panamá, República
Dominicana, EUA, Portugal, Espanha, Inglaterra, Jamaica, Japão, Letônia.

Facts

Media Business

Editorial market

Editora Gráfica Universal

Unipro Editora

E-commerce

Arca Center

Phonographic industry

Line Records

Business

Religious

Igreja Universal do Reino de Deus (IURD) – global church, present in about 200 countries.

General Information

Founding Year

1977

Founder

Edir Macedo - leading bishop of the Universal Church of the Kingdom of God. He is uncle of Marcelo Crivella, licensed bishop of the same church, current mayor of Rio de Janeiro (Brazilian Republican Party - PRB), former senator and former Minister of Fis

Employees

Missing Data

Contact

Sede nacional São Paulo - SP - Templo de Salomão - Av. Celso Garcia, 605 - Brás - CEP 03015-000 - São Paulo - São Paulo - Brasil - (11) 3573-3535 -
 > www.universal.org.br

Tax/ ID Number

CNPJ 29.744.778/0001-97

Financial Information

Revenue (Financial Data/Optional)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information


Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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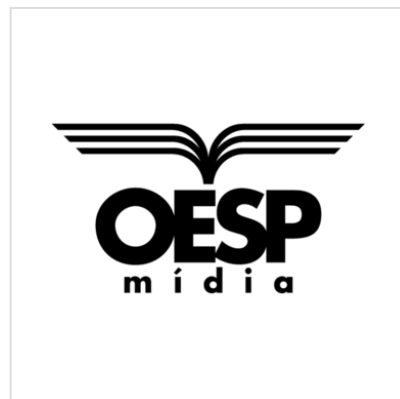
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Grupo OESP (Estado)

Grupo Estado is currently formed by the newspaper O Estado de S. Paulo, Agência Estado, the online portal Estadao.com.br and by the radio station Território Eldorado 1007,3 FM, among other media companies such as telephone directory division OESP Mídia and digital platform Media Lab Estadão.

Grupo Estado also owns the TV concession of TV Eldorado and Rádio Estadão 700 AM and 92,9 FM, leased, respectively, to Top Sports (Canal Esporte Interativo), to Rede Nossa Rádio, owned by Igreja Internacional da Graça de Deus, and to Igreja Comunidade Cristã Paz e Vida. The group has announced the shutdown of their radio activities, which have been leased for the centralization of investments in digital multimedia platforms.



The recent acquisition of shares in companies that operate digital media, such as Moving and Genial Seguros, demonstrates this activity expansion strategy. The Grupo Estado vehicles operate mostly in São Paulo, although their newspaper has nationwide circulation and their digital vehicles have global reach.

The group originated in the foundation of the newspaper A Província de São Paulo in 1875. The current name first came up in 1890 after the proclamation of the Republic. The newspaper was founded with the purpose of becoming a vehicle for republican ideals, according to the determinations of the Republican Convention of Itu. Among the 16 founders were the journalists and politicians Américo de Campos and Francisco Rangel Pestana, Manoel Ferraz de Campos Salles, Américo Brasiliense e José Alves de Cerqueira César, who was the father-in-law of Julio Mesquita, the newspaper's editor since 1885. Julio Mesquita became the single owner of the newspaper after 1902.

In 1966, 90 years after its foundation, O Estado de S. Paulo entered a new phase in its businesses, guided by the diversification and growth in media markets. In the same year a new newspaper was launched, the Jornal da Tarde. In January, 1970, the Agência Estado was created. Two years later, the recorder Estúdio Eldorado. In June, 1976 O Estado de S. Paulo, Jornal da Tarde and Agência Estado moved to the Limão neighborhood in the city of São Paulo, which remains the headquarters of Grupo Estado. Finally, in May, 2000, the websites of Agência Estado, O Estado de S. Paulo and Jornal da Tarde were merged in the Estadao.com.br portal, dedicated to real time information. In January 2003, the new portal had reached over one million monthly visitors.

Key facts

Mother Company	S.A. O Estado de S. Paulo
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Editorial market, News agency, Financial data analysis, Education

Ownership

Individual Owner

› Mesquita Family



100 %

Media Outlets

Online



Estadao.com.br

Print



O Estado de S. Paulo

Other Media Outlets

Other Print Outlets	Newspaper O Estado de S. Paulo (6,46%)
Other TV Outlets	TV Eldorado (rented to Top Sports - Canal Esporte Interativo)
Other Radio Outlets	Rádio Território Eldorado 107.3 FM; Rádio Estadão 92,9 FM (rented to Igreja Comunidade Cristã Paz e Vida); Rádio Estadão 700 AM (rented to Rede Nossa Rádio, Igreja Internacional da Graça de Deus)
Other Online Outlets	Portal Estadão Online (www.estadao.com.br) portal iLocal

Facts

Media Business

News Agency	Agência Estado
Editorial market	Oesp-Mídia
	Oesp-Gráfica

Business

Education	Curso Estado de Jornalismo
Data Analysis	E&N Broadcast
Events	Cannes Lion Festival Internacional da Criatividade

General Information

Founding Year	1902
Founder	Júlio Mesquita - part of the republican movement in Brazil.
Employees	3000
Contact	Av. Engenheiro Caetano Álvares, 55São Paulo, CEP 01060 970(55 11) 3856-2750 > www.estadao.com.br
Tax/ ID Number	CNPJ 61.533.949/0001-41

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 413.1
Operating Profit (in Mill. \$)	2016: losses of R\$ 17.9
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Francisco Mesquita Neto (President), João Caminoto (journalism), Flavio Pestana (executive and commercial), Roberto Severo (advertising), Ernesto Bernardes (special projects).
Non-Executive Board	Walter Fontana Filho (President), Fernando Crissiuma Mesquita, Fernão Lara Mesquita, Francisco Mesquita Neto, Getulio Luiz de Alencar, Júlio César Ferreira de Mesquita.
Supervisory Board	Missing Data

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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Grupo Sada - Grupo Editorial Editora Sempre

Grupo Editorial Sempre Editora is the communications branch of Grupo SADA, infrastructure and logistics conglomerate owned by Italian-Brazilian entrepreneur and politician Vittorio Medioli. The group owns 30 other companies, among which are of note: SADA Transportes e Armazenagens (transportation and storage), Deva Iveco, SADA Cruzeiro, Erta Automotive, OMR Componentes Automotivos – Brasil, SADA Logística, SADA Siderúrgica, SADA Bio-energia (responsible for the São Judas Tadeu power plant, in Jaíba – MG). Since 2006, the group sponsors and manages SADA Cruzeiro, a volleyball team which won many championships since 2011.



The group's history began when Vittorio Medioli, an Italian born in Parma, moved to Brazil at age 25 to found SADA (Spedizione Autotransporti Depositi Associati) Transportes e Armazenagens. The company was founded in Contagem, in the Belo Horizonte metropolitan region, in 1976, with the purpose of providing logistic support for the first Fiat factory in Brazil, inaugurated in Betim (Minas Gerais) in that same year. In 1983, the company's headquarters was transferred to Betim and it currently occupies an area of 743,829 m². Their matrix is based in São Bernardo do Campo (São Paulo) and affiliates are found in 17 cities all over Brazil, besides three in Argentina. It is one of the largest road transport companies in Latin America and it offers services of vehicle and cargo transportation, storage, yard management and port operations.

The group's trajectory is a clear example of well established relationships between cultural and economic elites, between industry, media and politics. Medioli is married to writer and entrepreneur Laura Machado. The Machado family is a traditional Minas Gerais family, and produced important Brazilian writers such as Aníbal Machado, Maria Clara Machado and Lúcio Machado de Almeida. The publisher was Lúcia's initiative, who now runs Grupo Editorial Sempre Editora and writes a column for O Tempo, as does Vittorio Medioli.

Besides, still in 1989, Medioli started a life in politics. He became a member of PSDB (Brazilian Social Democracy Party), became a federal deputy for Minas Gerais for four consecutive mandates (1990-2006). In Congress, he was head of several commissions that discussed themes in areas related to his companies activities. In 2009 he and his wife became members of recently founded PHS (Humanist Solidarity Party). In 2016, Medioli was elected Mayor in Betim. News recently published in the press speculate a Governor campaign in Minas Gerais state in 2018.

Key facts

Mother Company	Grupo Sada
Business Form	Private
Legal Form	Corporation
Business Sectors	Transportation and Logistics, Iron and Steel Industry, Media, Energy.

Ownership

Individual Owner

› Medioli Family



100 %

Media Outlets

Print

O TEMPO

O Tempo

Print

Super
NOTÍCIA

Super Notícia

Other Media Outlets

Other Print Outlets	Newspapers: Super Notícia (share 7,79%), O Tempo (share 3,03%), O Tempo Betim, O Tempo Contagem, Jornal Pampulha
Other Radio Outlets	Rádio Super Notícia 91,7 FM
Other Online Outlets	Portal O Tempo (otempo.com.br) WebTV O Tempo (otempo.com.br/tv)

Facts

Business

Transportation & Logistics	SADA Transportes e Armazenagens SADA Logística SANAVE Navegação
Energy	SADA Bio-Energia e Agricultura (São Judas Tadeu Power Plant)
Automotive	Deva Iveco Erta Automotive OMR Componentes Automotivos Brasil
Iron & Steel Industry	SADA Siderúrgica
Sports	SADA Cruzeiro (volleyball team)
Education, Sports & Social Action	Fundação Medioli

Logistics American Prologic (US)

General Information

Founding Year	1976
Founder	Vittorio Medioli - He owns the SADA group, which has developed in partnership with FIAT do Brasil. He also holds a political career: he is currently mayor of Betim (MG) by PHS (Humanist Party of Solidarity). He was a federal deputy elected by the PSDB (Br
Employees	7000
Contact	Sede Belo Horizonte - MG - Rua Pernambuco, 712 - Funcionários - Belo Horizonte - MG - 30130-151 - (31) 2138.3900 – > www.otempo.com.br Avenida Babita Camargo, 1.645 - Contagem, CEP 32210-180(55 31) 3071-9583
Tax/ ID Number	CNPJ: 26198515/0001-31, 19.199.348/0001-88, 97.482.897/0001-79, 59.172.676/0001-05

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 3,08 bi
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board

- Executive Board of SADA: Vittorio Medioli (President), Alberto Medioli (VP Director)
- Executive Board of Sempre Editora: Laura Medioli (President), Marina Medioli (VP), Heron Guimarães (Executive Director), Lúcia Castro (Executive Editor), Marcos de Oliveira e Souza (CFO)

Non-Executive Board

Missing Data

Supervisory Board

Missing Data

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

<http://www.valor.com.br/valor1000/2017/ranking1000maiores/>

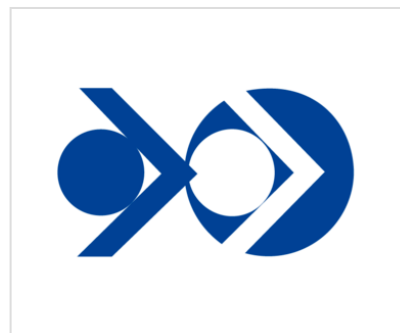
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Grupo Objetivo - Grupo Mix de Comunicação

Grupo Mix de Comunicação is part of Grupo Objetivo, one of the largest private education groups in Brazil, with a 9 billion real estimated market value. The group owns the Colégio Objetivo and Objetivo Jr. school franchises, Universidade Paulista – UNIP and the printing companies that produce and print the courseware used in their schools and universities.



Currently the group owns a network of affiliate schools in over 450 municipalities in Brazil and abroad (Japan), amounting a total of 430 thousand students. UNIP university has 65 units in 23 campi located in different cities in São Paulo state, in Brasília (DF), Goiânia (GO) and Manaus (AM), with an estimated 500 thousand students enrolled. The university offers 38 technological upper education courses, 55 undergraduate courses, 35 non-presential undergraduate courses, 5 masters and doctorate programs and lato sensu graduate courses. The dean is João Carlos di Genio, the group's owner.

Di Gênio is also the biggest property owner in São Paulo and owns farms inherited from his father. The businessman connects these two business branches to his main sector, education: the campi and schools are built on his property and he uses the farms for the development of partnership projects with his university, such as the reproduction of Nelore cattle embryos.

In the communications sector, the group owns Mix FM radio, TV channels Mega TV and RBI TV on terrestrial television, cable TV channel Multishop and varieties website Vírgula.

Mega TV has its whole programming based on sales and publicity. That is a controversial practice since the limits between advertisement and an interesting programming for a public concession are not clear. In 2014, the TV channel was convicted for having over 25% of its broadcasting time dedicated to advertisement, which is forbidden by Brazilian legislation. However, the channel retains its sales profile.

RBI TV – Rede Brasileira de Informação, which has this name since 2004 - has broadcasted programs for different churches over time and also TV UNIP, a project from the group's university. The broadcasting of programs produced by other entities, often made through time leasing – a practice also known as “arrendamento” (tenancy) – is also controversial. “Arrendamento” is considered irregular by the Ministério Público Federal (Public Prosecutor's Office), which has opened several investigations around this kind of activity. RBI has leased programming time for evangelical churches such as Plenitude do Trono de Deus and Igreja Mundial do Poder de Deus, and currently shows a more diverse programming.

Mix FM with 22 affiliates in different Brazilian states is connected to other regional media groups. This setup is

characteristic for Brazilian TV networks and radio stations. It strengthens national networks on the one hand, and regional conglomerates on the other.

In Rio de Janeiro for example, Mix FM Rio (hosted on UOL web portal, owned by Grupo Folha) belongs to Grupo Dial Brasil, which also owns Sulamérica Paradiso and FM Hall radio stations. In Aracajú (SE), Mix is part of the Sistema Atalaia de Comunicação, a Brazilian media conglomerate founded by politician and entrepreneur Augusto Franco, currently directed by his son, Walter Franco. TV Atalaia group (an affiliate of Rede Record) is composed of Rádio Atalaia, Mix FM Aracajú, A8 website and Jornal da Cidade; in Maringá, it belongs to Grupo Maringá de Comunicação, which also owns CBN Maringá, Maringá FM and A Grande Região de Maringá portal.

Key facts

Business Form	Private
Legal Form	Corporation
Business Sectors	Education, Media, Agribusiness, Real Estate

Ownership

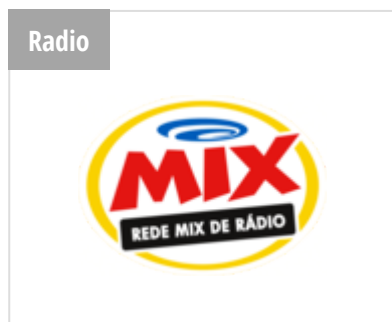
Individual Owner

› João Carlos Di Genio



99.8%

Media Outlets



Rede Mix FM

Other Media Outlets

Other TV Outlets

Mega TV
RBI TV

Other Radio Outlets

Mix FM (22 stations, share 2.6%)

Other Online Outlets

Portal Rádio Mix FM (mixfm.com.br/home)
Virgula (virgula.com.br)

Facts

Business

Education

Colégio Objetivo

Teaching materials Objetivo and printing

Universidade Paulista – UNIP

Centro de Pesquisa e Tecnologia Objetivo (CPT-UNIP-Objetivo)

Real estate Real estate in the city of São Paulo

Agribusiness farms and animal breeding

General Information

Founding Year 1965

Founder Curso Objetivo was the germ of Grupo Objetivo, a preparatory school founded by four physicians who had the goal of preparing students for the medical college entrance exam:
- João Carlos Di Genio - currently the owner of Grupo Objetivo, also has business

Employees Missing Data

Contact Sede São Paulo - Avenida Paulista 900 - Bela Vista - São Paulo - SP -
> www.objetivo.br

Tax/ ID Number CNPJ 43.144.880/0001-82, 680.444/0001-47, 193.914.068-40

Financial Information

Revenue (Financial Data/ Optional) Missing Data

Operating Profit (in Mill. \$) Missing Data

Advertising (in % of total funding) Missing Data

Management

Executive Board President: João Carlos Di Genio

Non-Executive Board Missing Data

Supervisory Board Missing Data

Further Information

Headlines <https://exame.abril.com.br/revista-exame/o-ultimo-rei-do-ensino/>

Di Gênio é o maior proprietário de imóveis de São Paulo, calculados em 1 bilhão de reais. Accessed 1 september 2017

No Top 5 do ranking dos imóveis em SP estão espólios e empresários

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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Unip website. Access: sep. 2017.

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Grupo Diários Associados

Grupo Diários Associados began with the acquisition in 1924 of the Rio de Janeiro daily newspaper O Jornal by Assis Chateaubriand, then at age 32. In the following year, the entrepreneur expanded the group with the acquisition of yet another newspaper, Diário da Noite, in São Paulo. From there on the company's history is tied to that of his founder, becoming the largest media conglomerate in Latin America.



In their heyday, Diários Associados had over 100 communication vehicles among newspapers, magazines, radio stations, TV channels and news agencies. Chateaubriand was responsible for the creation of the magazine O Cruzeiro in 1928, which revolutionized the press with the insertion of photographs and illustrations and the adoption of a lighter formatting, overcoming the so called "tijolões" (bricks) that made up most of the newspapers at the time, with massive text blocks.

Chateaubriand was also responsible for the arrival of television in Brazil, inaugurating TV Tupi in 1950. That happened right after the appearance of the media in the United States, at a moment when Brazil still lived its pre-industrial phase. Chateaubriand himself imported 200 TV sets and installed them in São Paulo, so that there were viewers for Brazil's first TV broadcast.

The entrepreneur Assis Chateaubriand has always been a polemic figure, and has been called "Chatô, King of Brazil" and "Brazilian Citizen Kane", considering the way he used his communication companies to bargain political support and strengthen his position. He is also accused of blackmailing companies that didn't advertise in his vehicles, threatening them with the publication of unfavorable content.

Currently, Diários Associados has businesses in the TV, radio, internet portals, newspapers and magazines segments, besides companies that provide support to the group's operations. The companies are controlled by the shareholding group Condomínio Acionário das Emissoras e Diários Associados, created by Chateaubriand in 1969. The magnate chose a group of 22 people, mostly employees he identified as having ideological loyalty and personal merit, with who he began sharing his companies management.

In 2015, Grupo Hapvida, tied to the health sector, acquired the control of seven companies owned by Grupo Diários Associados, all in the Northeast region. In order to control them, they created the Sistema Opinião de Comunicação.

Key facts

Mother Company	Condomínio Acionário das Emissoras e Diários Associados
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Technology, Culture, Arts

Ownership

Condomínio Acionário das Emissoras e Diários Associados

100 %

Media Outlets



Correio Braziliense



O Estado de Minas

Other Media Outlets

Other Print Outlets

Newspapers Aqui MG, Aqui DF, Aqui PE, Aqui MA, Correio Braziliense, O Estado de Minas; in partnership (Sistema Opinião de Comunicação): Diário de Pernambuco and Aqui PE
Magazine Encontro

Other TV Outlets

TV Alterosa (SBT affiliate), TV Brasília (partnership with Paulo Octavio Investimentos Imobiliários Ltda., Rede TV! affiliate), TV Clube canal 9 de Recife/PE (partnership with Sistema Opinião de Comunicação – Record TV affiliate), TV Manaíra canal 10 de João Pessoa/PB (Rádio e TV O Norte – partnership with Sistema Opinião de Comunicação – Band affiliate), TV Borborema canal 9 de Campina Grande/PB (partnership with Sistema Opinião de Comunicação – SBT affiliate),

Other Online Outlets

Portal Uai/MG (uai.com.br), Correio Web/DF (correioweb.com.br), SuperEsportes (superesportes.com.br), Saúde Plena (uai.com.br/saude), portal Entretenimento (uai.com.br/entretenimento); portal Divirta-se Mais (divirtasemais.com.br), portal Eu, estudante (correio braziliense.com.br/euestudante), portal Pernambuco.com (pernambuco.com), portal Vrum (vrum.com.br); portal Lugar Certo (lugarcerto.com.br), portal Pinno (pinno.com.br)

Facts

Media Business

News Agency DaPress Multimídia

Distribution D.A. Log

Audiovisual Alterosa Cinevideo

Digital Marketing A4D

Marketing 3 Mídia

Internet Provider and IT services	UAI Serviços
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Business

Culture	Teatro Alterosa
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Education, Sports & Social action	Fundação Assis Chateaubriand
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General Information

Founding Year	1924
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Founder	Francisco de Assis Chateaubriand Bandeira de Melo (Chatô).
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Employees	4647
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Contact	SIG Sul Qd 02 nº 340Brasília, CEP 70.610-901(55 61) 3214 1575 > www.diariosassociados.com.br
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Tax/ ID Number	CNPJ 00.605.329/0001-86, 00.001.172/0001-80
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Financial Information

Revenue (Financial Data/ Optional)	
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Operating Profit (in Mill. \$)	2016: losses of R\$31.7
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Advertising (in % of total funding)

Missing Data

Management

Executive Board

Ana Maria Dubeux Costa (editorial director), Evaristo de Oliveira (executive VP), José de Arimathéa Gomes Cunha (institutional VP), Paulo César de Oliveira Marques (director of marketing), Leonardo Guilherme L. Moisés (diretor of finance and planning), Vitório Augusto de Fernandes Melo (legal director).

Non-Executive Board

Missing Data

Supervisory Board

Missing Data

Further Information


Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

<http://www.diariosassociados.com.br>

 <http://Diários Associados. Página m Construção>. Accessed October 15 217.

 Revista Encontro. Encontro. Accessed October 15 2017.

 TV Alterosa. Accessed October 15 2017.

 Clube FM 105.5

 Uai. Accessed October 15 2017.

 Correio Web. Accessed October 15 2017.

 Uai. Super Esportes. Accessed October 15 2017.

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📄 Estado de Minas. Classificados Estado de Minas. Accessed October 15 2017.

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📄 Diários Associados. Linha do Tempo. Accessed Oct 2017.



📄 Meios no Brasil. Perfil Grupo Diários Associados. Accessed Oct 2017.

📄 Site da Alterosa Cinevídeo. Accessed Oct 2017.

BBC World Service

BBC World Service is the international sector of the British public communication company BBC (British Broadcasting Corporation). It is kept by UK's Television Financing Tax and by the office of international affairs (Foreign and Commonwealth Office) of the United Kingdom's government. It is also kept by the profits of BBC Worldwide Ltd., a BBC subsidiary that operates the commercialization of the brand, of the company's information and products.



BBC was created in 1922. It has, in the United Kingdom, 9 TV stations, 10 national Radio Stations and 40 local ones as well as a globally relevant news portal. The World Service broadcasts information through different media in 27 languages.

BBC's action in Brazil has three big phases, according to Laurindo Leal's book "Vozes de Londres: memórias brasileiras da BBC" ('London Voices: Brazilian memories of BBC'): the first brought to Brazil the current and precise information of WWII; the second crossed the information blocking imposed by the military dictatorship; the third and current would be characterized by following the technological transformations and keeping, in Brazil, the BBC standard of information and culture.

BBC has a renowned image in the journalistic field, also due to the recommendations and norms that attribute positive parameters to the independent agency of its professionals. It was used as a reference for the constitution of a public communication system in Brazil, when Empresa Brasil de Comunicação (EBC) was created, in 2007. However, even such image cannot escape criticism. Researcher Tom Mills, author of "The BBC: Myth of a Public Service", argues that BBC is not independent or "non-biased", and that its structure and culture were profoundly compromised by the interests of powerful groups in British society, and that they shape what we hear and read from BBC.

BBC is responsible for the news portal BBC Brasil, that has its own teams in London and in São Paulo producing national and international news in Portuguese.

Key facts

Mother Company	BBC - British Broadcasting Corporation
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Business Form	Public, State
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Legal Form	Corporation
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Business Sectors	Media
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Ownership

100 %

Media Outlets

Online



BBC Brasil

Facts

Business

Media

BBC One TV

BBC Two TV

BBC Four TV

BBC News TV

BBC Parliament TV

CBBC TV

Cbeebies TV

10 national radio stations in United Kingdom, 40 local stations

BBC.co.uk (big portals such as News and Sports)

BBC.com

BBC Iplayer (on demand video and audio services)

General Information

Founding Year

1922

Employees

Missing Data

Contact

London: BBC World ServicesBBC New Broadcasting House, Portland Place,
London W1 1AALondon: BBC BrasilNew Broadcasting House, 5th Floor, zone
DBBC New Broadcasting House, Portland Place, London W1 1AASão Paulo:
BBC do Brasil Ltda. Rua Ferreira de Araújo, 741 1º Andar Pinheiros CEP.:
05428-002 São Paulo - SPe-mail geral: ✉ brasil@bbc.co.uk

Tax/ ID Number	CNPJ. 02.568.993/0001-28
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Financial Information

Revenue (Financial Data/ Optional)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	http://www.bbc.com/portuguese/institutional-36202452  http://Expediente - BBC Brasil. Accessed 8 October 2017
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 BBC Brasil nasceu em 1938 com notícia sobre Hitler. Accessed 8 October 2017

 Executive Committee - Inside the BBC. Accessed 8 October 2017

📄 Meio & Mensagem. BBC promove reestruturação decisiva na América Latina (2017). Accessed 8 october 2017.

📄 Meio & Mensagem. BBC Worldwide apresenta diretora de vendas de conteúdo (2017). Accessed 8 october 2017.

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Grupo Bandeirantes

The Bandeirantes Group is one of the main communication Groups in Brazil, however it has been suffering economic problems and also problems related to the inheritance and succession in the Group's control. The group owns TV stations (the free TV Band and the cable TV BandNews, among others), Radio stations and Networks (Band FM, BandNews FM, Bandeirantes AM, Nativa FM, among others), new medias and printed newspapers, the most important being Metro (a joint venture with Swedish Metro International), a freely distributed newspaper published in São Paulo, Campinas, ABC, Rio de Janeiro, Belo Horizonte, Espírito Santo, Porto Alegre, Curitiba, Brasília and Maringá.



The Group's history started when João Jorge Saad – son of filho de imigrantes Lebanese immigrants and clothing seller – received from his father-in-law, the former governor of SP Ademar de Barros, Bandeirantes Radio, purchased in 1948 on the hands of Paulo Machado de Carvalho, who had also founded Record TV and the Jovem Pan Group. In 1951, Saad took on stock control of the radio and started his search for a TV concession: he got a concession in SP during Getúlio Vargas's government (1950-1954), but the concession was canceled during Juscelino Kubitschek's government (1956-1951), and regained during João Goulart's (1961-1964). However, the station would only go on air in 1967. Just like with other National TV Stations in Brazil, Bandeirantes's transformation into a Network capable of reaching the whole national territory happened during the Military Dictatorship (1964-1985), when Saad, that already had two other concessions (BA and MG) obtained the concession of Guanabara TV (RJ) and the military government gave the infrastructural and legal conditions to the formation of the TV Networks, through the Affiliates System.

Saad diversified the business throughout the years: Band FM Radio (1977), Educadora FM Radio (1978), Primeira mão ('First Hand') Newspaper (1980), Ipanema FM Radio (1983), Band Vale FM Radio (1997), Canal 21 (1998). He was the second president of ABERT – Brazilian Association of Radio and TV Stations, from 1970 to 1972. The entity had been founded ten years earlier to assure the approval of 1962's Brazilian Telecommunications Code, accordingly to the broadcasters' interests, and to form an institutionalized channel of political negotiation other than Assis Chateaubriand's personal action, then the owner of the biggest media conglomerate in Brazil. (See the Diários Associados Group Profile).

João Jorge Saad passed away in 1999, when Band TV Network had 11 owned stations and 68 affiliated, competing for the second place in ratings with SBT. The presidency of the Group was taken on by his son, João Carlos Saad (Johnny Saad), that continued to diversify the business, investing mainly in Cable TV channels, such as BandNews TV (2001) and the Terraviva channel (2005), directed to the interests of agribusiness, and digital media and out-of-home companies.

In the last few years, the Group has been passing through economical problems, despite the increase in ratings of its Radio Stations and the success of Metro Newspaper. Band TV reaches only the fourth place in ratings, behind Globo Network, SBT, and Record TV, and has only one really successful show, the reality show Master

Chef (in partnership with Dutch Endemol). The group also faces family problems: João Jorge Saad's second wife, Andréa Gabrielle de Ridder, who works at the company, claims 50% of her ex-husband's properties. Johnny's siblings, on the other hand, accuse him of getting the biggest slice of the cake and the presidency of the Group and of trying to sell out part of the companies to other partners, who are not members of the family.

Key facts

Mother Company	Rádio e Televisão Bandeirantes Ltda.
Business Form	Private
Legal Form	Corporation
Business Sectors	Media

Ownership

Individual Owner

› Saad Family



100 %

Media Outlets



Band



BandNews



Rede Band FM



Rede Bandeirantes



Rede BandNews

Other Media Outlets

Other Print Outlets

Jornal Metro, Jornal PrimeiraMão.

Other TV Outlets

Free-to-air TV

Rede Bandeirantes (Band)

Free-to-air TV

 BandNews Paid-TV

Other Radio Outlets

Rede Band FM, Rede Bandeirantes AM, Rede BandNews FM, Nativa FM, Sulamérica Trânsito, MIT FM, Band Vale FM, Stereovale FM, Educadora FM, Ipanema FM, Bradesco Esportes FM, MPB Brasil, Brasil Rádio (Orlando, Flórida, EUA)

Other Online Outlets

Portal Band (www.band.com.br)
One Brasil

Facts

Media Business

Out-of-home media

TV Minuto

Nexmídia

Mão Dupla

Orla TV

Canal Você

MOV TV

ONE Brasil

Content

Band Imagem

Distribution	Band Content Distribution
---------------------	---------------------------

Phonographic Industry	Band Music
------------------------------	------------

Internet and Telecommunication	SIM
---	-----

Business

Events	Enter
---------------	-------

Digital Payments	One Play
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General Information

Founding Year	1948
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Founder	João Jorge Saad - son of Lebanese immigrants. His father-in-law was the former governor of SP Ademar de Barros, from whom he received the control of Radio Bandeirantes.
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Employees	Missing Data
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Contact	Sede São Paulo (SP) - Rua Radiantes, 13 Morumbi - São Paulo - São Paulo - CEP: 05614-130 - (11) 3131.1313 - > www.band.com.br
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Tax/ ID Number	CNPJ 60.509.239/0001-13
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Financial Information

**Revenue (Financial Data/
Optional)** 2016: R\$ 500

Operating Profit (in Mill. \$) Missing Data

**Advertising (in % of total
funding)** Missing Data

Management

Executive Board João Carlos Saad (President), Marcelo Meira (Executive VP), Diego Guebel (television VP), Mario Baccei (radio VP), Paulo Saad (paid-TV VP), André Guerra (Network VP), Fernando Mitre (national Director of journalism), Flavia Bernardo (director of Administration and Control), José Carlos Anguita (CFO), Juana Melo Pimentel (legal director), Nilson Moyses (commercial director).

Non-Executive Board Missing Data

Supervisory Board Missing Data

Further Information

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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› Faturamento da Record dá quase a soma de SBT, Band e RedeTV!. Access Sep.2017.

📄 Site do Jornal Metro. The World's Largest Newspaper. Acessed Oct 2017

Grupo Record

The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
----------------------	---------

Legal Form	Corporation
-------------------	-------------

Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1236 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
Other Radio Outlets	Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)
Other Online Outlets	R7 (r7.com)

Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management


Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
------------------------	--

Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources

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 <http://Record Entretenimento. Quem Somos. Accessed Oct 2017.>

› <http://www.erecord.com.br/>

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Record Entretenimento. Marcas Parceiras. Accessed Oct 2017.

› Record Comunicação 360. Accessed Oct 2017.

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 TV A8. Accessed Oct 2017.

 Rádio Guaíba FM.

 Rádio Sociedade. Accessed Oct 2017.

› Record TV Network. Accessed Oct 2017.

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› Record TV. Por Dentro das Emissoras da Rede. Acessos Oct 2017.

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📰 Portal R7. Trilhas Sonoras. Accessed Oct 2017.

📰 Portal R7. Cursos. Accessed Oct 2017.

📰 Portal R7. Concursos. Accessed Oct 2017.

📰 Rede Família. Como Assistir. Accessed Oct 2017.

› Record Internacional. Conheça a Empresa. Accessed Oct 2017.

📰 Tudorádio. Rádio Record. Accessed Oct 2017.

📰 Rádio Contemporânea AM 990.

› Rádio Record AM 1110. Quem Somos. Acesso Oct 2017.

› Record FM Portugal. Accessed Oct 2017.

› Portal R&. Simba e Sky fecham acordo e Record TV, SBT e RedeTV! voltam ao ar. Accessed Oct 2017.

› Meio e Mensagem. Cade aprova joint venture entre SBT, Record e RedeTV. Accessed Oct 2017.

▣ Associação Brasileira de Rádio e Televisão. Accessed Oct 2017.

› UOL. Após demitir 2000 e terceirizar novela, Record tem maior lucro da história (2016). Accessed Oct 2017.

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In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

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Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
-------------------	-------------

Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
Other Radio Outlets	Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)
Other Online Outlets	R7 (r7.com)

Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	http://www.erecord.com.br  http://Record Entretenimento. Quem Somos. Accessed Oct 2017.
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› <http://www.erecord.com.br/>

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Record Entretenimento. Marcas Parceiras. Accessed Oct 2017.

› Record Comunicação 360. Accessed Oct 2017.

 TNH1. Accessed Oct 2017.

 TV A8. Accessed Oct 2017.

 Rádio Guaíba FM.

 Rádio Sociedade. Accessed Oct 2017.

› Record TV Network. Accessed Oct 2017.

› Record TV Network. Sobre. Accessed Oct 2017.

📰 Folha Vitória. Accessed Oct 2017.

📰 Grupo Buaiz. Rede Vitória. Accessed Oct 2017.

› Line Records. Accessed Oct 2017.

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📰 Instituto Ressoar. Palavra do Presidente. Accessed Oct 2017.

📰 Igreja Universal. Caminhada do Amor. Accessed Oct 2017.

📰 Igreja Universal. Terapia do Amor. Accessed Oct 2017.

› Record TV. Emissoras da Rede. Accessed Oct 2017.

› Record TV. Por Dentro das Emissoras da Rede. Acessos Oct 2017.

📰 Portal R7. R7 Móvel. Accessed Oct 2017.

📰 Portal R7. Trilhas Sonoras. Accessed Oct 2017.

📰 Portal R7. Cursos. Accessed Oct 2017.

📰 Portal R7. Concursos. Accessed Oct 2017.

📰 Rede Família. Como Assistir. Accessed Oct 2017.

› Record Internacional. Conheça a Empresa. Accessed Oct 2017.

📰 Tudorádio. Rádio Record. Accessed Oct 2017.

📰 Rádio Contemporânea AM 990.

› Rádio Record AM 1110. Quem Somos. Acesso Oct 2017.

› Record FM Portugal. Accessed Oct 2017.

› Portal R&. Simba e Sky fecham acordo e Record TV, SBT e RedeTV! voltam ao ar. Accessed Oct 2017.

› Meio e Mensagem. Cade aprova joint venture entre SBT, Record e RedeTV. Accessed Oct 2017.

▣ Associação Brasileira de Rádio e Televisão. Accessed Oct 2017.

› UOL. Após demitir 2000 e terceirizar novela, Record tem maior lucro da história (2016). Accessed Oct 2017.

Grupo de Comunicação Editora Três

Três Publishing appeared in 1972, when Domingo Alzugaray decided to leave Abril Group, after 15 years of work, to found his own publishing company along with Fabrizio Fasano and Luís Carta. Fasano left the partnership in 1973 and Carta in 1976, to found Carta Editorial.

Domingo was born in the city of Victoria, a province of Entre Rios (Argentina) and arrived in Brazil in 1958, to implement the department of fotonovelas in Abril publishing. Two years later, he got married to Cátia Alzugaray, who would work with him in the publishing company, and became a naturalized Brazilian citizen in 1966.



The first published title was the collection of O primeiro título publicado foi a coleção de issues of Menu cuisine, followed by the collection of books like Presidents of Brazil, by journalist Helio Silva, that made an impact in newsstands. After that, they published the esoteric magazine Planeta and the masculine magazine Status, which had covers with actresses like Sônia Braga and Xuxa and had among its collaborators the writers Carlos Drummond de Andrade and Jorge Amado.

By the end of the 1970s, Azugaray released the two most important titles of family business that would become, some years later, one single magazine: the Senhor magazine, purchased by Três Publishing from Carta Editorial, and IstoÉ (inspired on the Argentinian EstoÉ), in partnership with Mino Carta, under the publisher Encontro Editorial.

Domingo never invested in other businesses besides the magazines and issues publisher, and the group passed through several financial problems. In 1979, the losses caused by the release of Jornal da República (Republic Newspaper) made the family give up the brand IstoÉ to Unibanco, the creditor bank. So, in 1980, the group's main title started to be published by Caminho Editorial Ltda., having Fernando Moreira Salles, the son of Unibanco's owner, Walther Moreira Salles.

Azugaray managed to buy back the magazine in 1988 and, despite the financial difficulties, IstoÉ magazine continues to compete in circulation with two other weekly actuality magazines, Veja (Abril Group) and Época (Globo Group). The competition for readers have always been anchored on the cover images, in exclusive information and denunciations.

Nowadays, Três Publishing has only nine titles, besides the five titles in partnership with the publisher Rocky Mountain, founded by Caco Alzugaray, who also took on the presidency of Três Publishing after Domingo's death, in 2017. The group's crisis also reflects in its institutional relations. In 2016, some magazines by the publisher, including IstoÉ, stopped being audited by IVC – Communication Verifying Institute, a non-profit association that audits the circulation of printed vehicles in the country. According to information from the institute, the publication "was excluded from IVC via administrative process".

Key facts

Mother Company	Editora Três
Business Form	Private
Legal Form	Limited Partnership
Business Sectors	Media (printed magazines, online)

Ownership

Individual Owner

› Alzugaray Family

Although deceased (in July 2017), Domingo Alzugaray is still the main legal owner of the Editora Três (60%). His wife, Catia, holds 40%. Caco Alzugaray, one of his heirs, is the manager of the company.



100 %

Media Outlets

Print



IstoÉ

Other Media Outlets

Other Print Outlets	Magazines: Istoé, Istoé Dinheiro, Istoé Gente, Planeta, Motor Show, Dinheiro Rural
Other Online Outlets	Istoé Online (istoe.com.br) Planeta (revistaplaneta.com.br/)

Facts

General Information

Founding Year	1972
Founder	Domingo Alzugaray
Employees	1800
Contact	Rua William Speers, 1000Lapa, CEP 05067-900, São Paulo(55 11) 3618-4566 > www.editora3.com.br
Tax/ ID Number	CNPJ 43.525.419/0001-70

Financial Information

Revenue (Financial Data/ Optional)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board Carlos Alzugaray (CEO), Carlos José Marques (Editorial Director) and Luiz Fernando Sá, (assistant Editorial Director).

Non-Executive Board Missing Data

Supervisory Board Missing Data

Further Information

Headlines

<https://istoe.com.br/um-senhor-editor>
[http://IstoÉ. Um senhor editor. \(2017\). Accessed Sep. 2017](http://IstoÉ. Um senhor editor. (2017). Accessed Sep. 2017)

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[Editora Três 40 Anos \(2012\). Accessed 10 October 2017](#)

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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Conglomerado Alfa

Financial group Conglomerado Alfa, with its headquarters in São Paulo and affiliates in seven other Brazilian cities (Campinas, Rio de Janeiro, Belo Horizonte, Curitiba, Porto Alegre, Salvador and Brasília), develops most of its activities in the financial sector, but also acts in other areas.

In the financial sector the conglomerate owns the following companies: Banco Alfa, Banco Alfa de Investimento, Alfa Financeira, Alfa Leasing, Alfa Corretora, Alfa Seguradora e Alfa Previdência. Other businesses encompass: hospitality (Rede Transamérica de Hotéis), construction material (C&C Casa de Construção), agricultural and agro-industry (Agropalma), leather (Soubach), food (Água Prata and Sorvetes La Basque), culture (Teatro Alfa) and communications (Rádio Transamérica and TV Transamérica).



The group's history began in 1925, with the foundation of Banco da Lavoura de Minas Gerais by Clemente Faria, politician and son of Minas Gerais stockgrower Pacífico Faria. Before founding the bank, Faria was a state deputy for Minas Gerais (1915-1918) and, after the foundation, was elected federal deputy for Minas Gerais in 1930, but his mandate lasted only six months. It was interrupted by the revolution that led Getúlio Vargas to the presidency and extinguished legislative organs in the country.

In 1972, Banco da Lavoura changed its name to Banco Real and later started other financial companies that would make up Conglomerado Financeiro Real. When Clemente Faria died, his son, doctor Aloysio de Andrade Faria, took control of a part of the family businesses – the other part, which corresponds to the now extinct Banco Bandeirantes, was given to his brother, Gilberto Faria. In 1998, Banco Real's stock control was sold to Dutch bank ABN Amro Bank for 2.1 billion dollars and the financial companies that remained under the group's control formed the Conglomerado Alfa.

In the communication sector, the group owns Rede de Rádio Transamérica and TV Transamérica. The radio network (Rede de Rádio) is one of the largest FM networks in the country and was thus organized through an affiliate system. Some affiliates have ties with politicians. It is the case in Roraima, where the station belongs to Grupo Macarái de Comunicação, owned by Geilda Cavalcanti, wife of former senator Mozarildo Cavalcanti (ex-PTB), and by the son of former federal deputy Luciano Castro (PR). There are also ties with senator Romero Jucá (PMDB). In Rio Grande do Sul, media companies owned by the group are run by Élio Spanhol, vice mayor candidate in Erechim in 2016.

Key facts

Mother Company	Alfa Holding S.A.
Business Form	Private
Legal Form	Corporation
Business Sectors	Finance, Hospitality, Building materials, Leather, Food and Beverage, Culture and Communication.

Ownership

Individual Owner

› Faria Family



99.9 %

Media Outlets

Radio



Rede Transamérica

Other Media Outlets

Other TV Outlets	TV Transamérica
Other Radio Outlets	Transamérica Nework - Transamérica Hits, Transamérica Pop and Transamérica Light (18 stations)
Other Online Outlets	Portal Rádio Transamérica (radiotransamerica.com.br/) Transhopping search tool (transhopping.com.br/)

Facts

Business

Hospitality	Rede Transamérica de Hotéis Ltda
Building Materials	C&C Casa e Construção
Agro-industry	Agropalma
Leather	Soubach
Food & Beverages	Águas Prata Sorvetes La Basque
Culture	Teatro Alfa
Finances	Banco Alfa Banco Alfa de Investimento Alfa Financeira Alfa Leasing

Alfa Corretora

Alfa Seguradora

Alfa Previdência

General Information

Founding Year 1925

Founder Clemente Faria - Son of the cattle farmer and “coronel” Pacífico Faria. Clemente Faria was twice state deputy (Minas Gerais) and once a federal deputy in 1930 (his mandate was revoked with the extinction of the legislative body of the country after the 19

Employees Missing Data

Contact Sede São Paulo Al. Santos, 466 – Térreo - Cerqueira César, CEP 01418-000 - (11) 3175 5000
✉ alfanet@alfanet.com.br - ➤ www.alfanet.com.br

Tax/ ID Number CNPJ 17.167.396/0001-69

Financial Information

Revenue (Financial Data/ Optional) 2017: R\$ 806

Operating Profit (in Mill. \$) 2017: R\$ 66

Advertising (in % of total funding) Missing Data

Management

Executive Board

Paulo Guilherme Monteiro Lobato Ribeiro (CEO) – former CEO of Banco Real and former vice president of The Brazilian Federation of Banks (FEBRABAN). Rubens Garcia Nunes (VP), Marco Aurélio Neto Arnes (director of Investor Relations)

Non-Executive Board

Paulo Guilherme Monteiro Lobato Ribeiro (President), Luiz Alves Paes de Barros, José Aloysio Borges.

Supervisory Board

Eurico Ferreira Rangel, Rubens Barletta, Paulo Caio Ferraz de Sampaio

Other Influential People

Aloysio de Andrade Faria – former owner and president of Banco Real. He is the main owner of Conglomerado Alfa.

Further Information

Headlines

<https://www.forbes.com/profile/aloysio-de-andrade-faria>

⌘ <http://Forbes lista Aloysio de Andrade Faria como um dos bilionários brasileiros>. Accessed 19 August 2017.

⌘ Época Negócios. Aloysio de Andrade Faria recebe diploma de honra ao mérito da Câmara de Vereadores de BH pelo repasse de recursos para instituições de saúde ligadas à UFMG. Accessed 19 August 2017

⌘ Câmara Municipal de Belo Horizonte. Câmara homenageia Aloysio de Andrade Faria. Accessed 19 August 2017.

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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📄 Afanet. Banco Alfa - Historia. Acesso: Sep. 2017

📄 Alfa. Informações aos acionistas. Acesso: Sep. 2017

📄 FDC. Informações sobre Paulo Guilherme Lobato . Acesso: Sep. 2017

📄 Exame. Conheça o bilionário anônimo da bolsa brasileira. Acesso: Sep. 2017

📄 Infomoney. Bilionário anônimo, que ganhou 1.000% em rali, fala sobre as 4 ações que está de olho para 2017. Acesso: Sep. 2017

📄 . Acesso: Sep. 2017

📄 Bloomberg info on investors. Acesso: Sep. 2017

📄 Forbes. Perfil: Aloysio de Andrade Faria. Acesso: Sep. 2017

📄 IstoÉ Dinheiro. "Banco para mim é hobby". Acesso: Sep. 2017

Catholic Church - Instituto Brasileiro de Comunicação Cristã (Inbrac)

INBRAC – Brazilian Institute for Christian Communication was founded in 1992 by catholic laymen and clergy, specifically to maintain the later created Rede Vida, which began broadcasting after the acquisition of TV Independente de Barretos' concession. Its management is formed by councils composed of laymen and clergy, such as the Superior Council for Orientation and Administration, the Consulting Council formed by benefactor members, the Fiscal Council, formed by contributors and an Executive Director's Board composed by hired directors.



Unlike other communication vehicles' managing associations in Brazil, INBRAC isn't officially recognized by the Vatican, although they maintain relations for the transmission of events. In Brazil, they maintain partnerships with numerous dioceses for news production.

In their early years, INBRAC raised funds from different entities connected to the Catholic Church, such as the Salesian Society, the Society of the Divine Word, the Dominicans, the Oratorian Fathers, the Holy Ghost Fathers, the Missionaries of Charity, the Holy Ghost Missionaries, the Franciscan Missionaries of Mary, the Salesian Sisters of Don Bosco and the Borromean Congregation of Missionaries. They also collaborate with the promotion of catholic projects and institutions, such as Aid to the Church in Need and Fazenda Esperança.

Since the acquisition of TV Independente de Barretos' concession in 1990 until the formation of the national network Rede Vida, the group relied on the articulation between lay businesspeople, politicians and clergymen. The project was an initiative by a catholic layman, journalist João Monteiro de Barros Filho, owner, along with his two sons, of Grupo Monteiro de Barros Comunicação, based in Barretos (São Paulo state). The businessman received support from the then Bishop of Botucatu (São Paulo state), Don Antônio Maria Mucciolo and of the then Archbishop of Mariana (Minas Gerais state), Don Luciano Mendes de Almeida, to acquire the TV concession.

The concession was obtained in March, 1990, at the end of José Sarney's presidency (PMDB 1985-1990), with the aid of Augusto Marzagão, a personal friend of Monteiro de Barros Filho who had been the personal secretary for the President. In 1992, after the foundation of INBRAC, the owners gave away the concession to the association for the creation of Rede Vida. As Placeres (2015) explains: "Rede Vida is owned by INBRAC and the institute hires TV Independente services, owned by GMB, who in turn generates the signal for Rede Vida". The operation was advised by the lawyer Ives Gandra da Silva Martins, a university professor and member of the Opus Dei, a conservative catholic organization with great autonomy within the church's structure, and by

Celso Neves, lawyer and professor.

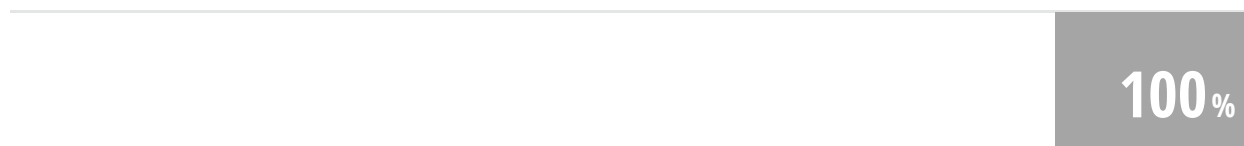
To start the enterprise, Monteiro de Barros Filho and the franciscan brother Hans Stapel (who coordinates the Fazenda Esperança project), travelled to get to know other catholic communication projects in other countries and managed to get a 3 million dollar loan in Germany; they also received an anticipated investment from the broadcaster's first sponsor: the former Banco Bamerindus. In Brazil, they asked for the technical support of professors from the Communication Processes Management course in the Arts and Communication Department of the University of São Paulo (USP). The network's expansion relied on the articulation of clergy and politicians, as in the meeting between Don Luciano Mendes de Almeida, then president of the CNBB (Brazilian National Bishops Conference) and the President of the Republic Itamar Franco (PMDB) in 1994.

During its 15 years anniversary in 2010, Rede Vida received an appreciation in the Federal Senate, presided by José Sarney (PMDB), after the request of senator Arthur Virgílio (PSDB-Amazonas state); in the following year it received another homage requested by senator Randolfe Rodrigues (then PSOL – Amapa state). Elpídio Amanajas, corporate and institutional relations advisor for Rede Vida, used to work with Sarney at the Federal Senate's Communication Council.

Key facts

Mother Company	Instituto Brasileiro de Comunicação Cristã – INBRAC
Business Form	Community
Legal Form	Nonprofit Organization
Business Sectors	Religious, Media

Ownership



Media Outlets



Rede Vida

Other Media Outlets

Other TV Outlets

Rede Vida

Other Online Outlets

Portal Pela Vida (<http://pelavida.redevida.com.br/>); Portal Rede Vida (<http://www.redevida.com.br/>)

Facts

Business

Religious

Santuário da Vida (São José do Rio Preto-SP)

General Information

Founding Year	1992
Founder	João Monteiro de Barros Filho, João Monteiro de Barros Neto, Luiz António Monteiro de Barros, Roberto Montoro Filho, Jomar Wladimir Dal Moro, Luiz Hermínio M. Mucciolo and Antónia A. Mucciolo; dom António Maria Mucciolo, dom Luciano Mendes de Almeida and
Employees	Missing Data
Contact	Rua Traipú, 273 - Pacaembu, São Paulo - SP, 01235-000Telephone: (11) 3666-4509
Tax/ ID Number	CNPJ 69.271.849/0001-04

Financial Information

Revenue (Financial Data/ Optional)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Missing Data
Non-Executive Board	Missing Data
Supervisory Board	Missing Data

Further Information

Headlines

<http://blog.opovo.com.br/ancoradouro/conselho-da-rede-vida-se-encontra-com-o-presidente-temer/>

✎ <http://Conselho do INBRAC se reúne com o presidente Michel Temer, em outubro de 2016. Accessed Oct. 2017>

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



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✎ Signis Brasil. Relatório. Accessed Oct. 2017

✎ Museu da TV. João Monteiro. Accessed Oct. 2017

✎ Camara Barretos. Homenagem a Rede Vida. Accessed Oct. 2017

✎ Placeres, Giuliano. O empreendedorismo econômico-televisivo da Rede Vida. Dissertação (Mestrado). UFSCAR, 2015. Accessed Oct. 2017

✎ Superinteressante. Opus Dei, o exército do Papa. Accessed Oct. 2017

Empiricus

Empiricus Research is a consulting company specialized in selling information through newsletters. It is a partnership of American company The Agora, with Brazilian entrepreneurs Caio Mesquita, Felipe Miranda and Rodolfo Amstalden. It currently has 180,000 subscribers for its newsletters. It owns 50% of the website O Antagonista in a partnership with Diogo Mainardi and Mário Sabino.



Their creators defend the “politically incorrect” and employ polemic promotion strategies. Empiricus received attention after the video “O Fim do Brasil” (The End of Brazil, 2014), sponsored for social media views and Google Ads, where they predicted a disastrous outcome for the national economy and attacked the policies of Dilma Rousseff’s government. The video was a Brazilian version of the play “End of America” of American Stransberry Research (also owned by The Agora group).

Among Empiricus promotion strategies are payed ads at Google and Facebook. The themes designed to attract customers often deal with political matters. Among the examples are “Se proteja se a Dilma ganhar” (“Protect yourself if Dilma wins”) and “E se o Aécio Neves ganhar? Que ações devem subir se o Aécio ganhar a eleição?” (“What if Aécio Neves wins? Which stocks should go up if Aécio wins the elections?”) These advertisement pieces, produced during the elections period, were judicially suspended, due to their electoral impact, but the suspension was withdrawn in a TSE (Electoral Supreme Court), after a recommendation by Supreme Court Judge Gilmar Mendes. In another occasion, Empiricus used a banner of former Petrobras president Graça Foster with the question “Trunfo ou Mico? É hora de comprar?” (“Trump or shame? Is it time to buy?”) and, close to Rousseff’s impeachment, “Onde investir se a Dilma sair” (“Where to invest if Dilma leaves”).

Empiricus offers free bulletins (“Mercado em cinco minutos” - “Market in five minutes”) and monthly subscription of paid bulletins, with different plans. With their newsletters business, the subscribers of O Antagonista newsletter were strategic for the group, according to Felipe Miranda.

In 2012 Empiricus was sentenced by Apimec (Financial Market Investment Professionals and Analysts Association) for having called the Investor Relations director of Marfrig a “stuck-up executive and phony enologist”. Other internet ads like “LUCRE 41 POR CENTO EM APENAS 40 DIAS” (“41% PROFIT IN 40 DAYS”) and “COMO TRANSFORMAR R\$ 1.000 EM MAIS DE R\$ 150.000 EM 32 DIAS” (“HOW TO MAKE R\$1,000 IN OVER R\$150,000 IN 32 DAYS”) were sued at CVM (Securities and Exchange Commission) and at Apimec, besides being publicly investigated by the MPF (General Attorney’s Office).

The Agora, holding and shareholder controller of Empiricus was founded in 1978 and is based in Baltimore (US). It operates a network of publications about finance, health, travels and other themes, with a particular focus on newsletters.


There is some symbolism in the association of both companies names. Sextus Empiricus was a greek

philosopher who lived around the 2nd century and became renowned as main systematizer of pyrrhonic scepticism which “involves not having any beliefs about philosophical, scientific or theoretical issues – and, according to some interpreters, not having any beliefs at all.”

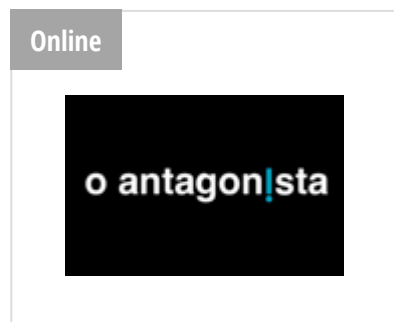
Key facts

Mother Company	The Agora (Baltimore, USA)
Business Form	Private
Legal Form	Corporation
Business Sectors	Investment analysis and consulting, media

Ownership

	The Agora	50 %
Individual Owner	> Caio Mesquita, Felipe Miranda, Rodolfo Amstalden 	36.4 %

Media Outlets



O Antagonista

Other Media Outlets

Other Online Outlets	O Antagonista (oantagonista.com)
	Jolivi (https://www.jolivi.com.br/)

Facts

Media Business

Newsletters	Jolivi - Saúde Natural
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Business


Finances	Empiricus (newsletters of financial analysis and consulting)
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Empiricus Portugal

Iguatemi and Empiricus portolio management

The Agora (Baltimore, USA) owns 50% of Empiricus. The corporations holds a network of companies in the publishing, information services, and real estate industries.

General Information

Founding Year	2009
Founder	Caio Mesquita, Rodolfo Amstalden and Felipe Miranda.
Employees	Missing Data
Contact	Av. Brigadeiro Faria Lima, 3.477 Torre B - 10º Andar CEP 04538-133 - Itaim Bibi - São Paulo / Telefone: 4810-3655 / E-mail:  imprensa@empiricus.com.br
Tax/ ID Number	O Antagonista: Mare Clausum Publicações Ltda.: 25.163.879/0001-13 Empiricus: Empiricus Research Publicacoes Ltda.: 11.431.155/0001-07 Sextus: Sextus Empreendimentos e Participacoes Ltda. 19.614.641/0001-64

Financial Information

Revenue (Financial Data/ Optional)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Headlines

<http://www.valor.com.br/financas/4889748/empiricus-enfrenta-processo-na-cvm-e-investigacao-do-mpf>

✎ [http://Valor Econômico. Empiricus enfrenta processo na CVM e investigação do MPF. Accessed on 3 october 2017.](http://Valor Economico. Empiricus enfrenta processo na CVM e investigação do MPF. Accessed on 3 october 2017.)

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✎ [Polêmica e direta, consultoria cresce apesar de seus antagonistas, Folha de São Paulo, 4 de abr. de 2016. Accessed 11 October 2017](#)

✎ [IstoÉ Dinheiro. Por que só a Empiricus está rindo no mercado atualmente? \(2014\). Accessed 1 October 2017.](#)

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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✎ <http://Nossa História - Empiricus Research. Accessed 10 October 2017>

✎ [Estadão. 'Entre Nós' recebe Felipe Miranda. Accessed Oct. 2017.](#)

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✎ [Folha. Propagandas abordam crise para se aproximar da realidade dos clientes. Accessed Oct. 2017.](#)

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- 📄 Folha. Consultoria usa banner de Graça Foster para conquistar investidores em dúvida. Accessed Oct. 2017.
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- 📄 Bloomberg. Company Overview of The Agora. Accessed Oct. 2017.
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- 📄 Diogo Mainardi + Mario Sabino, os antagonistas. Accessed Oct. 2017.
-

Empresa Brasil de Comunicação – EBC

Empresa Brasil de Comunicação S.A. (EBC) appeared to fill an existing gap in constitutional norms, that assured the complementarity between the public, the private and the state-owned systems of communication. It is, therefore, a federal public company, whose management would be exercised with the participation of society, according to the legislation of its creation.



Empresa Brasil de Comunicação consists of: TV Brasil, TV Brasil Internacional, Rádio Nacional AM of Rio de Janeiro (1.130 KHz), Rádio Nacional AM of Brasília (980 KHz), Nacional FM of Brasília (96,1 MHz), Rádio MEC AM of Rio de Janeiro (800 KHz), Rádio MEC FM of Rio de Janeiro (99,3 MHz), Rádio Nacional of Amazônia OC (11.780 KHz and 6.180 KHz), Rádio Nacional AM of Alto Solimões (670 KHz), Rádio Nacional FM of Alto Solimões (96.1 MHz), EBC portal, Brasil Agency and Radioagência Nacional.

The company also provides services of governmental communication by means of the TV NBR channel, that executes the coordination of the federal state communication system. The radio show A Voz do Brasil (The voice of Brazil), however, with a duration of one hour and broadcast at 7pm by all Brazilian radio stations from monday to fridays, except on holidays, provides communication services to the Three Federal State Powers (Executive, Legislative and Judicial). EBC is still responsible of managing the National Network of Public Communication (RNCP), which comprised nowadays by 48 partner TV stations and four owned generators - located in Brasília (DF), São Paulo (SP), Rio de Janeiro (RJ) and São Luís (MA). Specifically in TV Brasil, the owned production makes up for 35,1% of the programming grid. Recently, the station broadcast the parades of Samba Schools during Carnival and the Paralympic Games, increasing its ratings.

EBC was instituted by Provisional Measure 398, of 10/10/2007, converted into the Law 11.652, of 07/04/2008 – in turn, altered by Law 13.417/2017. It is organized under the form of anonymous society of closed capital, represented by ordinary nominative actions, of which at least 51% must be under the Union's control. According to the legal mark of creation, the company must contribute to broaden the public debate on relevant national and international themes, fomenting the construction of citizenship with an educational, inclusive, artistic, cultural, informative, scientific and public interest programming. Besides that, EBC's model of governance must follow the principles of corporate transparency, equity and responsibility.

A provisional measure published in september 2016 altered the Law nº 11.652 of 2008 and emptied the public character of Empresa Brasileira de Comunicação. These changes occurred soon after the conclusion of the impeachment political process of president Dilma Rousseff, while the vice-president Michel Temer got into the Presidential Palace by means of articulations performed with conservative sectors of the National Congress and with support of the private national media. The PM 744/2016 by Temer managed at once: to extinguish EBC's Curator Council, that, out of 22 seats, had 15 occupied by civil society representatives; to extinguish the guarantee of a four-year tenure to the director-president, that under current rules is freely nominated and

exonerated by the President of the Republic, a fact that harms the company's autonomy; and to increase to six seats the participation of the government in EBC's administration Council, formerly consisted of four nominations, increasing the subordination of the company to the interests of the turn government. The resulting law of this PM 13.417 was approved and sanctioned in 2017.

Key facts

Business Form	Public, State
Legal Form	Nonprofit Organization
Business Sectors	Media

Ownership

Brazilian State

100 %

Media Outlets



TV Brasil

Other Media Outlets

Other TV Outlets

TV Brasil, TV Brasil Internacional, TV NBR

Other Radio Outlets

Rádio Nacional AM RJ (1.130 KHz), Rádio Nacional AM de Brasília (980 KHz), Rádio Nacional FM de Brasília (96,1 MHz), Rádio Nacional da Amazônia OC (11.780 KHz e 6.180 KHz), Rádio Nacional AM do Alto Solimões (670 KHz), Rádio Nacional FM do Alto Solimões (96.1 MHz), Rádio MEC AM do Rio de Janeiro (800 KHz), MEC FM do Rio de Janeiro (99,3 Mhz), Programa A Voz do Brasil

Other Online Outlets

Portal EBC (ebc.com.br/)

Facts

Media Business

News Agency

Agência Brasil

Radioagência Nacional

Research

Centro de Pesquisa Aplicada em Comunicação Pública (partnership with UNESCO)

General Information

Founding Year

2007

Founder

Presidency of the Republic (Federal Government), President: Luiz Inácio Lula da Silva (PT)

Employees

2467

Contact	Sede Brasília (DF) - SQS Q.8, B-50 Asa Sul - Brasília - Distrito Federal - CEP: 70333-900 - (61) 3799.5890, 3799.5411, 3799-5221 - > www.ebc.com.br
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Tax/ ID Number	CNPJ 09.168.704/0001-42
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Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 70.6
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Operating Profit (in Mill. \$)	2016: losses of R\$ 11.4
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Laerte Rímoli (President), Christiane Samarco (general director), Lourival Antônio de Macedo (journalism), Cida Fontes (content), Luiz Antônio Ferreira (administration, finance and human resources), José Arimatéia Araújo (operations) and Flávio Coutinho (executive secretary).
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Non-Executive Board	Marcio de Freitas Gomes, André Reis Dinis, Laerte de Lima Rimoli, João Batista Andrade, Edvaldo Aparecido Cuaio, Raphael Neves Barros and Marcus Vinícius Sinval.
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Supervisory Board	Éder Souza Vogado, Duílio Malfati Júnior, Mila Rocha, Aldemir Nunes da Cunha, Francisco Leopoldo Carvalho de Mendonça Filho, Anderson Parreira Riedel Lima
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Further Information

Headlines

<http://www2.camara.leg.br/camaranoticias/noticias/COMUNICACAO/412237-LEI-DA-EBC-PODE-SERVIR-A-CRIACAO-DA-LEI-DA-COMUNICACAO-PUBLICA,-DIZ-DIRETOR.html>

📄 <http://Lei da EBC pode servir à criação da lei da comunicação pública, diz diretor. Accessed October 16 2017.>

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📄 [A inconstitucionalidade da MP 744 e o desmantelamento da EBC. Accessed October 16 2017.](#)

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Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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📄 [EBC. Editorias. Accessed October 15 2017.](#)

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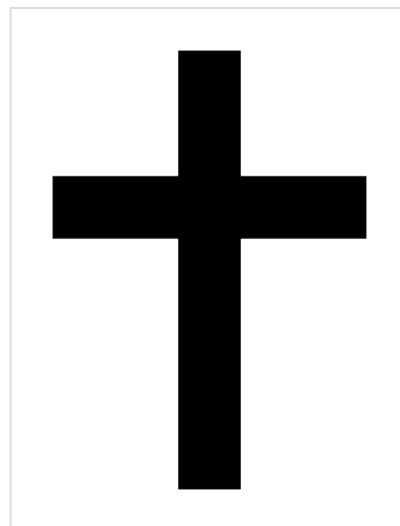
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📄 [Ebc. Demonstrações Contábeis. Accessed October 15 2017.](#)

📄 [EBC. Relatório da Administração 2016. Accessed October 15 2017.](#)

Catholic Church - Rede Católica de Rádio (RCR)

The history of catholic broadcasting in Brazil dates back to the 1940s with the concession of Rádio Excelsior of Salvador, during Getúlio Vargas' government. Other pioneer catholic radios are Legendária, founded in Lapa (Paraná state), in 1950, and Rádio Aparecida, founded in 1951. The expansion of the medium's usage by the church took place after the Second Vatican Council (1962-1965), which, among other changes, promoted liturgical changes in an attempt to bring their members closer to the church (such as the authorization for the celebration of masses in vernacular languages and the acceptance of popular musical rhythms) and encouraged the appropriation of mass communication media.



The Council came as a response to a decline in the church's role in the collective organization of life and to religious pluralisms, with the competition of other denominations, like pentecostal churches. Thus the catholic radios, like many other commercial radio stations, developed during the Military Dictatorship (1964-1985), a development period for the cultural industry in Brazil and of national communication networks, after the implementation of a capitalist modernization project by the military regime. After the 1990s, the church's communication strategies expanded and began encompassing TV channels, large events hosted by singer priests, internet portals and social media interaction. Many analysts believe the church's investments in catholic communications grew as a consequence of the growth of pentecostal churches in Brazil.

The Catholic Church was hegemonic in Brazil until the late 20th century (it amounted to 92% of the population in 1970), but has been losing members in the last decades, specially to evangelical churches of pentecostal or neopentecostal influence – churches with a strong belief in the gifts of the Holy Spirit and its earthly manifestation. The number of people who declare themselves atheists or without religion has grown as well. In 2010, the number of catholics was around 123 million, or 64.6% of the population, while evangelicals had raised their numbers to 42 million people, or 22.1% of the population. Those without religion and atheists amounted to 15.3 million people or 8% of the population.

In this context, the unifying of catholic radio stations began in 1976, with the creation of UNDA-BR (Catholic Radiobroadcast Union of Brazil), connected to the UNDA-AL (Latin America) and UNDA world, founded in Germany in 1928 as a lay association officially recognized by the Catholic Church. In 1994 some radio networks connected to UNDA founded the Rede Católica de Rádio (RCR), an association for programming sharing. Since then, seven radio networks have been sharing mostly news programs (see RCR vehicle profile). With the process of technological convergence, UNDA-BR was absorbed in 2001 by Signis Brasil (Catholic Communication Association), a wider association which encompasses not only radio stations, but all catholic media

associations. Signis is a fusion of the words sign and ignis (latin for fire), in a reference to the Holy Spirit (an idea related to evangelical pentecostalism) in connection with media. In Brazil, the articulation was made by Don Orani Tempesta, then communications referee at CNBB (Brazilian National Bishops Conference).

Signis Brasil shares the same structure with Rede Católica de Rádio (RCR), based in the city of São Paulo. While RCR shares its programming, Signis manages technological, political and formative aspects. In 1996, UNDA created the Microfone de Prata (Silver Mic) Prize, awarded to radio programs in three categories: journalism, religious and entertainment shows. In 2012 the prize was incorporated by CNBB and became Troféu Signis Brasil, awarded to different media segments. Signis and RCR also promote media formation courses, academic seminars intended to debate the sector and take part in ExpoCatólica, religious products businesses fair.

These associations's goal – RCR, UNDA, Signis, among others – is sharing content and also looking for solutions regarding sustainability, management and technical issues, such as, currently, the migration from AM to FM. This doesn't mean there is no competition between catholic radio stations and TV channels, which still compete for public concessions and affiliates for the expansion of networks, resources and audience. It also doesn't mean there is a unification of catholic trends through their mass communication media, nor a unique view on what are their objectives.

Even though, unlike protestant churches, the Catholic Church is centralized, there are many different movements and theological, social and political conceptions within it – such as the Opus Dei, the Focolare, Liberation Theology, Charismatic Renewal, Heralds of the Gospel, Toca de Assis, and many others – which make use of communication media in their preaching and social action strategies.

Key facts

Mother Company	Rede Católica de Rádio (RCR)
Business Form	Community
Legal Form	Nonprofit organizations
Business Sectors	Religious, Media, Education, Religious Tourism, Hospitality, Food & Beverage

Ownership

Catholic Church

100 %

Media Outlets

Radio

RCR
REDE CATÓLICA DE RÁDIO

Rede Católica de Rádio (RCR)

Other Media Outlets

Other Print Outlets

RCR: Magazines Signis Brasil; Signis Media (English, French and Spanish);
REDE APARECIDA: Newspaper Jornal Santuário;
CANÇÃO NOVA: Magazine Revista Canção Nova;
MILÍCIA DA IMACULADA: Magazines O Milite, Pequeno Mítite;
PAI ETERNO: Newspapers Jornal Santuário and jornal Romeirinhos do Pai Eterno; Magazines Revista Pai Eterno and Revista Ação Social;
EVANGELIZAR É PRECISO: Newspaper Jornal do Evangelizador.

Other TV Outlets

REDE APARECIDA: TV Aparecida (SP);
CANÇÃO NOVA: TV Canção Nova;
MILÍCIA DA IMACULADA: TV Imaculada Conceição (MS);
EVANGELIZAR É PRECISO: TV Evangelizar (PR).

Other Radio Outlets

Rede Aparecida (SP); Rede Canção Nova (SP); Rede Milícia Sat - Rádio Imaculada Conceição (SP); Rede Pai Eterno (GO); Rede Sul de Rádio/ Scalabrina (RS); Rede Evangelizar é Preciso (PR); Rede Católica de Rádio Espírito Santo (ES)

Other Online Outlets

RCR: portal RCR (rcr.org.br); portal Signis Brasil (signis.org.br);
REDE APARECIDA: portal A12 (www.a12.com);
CANÇÃO NOVA: Portal Canção Nova (www.cancaonova.com); Portal Canção Nova Kids (<https://kids.cancaonova.com/>); Blog Amigos do Céu (<https://blog.cancaonova.com/amigosdoceu/>); Blog Pais e Catequistas (<https://blog.cancaonova.com/paiscatequistas/>); Wiki Canção Nova (http://wiki.cancaonova.com/index.php/P%C3%A1gina_principal);
MILÍCIA DA IMACULADA: Portal Milícia da Imaculada (www.miliciadaimaculada.org.br).
PAI ETERNO: Portal Pai Eterno (www.paieterno.com.br); Blog Padre Robson (padrerobson.paieterno.com.br);
REDE SUL DE RÁDIO: Portal Tua Rádio (www.tuaradio.com.br);
EVANGELIZAR É PRECISO: Portal Padre Reginaldo Manzotti (<https://www.padrereginaldomanzotti.org.br/>);
RCR ES: Portal RCR Espírito Santo (<http://es.rcr.org.br/>).

Facts

Media Business

REDE APARECIDA

Editorial: Editora Santuário; Gráfica: Gráfica Santuário; e-commerce: portal Editora Santuário (<http://www.editorasantuario.com.br/>); e-commerce: Loja Oficial Santuário Nacional (<http://www.lojasantuarionacional.com.br/>); Vendas: Livraria Ideias & Letras

CANÇÃO NOVA

Editorial: Editora Canção Nova; Gráfica: Gráfica Canção Nova; Audiovisual: DAVI - Departamento Audiovisuais; e-commerce: Loja Canção Nova (<https://loja.cancaonova.com/>); Venda: Porta a Porta Canção Nova; Audiovisual: Canção Nova Play

MILÍCIA DA IMACULADA

e-commerce: Loja Virtual (<http://www.miliciadaimaculada.org.br/ver3/loja-virtual.asp>)
PAI ETERNO

EVANGELIZAR É PRECISO

e-commerce: Loja Virtual Padre Reginaldo Manzotti (<http://www2.padrereginaldomanzotti.org.br/loja>); Vendas: Loja Evangelizar (Curitiba e Fortaleza).

Business

REDE APARECIDA

Religioso: Ordem dos Missionários Redentoristas; Religioso: Santuário de Nossa Senhora Aparecida (SP); Educação, Esportes & Ação Social: Centros de Assistência Social da Congregação do Santíssimo Redentor; Turismo religioso: Santuário de Nossa Senhora Aparecida; Hotelaria: Hotel Rainha do Brasil; Hotelaria: Centro de Eventos Padre Vítor Coelho de Almeida

CANÇÃO NOVA

Religioso: Comunidade Canção Nova (SP); Religioso: Missão Canção Nova; Religioso: Santuário do Pai das Misericórdias; Turismo Religioso: Santuário do Pai das Misericórdias; Educação, Esportes & Ação Social: Rede de Desenvolvimento Social Canção Nova; Educação: Instituto Canção Nova (Infantil, Fundamental, Ensino Médio e Curso Técnico de Rádio e TV); Educação: Faculdade Canção Nova (Graduação em Administração, Jornalismo, Comunicação Social, Filosofia e Teologia e Pós-Graduação em Gestão nos Veículos de Comunicação); Água Mineral: Mineradora Canção Nova

MILÍCIA DA IMACULADA

Santuário Milícia da Imaculada (SP).

PAI ETERNO	Religioso: Santuário Basílica do Divino Pai Eterno (GO); Turismo Religioso: Santuário Basílica do Divino Pai Eterno (GO); Educação, Esportes & Ação Social: Obras Sociais da Associação Filhos do Pai Eterno (Afipe)
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EVANGELIZAR É PRECISO	Educação, Esportes & Ação Social: Responsabilidade Social Evangelizar É Preciso; Religioso: Santuário da Nossa Senhora de Guadalupe (PR).
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General Information

Founding Year	1994
Founder	Padre César Moreira – he was director of Radio Aparecida and also president of UNDA-BR - Brazilian Catholic Broadcasting Union.
Employees	Missing Data
Contact	Av Jabaquara, 2400, Sala 03, Jabaquara / São Paulo - SP(11) 2578 4866 - ✉ signisbrasil@singisbrasil.org.br / ✉ rcr@rcr.org.br - rcr.org.br .
Tax/ ID Number	Missing Data

Financial Information

Revenue (Financial Data/ Optional)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Executive Board - Rede Católica de Rádio (RCR): Angela Morais (President), Alessandro Gomes (VP), João Carlos Romanini (second VP)
Non-Executive Board	Missing Data
Supervisory Board	Missing Data

Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	http://rcr.org.br/conteudo/quem-somos-1/diretoria-1
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Luís Nassif. A Igreja, os saques e o ministro. Accessed Oct. 2017.

A12. Fortes na Fé. Accessed Oct. 2017.

O Lince. Os inescrupulosos redentoristas. Accessed Oct. 2017.

Gráfica Santuário website. Accessed Oct. 2017.

A12 website. Accessed Oct. 2017.

<https://missao.cancaonova.com/>

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Faculdade Canção Nova. Accessed Oct. 2017.

Milícia da Imaculada webiste. Accessed Oct. 2017.



📄 . Accessed Oct. 2017.

📄 Rede Pai Eterno. Accessed Oct. 2017.

📄 Lojas Padre Reginaldo Manzotti. Accessed Oct. 2017.

📄 Santuário Guadalupe website. Accessed Oct. 2017.

Renascer em Cristo Church

Igreja Renascer em Cristo (Reborn in Christ's Church) was founded in 1986 in São Paulo by Estevam and Sônia Hernandes. The couple had initiated their religious activities as attendants and then advisers of entrepreneur Cássio Colombo (Uncle Cássio), who had founded Igreja Evangélica Independente de Indianópolis (or Cristo Salva – Christ Saves), in 1975, having as their main marketing symbol Formula 1 pilot Alex Dias Ribeiro. Breaking up relations with Uncle Cássio, Estevam and Sônia began their own meetings and soon after founded Renascer.



At first, the church attracted mostly young people because of the great space music had in their liturgy, with different musical styles (rock, reggae, rap, samba, and so on). Later they also attracted businesspeople and self-employed professionals. Renascer, similarly to IURD and despite differences between the two denominations, is defined by most researchers as neopentecostal, a name given to churches that appeared in the last quarter of the 20th century and which preach a Prosperity Theology.

Renascer had over one thousand temples in Brazil, however, according to the addresses list on the institution's page, that number has gone down to 315 temples, most of them (214) in the state of São Paulo. It is also present in the United States with four temples, one in New York and three in Florida.

Despite not being in the list of largest churches in Brazil in number of temples and members, they gather a large evangelical public of different denominations in large events, such as the Marcha para Jesus (March for Jesus), which takes place in São Paulo since 1993, as well as in other cities. Since the beginning, the marches – with gospel musicians as main attractions – have had the presence of evangelical and political leaderships. According to Siepierski (2001), Renascer officially backed candidates in many elections: in 1994 they supported the defeated candidate Francisco Rossi de Almeida (then PDT) for São Paulo's government; in 1996 they supported Celso Pitta (PPB), elected for the São Paulo City Hall, also welcoming in their march his political godfather, Paulo Maluf, who, on the occasion, gave Estevam Hernandes the title of municipal public utility for Fundação Renascer; in 1988 they supported the defeated candidate Paulo Maluf for governor, when PPB candidates were again welcomed on the march's stages and received support from the Frente Cristã de Bem com São Paulo (São Paulo's Friends Christian Front), coordinated by Hernandes.

In the last few years, a frequent presence in the marches is senator Magno Malta (PR-ES), leader of the Frente Parlamentar Mista em Defesa da Família (Mixed Parliamentary Front for the Defense of the Family), opponent of the Law Project which criminalizes homophobia and a defender of the age limit reduction for criminal liability. In the 2017's edition, the march was supported by the city's mayor, João Dória (PSDB), who recorded a video, posted on social networks, inviting the population to take part in the march and, away during the event, sent the exercising mayor, Bruno Covas (PSDB) in his place. This year, according to estimations published in the press, the march gathered around 2 million people; their leaders made speeches against corruption, sparing, however, President Michel Temer (PMDB), and defended the Labor and Social Security reforms.

Renascer popularized the term “gospel” in Brazil, in the early 1990s, when Estevam Hernandes and the businessman Antônio Carlos Abbud founded Gospel Records, registering the term in the Instituto Nacional de Propriedade Intelectual (National Institute for Intellectual Property). At the same time, other evangelical recorders were created, such as Line Record (IURD) in 1991, and Graça Music (igreja Internacional da Graça de Deus) in 1999. Gospel Records, however, closed their doors in 2010, and now Renascer Praise worship ministry, led by Bishop Sônia, is part of Universal Music’s cast. Similarly to Edir Macedo and IURD, Renascer started their operations in the communications sector, also in a partnership with Abbud Associados, renting programming space in other stations.

In 1990, in the same year the recorder was founded, they rented time at Rádio Imprensa 102.5; two years later, in 1992, they started renting time also in TV channels, such as CNT and TV Manchete; in 1994, they acquired control over the entire programming of the radio stations Nacional Gospel 920 AM and Dimensão Gospel FM 88.5. The first concession came in 1996, during Fernando Henrique Cardoso’s government (1995-2003), when they inaugurated Rede Gospel de Televisão; in 2000, the network grew with the acquisition of the Rede Manchete Gospel stations, now Rede Gospel FM. The church tried to buy the bankrupt TV Manchete in 1999, but the operation wasn’t approved by minister Pimenta da Veiga because the church already had another TV channel in São Paulo. The church has had other businesses, such as clothing brand Gospel Wear, publisher Editora Renascer, Gospel Café, the newspaper Gospel News, and others.

In 2005, Estevam and Sônia created CIEAB – Confederação das Igrejas Apostólicas do Brasil (Brazilian Apostolic Churches Confederation), which gathers, according to the association’s website, 1500 leaders who represent 260 apostolic ministries. CIEAB offers their associates advice in 12 areas: legal, accounting and fiscal, ministerial, spiritual, political, musical, IT, communications, social projects, events, languages and missions. The church also maintains AREPE – Associação Renascer de Empresários e Profissionais, which aims at “establishing an alliance between self-employed professionals, businessmen, and christian professionals for growth, through Direction, Relationship and Improvement” and meets on Mondays.

Key facts

Mother Company	Fundação Renascer
Business Form	Community
Legal Form	Nonprofit Organization
Business Sectors	Religious, Media

Ownership

100 %

Media Outlets



Rede Gospel

Facts

General Information

Founding Year	1985
Founder	Estevam Fernandes
Employees	Missing Data
Contact	Avenida Lins de Vasconcelos, 1108São Paulo, CEP 01538-000(55 11) 3115-6758 > www.renascercristo.com.br

Tax/ ID Number	CNPJ 64.920.648.0001-69
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Financial Information

Revenue (Financial Data/ Optional)	Missing Data
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Operating Profit (in Mill. \$)	Missing Data
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Missing Data
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Data Unavailable	ownership data is not publicly available, company/channel denies the release of information or does not respond, no public record exists
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Sources	http://renasceremcristo.com.br/renascer/  http://Renascer em Cristo website . Accessed Oct. 2017
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 Meio & Mensagem. Portfolio: Gospel FM . Accessed Oct. 2017
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 IBGE. Censo 2010 – Religião . Accessed Oct. 2017
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Grupo Jaime Câmara

Grupo Jaime Câmara (GJC) is formed by 24 communication vehicles in newspaper, television, radio and online medias, in the states of Goiás and Tocantins, besides the Distrito Federal. The groups website defines it as “one of the biggest crossmedia platforms in Brazil” and “as the main communication complex in the Brazilian Mid-North”.



The group originated at the foundation of Papelaria e Tipografia J. Câmara e Companhia, created by Jaime Câmara and Henrique Pinto Vieira in the city of Goiás, former state capital, in 1935. Only two years later, however, the enterprise would move to Goiânia, current capital of Goiás state, inaugurated in 1933.

At that time, the society was already controlled by Jaime Câmara, Joaquim Câmara Filho and Vicente Rebouças Câmara, with the legal name “J. Câmara & Irmãos”.

On April, 1938, the company published the first edition of the newspaper O Popular. In 1961, former Rádio Anhanguera, current Rádio Daqui 1230AM, was incorporated into the group. Two years later, TV Anhanguera was created, which became a part of Rede Globo de Televisão in 1969.

According to the organization, Grupo Jaime Câmara created ten other TV channels in the following years, all affiliates of Rede Globo, and seven other AM and FM radio stations, inaugurated after 1979. The group's second newspaper, in its turn, Jornal do Tocantins, was also created in 1979, becoming a platform for the creation of the new Tocantins state, which took place in 1988.

Launched in April, 2007, Jornal Daqui, the group's third newspaper, surpassed other GJC print vehicles, reaching at the time the third place in paid circulation in the country, with over 200 thousand copies. In 2013 the group created the newspaper Jornal Daqui Tocantins.

Key facts

Mother Company OJC Administração e Participações SA

Business Form Private

Legal Form Corporation

Business Sectors Media

Ownership

Individual Owner

› Câmara Family



100 %

Media Outlets

Print



Daqui

Other Media Outlets

Other Print Outlets	Newspapers: jornal O Popular, jornal Daqui, jornal Daqui Tocantins
Other TV Outlets	TV Anhanguera (Rede Globo's affiliate – Centro-Oeste)
Other Radio Outlets	Rádio CBN Anhanguera AM (Grupo Globo CBN's affiliate), Rádio Executiva 92,7 FM, Goiânia, Rádio Executiva 101,7 FM Brasília, Rádio CBN 97,1 FM Goiânia, Rádio Araguaia 96,7 FM Gurupi, Rádio Araguaia 99,7 FM Araguaína, Rádio Daqui 1230 AM Goiânia
Other Online Outlets	G1 Goiás (g1.globo.com/goias), Ludovica (ludovica.opopular.com.br), Globoesporte Goiás (globoesporte.globo.com/go), Lugar Certo (opopular.lugarcerto.com.br), Vrum (opopular.vrum.com.br), Classi (Classificados O Popular, classificados.opopular.com.br)

Facts

Business

Cybersecurity	WiSeKey Liber
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General Information

Founding Year	1935
Founder	Jaime Câmara and Henrique Pinto Vieira
Employees	Missing Data
Contact	Rua Thomas Edson, 400Goinia, CEP 74835-130(55 62) 3250-1000 > www.gjccorp.com.br
Tax/ ID Number	CNPJ 37.877.644/0001-72

Financial Information

Revenue (Financial Data/Optional)	2016: R\$ 172
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Operating Profit (in Mill. \$)	2016: R\$ 15,9
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Cristiano Roriz Câmara (President), Ronaldo Borges Ferrante (TV VP), Mauricio Duarte (Newspapers, Radio, Internet and Events VP), Breno Machado (Strategy and Marketing VP), Guliver Augusto Leão (Legal and institutional relations Director), Marcos Tadeu Câmara (Director), Tasso José Câmara (Director Superintendent)
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Non-Executive Board	Missing Data
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Supervisory Board	Missing Data
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	https://ludovica.opopular.com.br/expediente
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 <https://www.gjccorp.com.br/>

/servicos

Grupo Jaime Câmara. Domínio de Mercado. Accessed October 2017

 <https://www.gjccorp.com.br/>



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Grupo Jaime Câmara. História. Accessed October 2017

- 📄 Santos, Renata dos. A partir de hoje, OJC é Grupo Jaime Câmara. Accessed October 2017
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Publisher Brasil

Created in 1994, the agency and publishing house Publisher Brasil provides solutions in printed and digital communication in the syndicalist, political and third sector areas. It also provides services such as Press Relations, Social Network Monitor and Analysis, and Digital Campaigns.

In 2001, started to publish the Fórum Magazine, a monthly publication distributed in newstands.

In early 2014, the magazine stopped being printed, becoming available only in its digital format. At the same time, had its periodicity changed from a monthly to a weekly basis.



Besides the digital version of the Fórum Magazine, Publisher Brasil produces several other publications, hired by its clients. The portfolio includes: Revista do Trabalho, Revista Previ, Revista Rio Metrópole, Cidade Olímpica, Jornal Afubesp, Revista IPPC, Bancários, Aprender e Ensinar Tecnologias Sociais, Trabalho Social e Intervenções Habitacionais, among other titles.

Publisher Brasil also publishes books. In September 2016, released the work "Golpe 16", on which several bloggers na qual diversos blogueiros relate the impeachment process suffered by President Dilma Rousseff. The book features an interview with her and has its preface signed by former President Luiz Inácio Lula da Silva. The organization is signed by journalist Renato Rovai Júnior, Publisher's owner.

Key facts

Business Form	Private
Legal Form	Limited Partnership
Business Sectors	Media

Ownership

Individual Owner

› Renato Rovai



100 %

Media Outlets

Online

Forum

Revista Fórum

Other Media Outlets

Other Print Outlets


Magazines: Fórum, Revista do Trabalho, Revista Previ, Revista Rio Metrópole, Cidade Olímpica, Jornal Afubesp, Revista IPPC, Bancários, Aprender e Ensinar Tecnologias Sociais, Trabalho Social e Intervenções Habitacionais.

Other Online Outlets

Portal Fórum (revistaforum.com.br), Publisher Brasil (http://publisherbrasil.com.br)

Facts

General Information

Founding Year	1994
Founder	Renato Rovai Jr.
Employees	Missing Data
Contact	Rua Conselheiro Ramalho, 945 – Sala 06 – Bela Vista – Cep: 01325-001 – São Paulo/SP Telefone/PABX: 11 3813.1836 Agência:  agencia@publisherbrasil.com.br
Tax/ ID Number	CNPJ 00.233.706/0001-01

Financial Information

Revenue (Financial Data/ Optional)	Missing Data
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Missing Data
Non-Executive Board	Missing Data
Supervisory Board	Missing Data

Further Information

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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<http://www.agenciapublisherbrasil.com.br:80/quemsomos.html>

📄 [http://Quem Somos - Agência Publisher Brasil \(arquivado\).](http://Quem Somos - Agência Publisher Brasil (arquivado).) Accessed on 8 October 2017

📄 [Portfólio - Agência Publisher Brasil.](#) Accessed 8 October 2017

📄 <https://registro.br/2/whois?qr=00.233.706%2f0001-01>

Iresp

Whois. Documento: 00.233.706/0001-01. Accessed 8 October 2017

📄 [Revista Forum Semanal. Sobre a revista.](#) Accessed October 2017

Grupo Record

The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
Record News network (share 0,5%)
Record Internacional

Other Radio Outlets

Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)

Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

Online

Record Play

Record News Play

REC 7

R7 VC

R7 On Demand

R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management

Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources	http://www.erecord.com.br  http://Record Entretenimento. Quem Somos. Accessed Oct 2017.
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› <http://www.erecord.com.br/>

tm-bottom-a


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 TV A8. Accessed Oct 2017.

 Rádio Guaíba FM.

 Rádio Sociedade. Accessed Oct 2017.

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📰 Folha Vitória. Accessed Oct 2017.

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› Line Records. Accessed Oct 2017.

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📰 Igreja Universal. Caminhada do Amor. Accessed Oct 2017.

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The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company Rádio e Televisão Record S.A.

Business Form Private

Legal Form Corporation

Business Sectors Media, Finances, Religious

Ownership

Individual Owner

› Macedo Family



100 %

Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
Other Radio Outlets	Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)
Other Online Outlets	R7 (r7.com)

Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management


Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources

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In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

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Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
Record News network (share 0,5%)
Record Internacional

Other Radio Outlets

Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)

Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

Online

Record Play

Record News Play

REC 7

R7 VC

R7 On Demand

R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management


Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
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Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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Sources

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 <http://Record Entretenimento. Quem Somos. Accessed Oct 2017.>

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Record Entretenimento. Marcas Parceiras. Accessed Oct 2017.

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Grupo Amilcare Dallevo / Marcelo de Carvalho

The partnership between Amilcare Dallevo Júnior e Marcelo de Carvalho Fragali, owners of TV Ômega Ltda., dates back to 1997, when they created an independent producer, Ômega Produções, and rented a Sunday afternoon programming window at former TV Manchete to broadcast an auditorium show, Domingo Total. The initiative was successful and in 1999 both entrepreneurs bought TV Manchete's public concession from its former owners, originating RedeTV!.



TV Ômega is owned by both Grupo Amilcare Dallevo and Grupo Marcelo de Carvalho, and is officially based in the city of São Paulo. The stockholder's participation is thus structured: Amilcare Dallevo Júnior (president), with 71% of the shares; Marcelo de Carvalho Fragali (vice president) with 29%.

Besides TV Ômega, are part of both groups (with more than 20% of the shares): RedeTV! Interativa; TV Mídia Publicidade Comercial; Promo TV Comercial; Débito Fácil Serviços; Mídia TV Comercial and TeleTV Serviços Interativos.

Other companies also belong to Grupo Amilcare Dallevo: Tecplan Teleinformática; Tecnet Teleinformática, Tecnet Comércio e Serviços; and Sandetur Viagens e Turismo. While Grupo Marcelo de Carvalho controls IT interatividade Telefônica; New Mídia Seerviços; and TVI Comunicação Interativa (with more than 20% of the shares).

Along with the television network, both owners control together RedeTVi, an online multimedia portal that offers to the public content produced by the company and all products related to RedeTV!. The portal also offers live online streaming of the channel's programming and interaction space between affiliates and head of network, with information related to the networks administration, advertisement, programming and tech support. Finally, through the RedeTV! Live platform, the station makes their programming available live for smartphones and tablets with 3G technology.

In 2005, as the result of public lawsuit against rights violations by a show hosted João Kleber and broadcast in RedeTV!, the network was sentenced to transmit 30 programs about human rights in their programming. The action was an initiative by the MPF (General Attorney's Office), Intervozes – Coletivo Brasil de Comunicação Social and five other organizations, and resulted in the first collective right to a public answer in Brazil.

Key facts

Mother Company	TV Ômega Ltda
Business Form	Private
Legal Form	Limited Partnership
Business Sectors	Media

Ownership

Individual Owner

› Amilcare Dallevo



71%

› Marcelo de Carvalho



29%

Media Outlets



Rede TV!

Other Media Outlets

Other TV Outlets

Rede TV! Network

Other Online Outlets

Rede TV! (redetv.uol.com.br)

Facts

Media Business

Paid-TV Content Distribution

Simba Content (joint venture Grupo Record, Grupo Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finance

Débito Fácil Serviços

Advertising

Promo TV Comercial

Mídia TV Comercial

TV Mídia Publicidade Comercial

IT

TeleTV Serviços Interativos

RedeTV! Interactive

General Information

Founding Year	1997
Founder	Amilcare Dallevo Júnior and Marcelo de Carvalho Fragalli.
Employees	Missing Data
Contact	Av. Presidente Kennedy, 2869 - Vila São José, Osasco - SP, 06298-190(11) 3306-1000
Tax/ ID Number	CNPJ 02.131.538/0001-60


Financial Information

Revenue (Financial Data/ Optional)	2016: R\$400
Operating Profit (in Mill. \$)	Missing Data
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Amilcare Dallevo Jr (President), Marcelo de Carvalho Fragali (VP)
Non-Executive Board	Missing Data
Supervisory Board	Missing Data

Further Information

Headlines	http://www.direitosderesposta.com.br/  http://Intervozes.Direitos de Resposta . Accessed October 2017
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› R7. Simba e Sky fecham acordo e Record TV, SBT e RedeTV! voltam ao ar.
Accessed October 2017

› Meio&Mensagem. Cade aprova joint venture entre SBT, Record e RedeTV.
Accessed October 2017

📄 Intervozes. A Sociedade Ocupa a TV - o caso Direitos de Resposta e o controle público da mídia. Accessed October 2017

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



Sources

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📄 SIACCO. Rede TV! - TV Ômega. Access: Sep. 2017.

📄 RedeTV!. Institucional. Accessed October 2017

📄 Ministério da Justiça (MJ), Conselho Administrativo de Defesa Econômica (CADE). Ato de Concentração nº 08700.006723/2015-2, voto, versão pública. Accessed October 2017

Grupo Record

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Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
----------------------	---------

Legal Form	Corporation
-------------------	-------------

Business Sectors	Media, Finances, Religious
-------------------------	----------------------------

Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
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Record Internacional

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Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

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Record News Play

REC 7

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R7 On Demand

R7 Móvel

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Banco Renner

Education, Sports & Social action

Instituto Ressoar

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Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$) 2016: R\$ 227,3

Advertising (in % of total funding) Missing Data

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Executive Board Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor

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Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

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With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265" data-label="Text"> <p>› Macedo Family</p> </div> <div data-bbox="1070 1196 1197 1319" data-label="Image">  </div> <div data-bbox="1273 1238 1404 1299" data-label="Text"> <p>100 %</p> </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

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Advertising (in % of total funding)	Missing Data
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Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
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Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

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Founding Year

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Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Business Form	Private
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Record News

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Record TV

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Other Print Outlets

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Grupo Record

The year 1953 is usually considered Grupo Record's foundation date, after the Machado de Carvalho family – who owned a group of radio stations under the name Emissoras Unidas – acquired TV Record's concession, based in São Paulo.

The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

In 1989 the Machado de Carvalho family and Sílvio Santos sold both the Record TV channels and radio stations to Edir Macedo, bishop and founder of Igreja Universal do Reino de Deus (IURD- Universal Church of the Kingdom of God), and his wife Ester Bezerra). Edir Macedo had founded IURD in 1977 and since the early 1980s rented programming time in radio stations and TV channels for his evangelical programs. In 1984 he acquired Rádio Copacabana in Rio de Janeiro, also for the purpose of broadcasting church programs. But after buying TV Record in 1989, he decided to maintain the channels commercial character, even broadcasting shows that contradict the group's religious morals – for example, RecordTV currently broadcasts shows like A Fazenda and the R7 online portal covers special events such as Carnaval and has a blog specialized in beer.

IURD's religious programming at RecordTV was restricted to the early morning and late night and Macedo structured other communication vehicles directly connected to IURD, besides continuing renting other channels and stations programming time. Since then Edir Macedo made Grupo Record one of the largest media groups in Brazil, based on an ambiguous relationship between the group's medias and the church he leads.

The group's strategy included the acquisition of existing vehicles rather than the creation of new ones. It was the case with RecordTV, Rádio Record and also Rede Mulher, which already had 101 affiliates when Macedo bought it in 1999. Macedo changed Rede Mulher into Rede Família and, in 2007, into the first all news channel on terrestrial open TV, RecordNews. Recently, the group acquired the Rio Grande do Sul newspaper Correio do

Povo, one of the oldest daily newspapers in the country, founded in 1895, and connected vehicles: Guaíba radio station and TV Record RS. He also acquired 49% of Banco Renner's capital, based in Rio Grande do Sul.

With Grupo Globo as their main rival, Grupo Record also created the news portal R7, which, similar to Grupo Globo's G1, makes partnership with local communication groups for the production of regional content, which has been ever more valued in recent years in Brazil.

Key facts

Mother Company	Rádio e Televisão Record S.A.
-----------------------	-------------------------------

Business Form	Private
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Legal Form	Corporation
-------------------	-------------

Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265" data-label="Text"> <p>› Macedo Family</p> </div> <div data-bbox="1070 1196 1197 1319" data-label="Image">  </div> <div data-bbox="1273 1238 1404 1299" data-label="Text"> <p>100 %</p> </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
Record News network (share 0,5%)
Record Internacional

Other Radio Outlets

Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)

Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

Online

Record Play

Record News Play

REC 7

R7 VC

R7 On Demand

R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$)	2016: R\$ 227,3
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Advertising (in % of total funding)	Missing Data
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Management


Executive Board	Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor
------------------------	--

Further Information

Data Publicly Available	ownership data is easily available from other sources, e. g. public registries etc.
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› <http://www.erecord.com.br/>

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 Rádio Guaíba FM.

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› Record TV Network. Sobre. Accessed Oct 2017.

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📰 Grupo Buaiz. Rede Vitória. Accessed Oct 2017.

› Line Records. Accessed Oct 2017.

› CPDOC FGV. Rádio Record. Accessed Oct 2017.

📰 Instituto Ressoar. Palavra do Presidente. Accessed Oct 2017.

📰 Igreja Universal. Caminhada do Amor. Accessed Oct 2017.

📰 Igreja Universal. Terapia do Amor. Accessed Oct 2017.

› Record TV. Emissoras da Rede. Accessed Oct 2017.

› Record TV. Por Dentro das Emissoras da Rede. Acessos Oct 2017.

📰 Portal R7. R7 Móvel. Accessed Oct 2017.

📰 Portal R7. Trilhas Sonoras. Accessed Oct 2017.

📰 Portal R7. Cursos. Accessed Oct 2017.

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📰 Rede Família. Como Assistir. Accessed Oct 2017.

› Record Internacional. Conheça a Empresa. Accessed Oct 2017.

📰 Tudorádio. Rádio Record. Accessed Oct 2017.

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Key facts

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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

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Grupo Abril

Grupo Abril owns the weekly news magazine of greater circulation in Brazil, *Veja*, with an average of 1,111,968 copies sold in 2016. Its circulation is way ahead of the second place, *Época* magazine, owned by Grupo Globo, with an average of 340,195 copies sold in the same period. In the list of 10 magazines with largest circulation, 6 of them belong to Grupo Abril.



Despite its dominant position in the contemporary magazine market in Brazil, Grupo Abril is much smaller today than it was by the end of the 20th century. All throughout the group's history, *Veja* magazine, with its large circulation and focus on politics, had a huge role in the formation of Brazilian public opinion. Its profile changed throughout its existence, accompanying changes in Grupo Abril management and its executives political stances.

The group was founded by Brazilian naturalized Italian-American Vicor Civita. His brother, César Civita, worked for Italian publishing house Mondadori, which had the rights for the publication of Disney magazines in Italian. During the war, he went to Argentina, where he founded Editora Abril, with the rights to publish Donald Duck's comic books in Latin America. César suggested that Victor opened a publisher in Brazil, with the support of Disney and Time-Life. These companies, following a policy of spreading north-american cultural values during the Cold War, wanted to strengthen their presence in Latin American countries, but had problems with these countries legal restrictions to foreign capital in communication companies. Editora Abril was created in this context, based in São Paulo, with 500 thousand dollars investment by the owners, besides loans and a society with Smith de Vasconcelos group and Minas Gerais entrepreneur of Italian descent Gordiano Rossi. Victor Civita had shareholding control of the company.

The publisher started its activities with the publication of Donald Duck's comic book, by Disney, and, after a few years, of a version of the Bible called "The most beautiful Bible in the World", and *Conhecer* encyclopedia. In 1961, they launched other Disney products, such as the *Zé Carioca* comics and, in 1969, the Brazilian comic book *Recreio*. In the 1960s they created segment magazines. For the female readership they launched *Cláudia* magazine in 1961. Today it's the fourth magazine in circulation in Brazil, with an average of 327,435 copies sold every month. For the male readership, it published in 1960 *Quatro Rodas* magazine (currently the eighth in circulation), following the expansion of automobile industry in the country, promoted by development policies in president Juscelino Kubitschek's government. They also created Abril Distribuidora in 1961, which distributed not only Abril magazines but also books and encyclopedias produced by Abril Cultural (1968-1982) to newstands all over the country.

Similarly to other communication companies in Brazil, Abril had governmental aid in their expansion. In the 1950s the government started subsidizing the national paper industry and tax exemption for book publishing. In 1963, Civita bought a new printer for the company, financed by the then called BNDE (National Bank for Economical Development), after convincing its director, Garrido Torres, to include graphical industries in the list of "base industries" that the bank supported. The group also developed, still in the 1960s, educational material

for the MOBRL (Brazilian Movement for Literacy), an institution created by the dictatorship for spreading literacy which substituted the Paulo Freire method used until then. The group also founded a network of hotels – Quatro Rodas, same name used for the car magazine and travel guide published by Abril, and also Slaughterhouses.

The publisher only started publishing political journalism content during the Military Dictatorship (1964-1985), by initiative of one of Victor Civita's sons, Roberto Civita. In this period, the publisher launched two news magazines: Realidade (1966-1976) and Veja (1968-today). Both magazines started publishing articles on political and behavior themes that displeased the Brazilian military regime, had some editions confiscated, but were able to negotiate with the censors and survive. Brazilian Abril grew during the Military Dictatorship, but César Civita's publisher had another fate. In Argentina, Editora Abril faced political opposition from both peronists and the military, until they had to finish their activities in 1975, with the family's exile in Italy.

In the 1980s, they founded Fundação Victor Civita, which created a series of publications focused on education and awards dedicated to education professionals with outstanding practice. Roberto Civita assumed the group's direction in 1990, after his father died, and sustained the group's growth: he invested in Cable TV (TVA, DirecTV, MTV, TV Abril, ESPN Brasil, among others) and Internet (BOL Portal). He also founded Abril Educação, one of the largest private education groups in Brazil. The group brought together textbook publishers Ática and Scipione (their main client being the Ministry for Education), education systems Anglo, Ser, Maxi and GEO, pH courses and schools, Grupo ETB (Escolas Técnicas do Brasil), in São Paulo, SIGA, a prep course for public examinations, Escola Satélite, language schools Red Balloon and Wise Up and Livemocha, online community for english learning. In 2007, Grupo Abril, a major shareholder for Dinap distributor, announced their fusion with Fernando Chinaglia's distributor, creating a monopoly of magazine distribution in Brazil (today called Total Express).

Outside the magazine distribution business, other businesses in Civita hands died out. They couldn't make them financially viable. Today, BOL portal, incorporated by UOL, belongs to Grupo Folha. Cable TV companies have also been sold to other companies, as have some important magazines owned by the group. Abril Educação became Somos Educação with shareholding control by investment fund Tarpon Gestora de Recursos S.A. (74.5%) and the Government of Singapore (18.5%). Only the Editora Abril magazines and distribution and logistic companies remained. Even the group's most important product, Veja magazine, is going through financial problems due to editorial discredit.

Key facts

Mother Company	Abrilpar
Business Form	Private
Legal Form	Corporation
Business Sectors	Media, Education

Ownership

Individual Owner

› Civita Family



70 %

Naspers (Myriad International Holdings B.V.)

Naspers is a South African media conglomerate. It was connected to the Nasionale Party (NS) and supported the Apartheid regime.

30 %

Media Outlets

Online



Portal Abril

Print

veja

Veja

Other Media Outlets

Other Print Outlets

Magazines: Veja, Veja São Paulo, Veja Rio, Veja Comer & Beber, Exame, Boa Forma, Claudia, Casa Claudia, Casa Cor, Elle, Estilo, Guia dos Estudante, Mundo Estranho, Cosmopolitan, Quatro Rodas, Saúde, Superinteressante, Viagem e Turismo, VIP, Arquitetura & Construção, Minha Casa, Placar, Você S/A, Você RH

Other Online Outlets

Veja Rio (<http://vejario.abril.com.br>), Veja BH (<http://vejabh.abril.com.br>), Veja SP (<http://vejasp.abril.com.br>) e Capricho (<http://capricho.abril.com.br>)

Facts

Media Business

Publisher

Abril Mídia

Printing

Abril Print

Distribution and Logistics

Total Express

Total Publicações

Distribution and Logistics DGB Logística Distribuição Geográfica do Brasil S.A.

Communication Agency

ABC - Abril Branded Content

Data Analysis

ABD - Abril Big Data

Signature Club

GoBox

Brand Licensing

Abril Licensing

Digital Magazine Platform

GoRead

Business

Education, Sports & Social Action

Fundação Victor Civita

Events

Casa Cor América Latina - mostra de arquitetura, design de interior e paisagismo

E-commerce

GoToShopping

The South African media conglomerate Naspers owns 30% of Abril. It is also the owner of 91% of the main Brazilian shopping search tool, Buscapé (buscape.com.br).

There are other international partnerships in Editora Abril: Elle – Hachette Filipacchi Presse; Estilo – Time Inc.; National Geographic Brasil – National Geographic Society; Nova – The Hearst Corporation; Playboy – Playboy Enterprises International; kids magazines – Disney; Runner's World, Men's Health e Women's Health – Rodale Inc.; and Superinteressante – Gyl España Ediciones (german group Gruner+Jahr).

General Information

Founding Year

1950

Founder

Victor Civita - Italo-American, born in New York (USA), the son of rich Italian Jewish parents, part of a cultural elite divided between Milan (Italy) and New York. He started Abril publishing Disney's Donald Duck comics.

Employees

9000

Contact

Sede São Paulo (SP) - Avenida das Nações Unidas, 7221 - Pinheiros - São Paulo - SP - CEP: 05425-902 - (11) 3037.2000 - > www.grupoabril.com.br -

> www.abril.com.br

Tax/ ID Number

CNPJ 44.597.052/0001-62

Financial Information

Revenue (Financial Data/ Optional)	2016: R\$ 1,024.2
Operating Profit (in Mill. \$)	2016: losses of R\$ 233.9
Advertising (in % of total funding)	Missing Data

Management

Executive Board	Giancarlo Fracesco Civita, Arnaldo Figueiredo Tibyriçá, Fábio Petrossi Gallo, Marcelo Vaz Bonini, Victor Civita Neto.
Non-Executive Board	Giancarlo Fracesco Civita, Victor Civita, Thomaz Souto Corrêa Netto.
Supervisory Board	Missing Data
Other Influential People	Walter Longo - president of Grupo Abril since 2016. He was the President and CEO of Grey Brazil, Mentor of Strategy and Innovation for the Newcomm Group (owned by Roberto Justus and the British group WPP). He was the founder and CEO of Synapsys International. He is a member of the Main Board of the conservative think thank Millennium Institute.

Further Information

Headlines	<p>http://g1.globo.com/economia/midia-e-marketing/noticia/2013/12/abril-anuncia-venda-de-operacao-de-radiodifusao-para-grupo-spring.html</p> <p>📄 http://G1. Abril anuncia venda de operação de radiodifusão para Grupo Spring. (2012). Accessed 1 october 2017.</p> <p>📄 G1. Abril transfere dez revistas para Editora Caras. (2014). Accessed 1 october 2017.</p>
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Portal Imprensa. Editora Abril transfere Nova Escola e gestão escolar para a Fundação Lemann. Accessed 1 october 2017.

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G1. Grupo Abril anuncia reestruturação um mês após trocar presidente. (2016). Accessed 3 october 2017.

Data Publicly Available

ownership data is easily available from other sources, e. g. public registries etc.



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- 📄 Somos Educação website. Accessed 3 october 2017.
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Grupo Record

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The TV channel's leading shows were the musical shows hosted by famous Brazilian artists, besides projecting new artists with the Festival de Música Popular Brasileira (Brazilian Popular Music Festival). The group's radios, like Rádio Record and later Rádio Jovem Pan, advertised the TV shows on one hand, and, on the other hand, had their audiences improved with the participation of TV artists. TV Record had the largest TV audience in Brazil when a series of fires destroyed their studio, their theaters and their antenna in Avenida Paulista.



Submerged in debt and losing audience, many of their artists migrated to the rival TV Globo and in 1972 the Machado de Carvalho family sold 50% of their shares to Sílvio Santos, future owner of SBT channel and of Rádio Record. The commercial transaction was publicly confirmed only years later because Sílvio Santos had a contract with Rede Globo forbidding him of taking part in the shareholding control of other communication vehicles. In the late 1970s and early 1980s, the station's audience went up again thanks to auditorium shows like Raul Gil (currently at SBT) and Fausto Silva (currently at Rede Globo).

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Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265">  Macedo Family </div> <div data-bbox="1070 1196 1197 1319">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets



Correio do Povo



Portal R7



Record News



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
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	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
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	R7 On Demand
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Phonographic industry

R7 Trilhas Sonoras

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Tax/ ID Number

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Financial Information

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Advertising (in % of total funding)	Missing Data
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Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265"> > Macedo Family </div> <div data-bbox="1070 1196 1197 1317">  </div> <div data-bbox="1273 1238 1404 1299"> 100 % </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets

Correio do Povo - RS (share 2,76%)

Other TV Outlets

Record TV network (share 13,2%)
Record News network (share 0,5%)
Record Internacional

Other Radio Outlets

Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)

Other Online Outlets

R7 (r7.com)

Facts

Media Business

Audiovisual

Record TV Network; Audiovisual

Record Fimes

Record Entretenimento

Technology

Record Imprensa - Operações e Infraestrutura de Internet

Online

Record Play

Record News Play

REC 7

R7 VC

R7 On Demand

R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

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Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$) 2016: R\$ 227,3

Advertising (in % of total funding) Missing Data

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Key facts

Mother Company	Rádio e Televisão Record S.A.
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Business Form	Private
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Ownership

Individual Owner	<div data-bbox="550 1229 758 1265" data-label="Text"> <p>› Macedo Family</p> </div> <div data-bbox="1070 1196 1197 1317" data-label="Image">  </div> <div data-bbox="1273 1238 1406 1299" data-label="Text"> <p>100 %</p> </div>
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

Other Media Outlets

Other Print Outlets	Correio do Povo - RS (share 2,76%)
Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
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Phonographic industry

R7 Trilhas Sonoras

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Advertising (in % of total funding)	Missing Data
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Legal Form	Corporation
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Business Sectors	Media, Finances, Religious
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Media Outlets

Print



Correio do Povo

Online



Portal R7

TV



Record News

TV



Record TV

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Other TV Outlets	Record TV network (share 13,2%) Record News network (share 0,5%) Record Internacional
Other Radio Outlets	Rádio Record (SP). Guaíba 101,3 FM e 720 AM (RS). Sociedade 102,5 FM e 740 AM (BA)
Other Online Outlets	R7 (r7.com)

Facts

Media Business

Audiovisual	Record TV Network; Audiovisual
	Record Fimes
	Record Entretenimento
Technology	Record Imprensa - Operações e Infraestrutura de Internet
Online	Record Play
	Record News Play
	REC 7
	R7 VC
	R7 On Demand
	R7 Móvel

Phonographic industry

R7 Trilhas Sonoras

Paid-TV Distribution

Simba Content (joint venture - Grupos Record, Silvio Santos and Amilcare Dallevo/Marcelo de Carvalho)

Business

Finances

Banco Renner

Education, Sports & Social action

Instituto Ressoar

General Information

Founding Year

1953

Founder

Paulo Machado de Carvalho - businessman and sports manager, he was vice president and president of the São Paulo Football Club in the 1930s, 1940s and 1950s and head of the winning FIFA World Cup delegations of 1958 in Sweden and 1962 in Chile.

Contact

Rua da Várzea, 240São Paulo, CEP(55 11) 2184-4000 > www.recordtv.r7.com

Tax/ ID Number

CNPJ 60.628.369/0001-75

Financial Information

Revenue (Financial Data/ Optional)

2016: R\$ 1.862

Operating Profit (in Mill. \$) 2016: R\$ 227,3

Advertising (in % of total funding) Missing Data

Management

Executive Board Marcus Vinícius da Silva Vieira (CEO), Luiz Cláudio da Silva Costa, Wellington Marcelo Cardoso, Marcelo da Silva, Douglas Tavoraro de Oliveira, Dermeval Gonçalves, Delmar Andrade Macedo, Mafran Silva Dutra, diretor

Further Information

Data Publicly Available ownership data is easily available from other sources, e. g. public registries etc.



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📰 Tudorádio. Rádio Record. Accessed Oct 2017.

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› Rádio Record AM 1110. Quem Somos. Acesso Oct 2017.

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Context

Brazilian media do not exist in a vacuum but are dependent on the political, legal and social context of the country. It equally depends on the legal framework, that seems to lack behind in preventing media concentration and inhibiting political influence hidden in ownership structures. The characteristics of the Brazilian society, from literacy rates to consumption habits, determine which media outlets or media types dominate and presumably thus have the strongest influence on public opinion.



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Legal Framework

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Media Consumption

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History

Historically, in Brazil, the legislation has always been too shy to prevent the concentration of the communication's media ownership. And, in communications, few owners equals a smaller diversity of content, or the higher possibility of restrictions to the free expression of thought. The concentration of ownership, then, puts at risk the very foundations of a liberal representative democracy. And Brazil has revealed a favorable environment for this situation, the more harmful to the society, the more consolidated the technological convergence of the communication media. The Brazilian communications market model has two main features: the hegemony of the private system, although the 1988 Federal Constitution establishes the complementarity of public, state and private communication systems; and the high concentration in ownership. This model has been reinforced during the military dictatorship period, from 1964 to 1985.

The 1964 coup in Brazil took place in a post-Cuban Revolution, Cold War context, having been articulated between conservative sectors in the National Congress and the Armed Forces, supported with resources and information by a pro-United States geopolitical structure and a "communist hunt". Almost all Brazilian magazines and newspapers, above all the large circulation vehicles – O Globo, O Estado de S. Paulo, Folha de S. Paulo, O Dia, O Cruzeiro – supported National Legislative Director's Board's statement that the Presidency of the Republic was vacant, when the rightful elected president, João Goulart, was in the Brazilian territory, evaluating, along with his supporters, if he should try to resist the coup or not – taking into account that, in his view, resistance probably meant initiating an armed conflict in the country. He ended up deciding not to resist.

Exceptions of vehicles that didn't support the 1964 coup are the newspapers "Última Hora", "A Noite" and "Diário Carioca", which took a stand in favor of the Constitution and of the preservation of João Goulart as Brazilian President. As a consequence of this position, Última Hora, the only one among these three that actually had a significant circulation, had their Rio de Janeiro and Recife (Pernambuco state) headquarters destroyed during the coup's night, so they couldn't circulate in the following days. In the 1970s the newspaper ended up being sold to Folha da Manhã S.A., current publisher of A Folha de S. Paulo. Before, in 1964, Última Hora's regional newsroom in Porto Alegre (Rio Grande do Sul) had already become the newspaper Zero Hora, which supported the military regime since their first edition.

The relationship between the military dictatorship and the communication market in Brazil goes beyond the lack of independence of the Brazilian media regarding the regime. The successive military governments were responsible, in the long run, for the correlation of forces in the media market, because they sought articulations with the business owners for campaigns supporting the government and promoted the formation of large friendly communications groups with public funds. The concession grants for television channels were grouped in lots so these national networks could be formed, prioritizing a private concentrated communications model. Besides, in order to get their projects implemented, the business owners could count on public resources by the BNDES (National Bank for Social and Economic Development).


For the military regime, television, more than any other media, could advance their national integration project. But unlike radio, television wasn't yet a mass vehicle in the 1960s Brazil. Because of this, that media received a special attention from the dictatorship, which also facilitated the investments of foreign groups in the country.

In this period the communications structure was installed in the country with public resources, starting with the creation of Empresa Brasileira de Telecomunicações (Brazilian Telecommunications Company – Embratel) and, later, of Telecomunicações Brasileiras (Brazilian Telecommunications – Telebrás), and also of the Brazilian Satellite Telecommunications System (SBTS), with the launch of the satellites BrasilSat 1 and 2 in the early 1980s, enlarging the national television networks' reach. This political scenario generated the structural basis that allowed, for example, Grupo Globo to become the largest communication conglomerate in Latin America and one of the largest in the world.


It was through television that the military publicized their big construction works around the country, specially in the so called “Brazilian economic miracle” period, between the late 1960s and the early 1970s, precisely the period when the regime's political repression was stricter – a period which would generate an elevated external debt contracted by the federal regime. There were no direct criticisms to the regime, partly because of the censors, but also due to the self-imposed censorship by the stations. Auditorium shows commanded by charismatic hosts, such as Silvio Santos and Chacrinha, were very popular, as well as soap operas, which were becoming a successful genre, specially in the 1970s.

The private communications model of concentrated ownership wouldn't be altered after the end of the military regime in 1985. On the contrary, it was amplified following a regional geopolitics, of neoliberal economic hegemony. Initiatives for the privatization of state-owned companies in different areas, including communications, were put in practice during Fernando Collor de Mello and Fernando Henrique Cardoso's presidencies, and the large communication conglomerates concentrated ever more political and economic power through the cross property of media, given the absence of an effective regulatory control by the State. In Brazil, communications appear side by side with chocolate, beverages and toothpaste industry as the sectors of highest economic concentration.

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Society

Brazil has a population of 207,7 million people, according to an estimate by Brazilian Institute of geography and Statistics (IBGE) published in the Union's Official Journal in 30/08/2017. The most populated city in the country is São Paulo (in the state of São Paulo), with 12,1 million inhabitants, what amounts to 5,8% of the Brazilian population living in a single city. After that, still regarding the most populated cities, follow: Rio de Janeiro (in the state of Rio de Janeiro), with 6,5 million; Salvador (in the state of Bahia) and Brasília (in the Federal District), with around 3 million inhabitants each – the national capital constituting a special case because the Federal District, with an area of 5.800 km², forms a single city, Brasília, subdivided into 31 administrative areas.

Most of the population live in urban areas, around 84% of the inhabitants, while the remaining 16% live in rural zones. But this is a recent phenomenon, observed from the 1960s on, after the country entered a period of rapid industrialization started in the 1950s. Since the factories installed in urban areas needed handwork and since there was the expectancy of a better quality of living in the cities, the population was encouraged to migrate. Until then, most of the Brazilian population lived in the country. This rural exodus occurred in a few decades window and the following accelerated growth of urban population had a tremendous impact on the country's social structure, producing poverty belts around the big centers, where access to sanitation, health, housing and employment was scarce.

Currently, more than half of the Brazilian population (precisely 56,5% of the population, what amounts to 117,2 million people) live in only 310 cities, which is also the amount of cities in the country with more than 100 thousand inhabitants. This amount corresponds to 5,6% of all cities existing in Brazil, spread over the federation's 27 units (26 states plus the Federal District). Thus, 56,5% of the Brazilian population live in just 5,6% of the cities, while the remaining population, that corresponds to 43,5% of the total, live in the remaining 94,4% of the cities. The cities with more than 500 thousand inhabitants, that amount to 42, concentrate 30,2% of the country's population (62,6 million people). Most of the Brazilian cities (68,3% of the total) have up to 20 thousand inhabitants and hold only 15,5% of the population (what corresponds to 32,2 million people).

With a total area of 8,5 million km², Brazil is the fifth biggest country in the world in territorial extension and the sixth in population. Among the states that compose the Federative Republic of Brazil, the three most populated ones are located in the southwest region of the country, the first ones to start urbanization and industrialization processes, while the five least populated states are located in the North region, characterized by the imposing presences of the Amazon Forest, the Amazon river and its stream feeders.

São Paulo is, thus, the most populated state, with 45,1 million inhabitants, what amounts to 21,7% of the country's population, followed by Minas Gerais, with 21,1 million, and Rio de Janeiro, with 16,7 million people. Following them, the most populated state outside of the Southwest region is Bahia, with 15,3 million inhabitants, followed by Rio Grande do Sul and Paraná, both in the South region, with 11,3 million people each. The least populated state, on the other hand, is Roraima, with 522,6 thousand inhabitants, followed by Amapá, with 797 thousand; Acre, 829 thousand; Tocantins, 1,5 million; and Rondônia, 1,8 million. The amount of inhabitants by km² in the North region states is below 6 people, while in the most industrialized and urbanized states demographic densities of over 360 inhabitants per km² are registered.

The improvement of health conditions, sanitation and education in recent decades has been promoting a significant increase of the Brazilian population's life expectancy. In 1940, Brazilians were expected to live an average of only 46 years. In 2016, the average life expectation of the Brazilian population exceeds 75 years. On the other hand, this increase in Brazilian's life expectancy in a few decades, allied with the expressive decrease of birth rates, demand a review of public policies in areas like education, health, assistance and social security, as the number of youths decrease and the number of elders increase. Among the more than 200 million inhabitants of Brazil, 51,4% are women and 48,6% are men. The average number of children per woman dropped from 6,3 to 1,9 in a period of just 50 years, between 1960 and 2010 – year of the last census by the IBGE foundation.

In terms of religious creeds, the 2010 census shows the evangelicals as the segment that grew the most in Brazil, increasing from 6,6% of the population, in 1980, to 22,2% - the term "evangelical" refers to pentecostal, neopentecostal and protestant alike. On its turn, the percentage of catholics, although showing a progressive decrease at each census performed, continues to represent the majority of the population, this time with an index of 64,6%. The 2010 census also registered 2,0% of spiritists and 0,3% of followers of African-matrix religions, although this data may be underestimated, since people participating in the survey could only choose one religious creed – what ignores the country's existing culture of religious eclecticism and the simultaneous attendance of more than one religious doctrine. Finally, those who declared themselves non-religious amounted to 8,0% of the population.

Regarding ethnic origins, The National Survey per Domicile Samples published by the IBGE foundation based on data from 2015, showed a practically egalitarian distribution of self-declared white, 45,2% of the population, and self-declared brown, 45,1%. The survey only gave three options to the question "what is your color?": white, black or brown. The population who self-declared black corresponded to 8,9% of the interviewed. The 2010 census on the other hand pointed to a population of almost 2 million "yellow" (1,1%) and of only 817 thousand "indigenous" (0,4% of the country's population) – the estimated number of indigenous people living in the country when the first foreigners arrived (the Portuguese, in this case) is estimated between 1 million and 5 million, in the year 1500. The indigenous population was concentrated in rural areas (60,8%), while only 15,6% of the total Brazilian population lived in these regions.

Political System

Brazil currently experiences a severe political-institutional crisis. In May 2016, the federal Senate approved the suspension of the first democratically elected female President of the Republic, Dilma Rousseff. The lawsuit was based on the accusation that Rousseff had practiced the so-called fiscal “pedaladas” – accounting sleights of hand to finance the government’s social actions with resources from state banks with delayed payments to meet fiscal targets. However, **the technical body of the Federal Senate itself performed an investigation** in the impeachment process files one month after its conclusion and, in a 224 pages report, although identifying the president as the author of four decrees for budget credit opening, exempted her of any responsibility over the fiscal “pedaladas”. The 1988’s Federal Constitution determines that, in order for a impeachment process to occur, the president of the Republic must have committed a liability offense.

The current National Congress’s legislature, that approved the suspension process between the months of April and May 2016, has about two thirds of its members answering to some kind of accusation or investigation. The house speaker at the time of the impeachment process installation, PMDB’s Eduardo Cunha – same party of vice-president Michel Temer, who took on the presidency after Rousseff’s ousting -, accepted the demand one day after Rousseff’s party, PT, decided to vote for the opening of an ousting process against Cunha himself, in the Legislative Ethics Council. Cunha was considered guilty for the crimes of corruption, money laundry and illegal evasion of foreign exchange, and remains arrested.

Brazilian society left 2014’s presidential elections divided, when Rousseff was elected on the second shift with 51,64% of the votes (54,5 million votes), against her adversary’s 48,36%, PSDB’s senator Aécio Neves, (51 million votes). The electoral dispute did not end with the conclusion of the elections: the defeated candidate, incapable of accepting the results, accused the suspicion of fraud. The accusations and conflicts atmosphere was taken to the streets, with conservative groups being sponsored by opposition parties to organize demonstrations against the elected government. Offices and other benefits in a possible future government started being offered to parliamentarians, in exchange for support in a possible impeachment process to be opened in the National Congress.

The Federal Supreme Court (STF), the country’s highest court, stated that it would not interfere in the process, even refusing to judge any possible irregularities during the ousting voting. With the impeachment consolidated, the new government was formed with a significant participation of the opposition defeated in the 2014 elections. The intention of many parliamentarians who approved the impeachment was precisely to stop the investigations run by the Federal Police, specially the ones by the Lava Jato (‘Car Wash’) Operation. Michel Temer himself and several of his ministers are being accused of corruption, but the current occupant of the presidential seat has managed to block investigations by using his allied base in the National Congress (whose authorization is required for any investigations on the president). Romero Jucá, a PMDB senator close to Temer, **had recordings revealed in May 2016**, where, concerned with the fact that corrupt businessmen’s testimonies in court could affect many politicians, states that “the government has to be changed if we want to stop this bleeding” and that “the easiest solution would be to put Michel [Temer]”, in a “[...] great national agreement. With the Supreme Court and everything”.

Michel Temer, on his turn, stated, in september 2016, that Dilma suffered the impeachment for reusing the economic plan proposed by PMDB, called “Uma ponte para o futuro” (‘A bridge to the future’). This plan proposed the end of a minimum quote to be invested in public health and education, liberal reforms of labor and social security laws, the suspension worker’s and retired people’s rights, and the privatization of several areas. This program is very similar to the one proposed by the defeated opposition in the elections and has never been democratically approved.

For these reasons, a civil society organization group that includes **Intervozes**, identifies the political process of power takeover by Temer and the opposition that was defeated in the ballots as a **Coup**, executed by parliamentary forces with media support. Thus, several organizations do not recognize and avoid institutional dialogue with the government. **Economist Intelligence Unit’s Democracy Index**, an index created by The Economist newspaper to measure the level of democracy in several countries, put Brazil, for the first time, in a position below 7 between 2015 and 2016, indicating the country’s least democratic moment since 2006.

Popular approval of Michel Temer’s government is of only 3%. Temer has guided his government with the neoliberal agenda of “Ponte para o futuro”. Counting with the Congress’s support, the government advances in measures with no popular support, such as the labor and social security reforms that loosen work relations and create barriers to workers’ retirement, **pleasing the political and economical elites as well as the financial system.**

Dilma Rousseff’s impeachment was the second in the country’s history. The first one was Fernando Collor de Mello’s, first president elected by the people after the military regimen that ruled Brazil between 1964 and 1985. Elected in 1989, Collor resigned his position in 1992 to evade the ousting process and the loss of political rights. He could not. But ended up running for an office after the eight-year suspension term, being currently a Republic senator. The president that preceded Collor, José Sarney, took in the seat after Tancredo Neves’s death, who had been indirectly elected, by the National Congress, but never took office.

Sociologist Fernando Henrique Cardoso (PSDB), on his turn, governed between 1995 and 2002, having as the main deeds of his tenure the fight against monetary inflation and the guarantee of monetary stability in the country. During his management, marked by a neoliberal agenda, specific and strategic sectors of the economy were privatized, such as telecommunications, mining and metallurgy. He was replaced in 2003 by metalworker Luiz Inácio Lula da Silva (PT), the first president of working-class origin in the history of the Republic. Enjoying a favorable international economical context, Lula looked to intensify the income distribution and the economical inclusion of the poorer. His management also increased the access to college education, intensified the assistance to extremely poor regions in the national territory and put Brazil back in a privileged position in international geopolitics. Lula also helped the election of his successor, Dilma Rousseff (PT), in 2010.

Economy

Overview

Brazil has a very diversified economy, with well developed sectors of services, agriculture, industry, mineral exploration and energy production. The services sector accounts for more than 50% of Brazil's Gross Domestic Product (GDP), that in 2016 reached the amount of R\$ 6,267 trillion (around US\$ 2,015 trillion). This amount puts the country in the seventh position in the world's GDP rankings.

The country is among the five biggest agricultural exporters, according to the World Trade Organization (WTO). The main products in this sector are coffee, soy, wheat, rice, sugarcane, cocoa, citrus and meat. So, farming contributes to an average of 5,5% of the country's GDP, being the sector with the biggest percentage growth in the last two years.

The industrial sector, on its turn, is responsible for 28,5% of the GDP and its main products are automobiles, industrial steel and petrochemical production. Mining, especially with the exploration of iron ore, puts the country among the top three exporting this resource. The GDP generated by Brazilian mining reaches about 2,5%, having represented 8,5% of the total in the early 2000s.

From nature, oil and natural gas are also extracted. The discovery of new oil and gas deposits in the pre-salt layer made the contribution of this sector jump from 3%, in the year 2000, to 13%, in 2014. Besides that, Petrobrás, a Brazilian company of mostly public capital, became, in the same period, the world's main company in the field of deep-water oil exploration, boosting the public company's internationalization.

Another sector that grew in the mentioned period is civil construction, with Brazilian companies being demanded for enterprises in several African and Latin American countries.

Historically, the country have always registered a high income concentration index (in Brazil, the richer 10% have concentrated between half and 2/3 of the country's total income, since 1974). Between the years of 2003 and 2014, however, the country presented a significant economic progress, that promoted a better income distribution among its population. It is important to note that the country registered the removal of 29 million people from the poverty line. In the same period, according to information by the World Bank, the country also decreased its Gini coefficient, that dropped 6,6 percentile points, from 0,581 to 0,515. In 2014, the country left the World Hunger Map.

Economical crisis

Currently, the country experiences one of its worst economic crisis to date. The average annual growth, that has reached 4,5% between 2006 and 2010, dropped to 2,1% between 2011 and 2014 and, in 2016, obtained a negative index of -3,6%. It is the worst recession of the last 30 years.

In December 2015, the country reached a monetary inflation peak, at around 10,7% and, in June 2017,

registered 14 million unemployed people, according to the Brazilian Institute of Statistics and Geography (IBGE) – the highest rate since the beginning of the survey. Besides that, the policies of income distribution, although important, did not consolidate a structural change for everybody and, with the economic crisis, the country even risks to return to the World Hunger Map.

Part of this development is seen as the result of the economic policies adopted by the Federal Government, partly also related to the **institutional-political crisis unfolding in the country since 2015**.

Media Consumption

Television is still communication media most used by Brazilians when they look for informations, coming up with 63% in the users' habits. It is followed by Internet, with 26%, radio, with 7% and newspaper with 3%. Other communication media come up with 1% as possibilities for obtaining information. The data comes from Pesquisa Brasileira de Mídia 2016, annually organized by the Presidency of the Republic's Social Communication Secretary (Secom).

Information consumption is similarly distributed between the sexes, but it varies when it comes to user age, with Internet, instead of TV, coming up as the most used media by young people between 16 and 17 years old (51%) and between 18 and 24 (50%). As the users' ages go up, so does the importance of TV and radio as main media through which information is obtained and the Internet's relevance declines. There is also a difference regarding the level of education: people with more education time – incomplete superior education 54% and complete superior education 49% – use the Internet rather than television.

Although the TV's reach is still considerable, the data show an important trend: the regression of television as the most important means to obtain information and the growth of the habit of looking for information online. In 2014, when the production of Pesquisa Brasileira de Mídia began, the percentage of users that had TV as their most important media was 76%, while Internet had only 13%.

The tendency for a percentage raise of users that have the Internet as main information source should be assessed taking into account some of the access indicators to avoid a hasty conclusion about the Brazilian media habits transformations.

1) Although the Internet has been growing as a means for information access, only 54% of Brazilian homes have access to the Internet (Pesquisa TIC Domicílios 2016 – Cetic.Br). Of this percentage, only 64% are connected through broadband services. This data reveals a high percentage of users without connection and another group that uses the Internet through mobile connection packages on cell phones and smart phones, what might have an impact on the quality of the access and, consequently, on the environments, platforms and content accessed.

2) The country's Southeast, where most of the economic power is concentrated, is still the region with the most homes connected through broadband and there is a large discrepancy of broadband access between urban areas (59%) and rural areas (26%). Similar inequalities might be observed in the access of different social classes. 98% of the A class (high income) has broadband in their homes against only 23% in the D and E classes (lowest income).

These and other indicators help us not to minimize the substantial impact television still has on the reproduction of culture and the formation of public opinion in Brazil, as it daily reaches 97.1% of Brazilian homes, according to Pesquisa Nacional de Amostragem de Domicílio in 2015 (IBGE). Radio, even though it is only mentioned by 7% of the interviewees as the most important means to information, reaches 69.2% of the homes.

Legal Framework

The Brazilian legal framework for media and communication is fragmented, with different rules for each service and their specific aspects. This legislation is the result of disputes between the State, the business sector and social agents, with each of them representing consequences of a political victory in a given historical moment. The result does not show a very cohesive picture. It is a legal framework with substantial gaps, both regarding the actual rules and also their implementation.

In a schematic representation, the legal "skeleton" of Brazil's media legislation could be summarized as follows:

- Constitutional Principles
- Large service groups (broadcasting and telecommunications)
 - Broadcasting:
 - Systems (private, public and State-owned)
 - Services (sounds and images)
 - Type of licence (broadcasting, educational, community)
 - TV (broadcasting of sounds and images):
 - Differentiation regarding the generation (generators, relays)
 - Radio (broadcasting of sounds)
 - Differentiation regarding the frequency (OM, OC, OT, FM)
 - Telecommunications:
 - Telephony
 - Difference regarding the physical connection (fixed and mobile)
 - Cable TV (Conditional Access Service)
 - Internet (Multimedia Communication Service and Added Value Service)
 - Other services

The Federal Constitution defines two central groups of communication services (broadcasting and telecommunications), which can be exploited directly or by third parties. Due to the privatization of telecommunications, the Art. 21 submits this sector to a specific regulatory body, the National Telecommunications Agency (Anatel). The text lays down a set of guidelines both for each individual service and the sector as a whole.

About freedom of expression, the Constitution states that: "it is free the expression of thought, being forbidden the anonymity" (Art. 5, item IV); "it is ensured the right to reply, proportional to the injury, in addition to the compensation for material damage, moral or to the image" (Art. 5, item V); "the expression of intellectual, artistic, scientific and communication activity is free, regardless of censorship or license" (Art. 5, item IX); "to everyone it is ensured the access to information and protected the confidentiality of the source, when necessary for the professional practice" (Art. 5, item XIV); "the expression of thoughts, the creation, the expression and the information, in whatever form, process or vehicle will not suffer any restriction, in accordance to the provisions of this Constitution" (Art. 220); and "it is forbidden all and any censorship of political, ideological and artistic nature" (Art. 220, § 2º).

The Constitution divides broadcasting activities in three systems: public, private and State-owned (Art. 223). It forbids monopolies or oligopolies in media (Art. 220, § 5º), restrains the ownership of journalistic companies or broadcasting stations only to Brazilians (born or naturalized), allows the presence of up to 30% of foreign capital.

These principles are detailed in specific pieces of legislation, presented and analyzed throughout the legal document as part of this project (SEE LIBRARY).

The Brazilian Telecommunications Code (CBT, Law 4.117/1962) became the legal frame for both telecommunications and broadcasting, but since the privatization of the telecommunication sector (1997) it only concerns the audiovisual broadcasting services radio and TV. In addition the law 11.652/2008 regulates the public broadcasting service in the scope of the federal government, authorizing the creation of the Brazil Communications Company (EBC). The Decree 5.820/2006 stipulates rules for the transition of radio and TV broadcasting to digital transmission in what came to be known as the Brazilian Digital TV System.

The telecommunication part was regulated by the Law 9.472/1997 (Telecommunications' General Law). The cable TV became subject to the Law 12.485/2011 (Conditioned Access Service Law – SeAC). Some regulation relates to the Internet, but none of it establishes the offer of online content as a service or contains normative conditions for the operation of websites and portals.

The implementation and enforcement of these norms, as well as the general supervision of the services, is in charge of a group of institutions and authorities

(a) Ministry of Science, Technology, Innovation and Communications (MCTIC) - Defines most part of the communication's policies. In this sector, it is responsible for:

- 1) formulating and implementing broadcasting and telecommunications public policies;
- 2) regulating, granting and overseeing broadcasting services;
- 3) controlling and managing the use of the radio frequency spectrum, in partnership with Anatel;
- 4) overseeing Anatel; and
- 5) performing postal services through Brazilian Postal and Telegraph Company.

(b) Ministry of Culture (MinC) - The Ministry plays an important role in the country's audiovisual policy. The Audiovisual Secretariat formulates and implements such policy by means of various programs, most of them focused on small and medium-sized producers. The Ministry has, amongst its attributions:

- 1) to partially formulate and implement audiovisual policy;
- 2) to implement incentive policies to agents, genres and formats;
- 3) to supervise the National Film Agency (Ancine); and
- 4) to formulate and implement the copyright policy.

(c) Communications Special Secretariat (currently linked to the Civil House of the President's Office) - The Secretariat establishes and executes the institutional communications policies, including the actions related to advertising and political campaigns, as well as manages the public communication outlets. It is responsible for the supervision of the Brazil Communications Company (EBC).

(d) National Telecommunications Agency (Anatel) - It is the regulatory authority for the telecommunications services. Its assignments are

- 1) to implement the National Telecommunications Policy and the governmental decisions concerning it;
- 2) to regulate the telecommunications' activities in the infralegal sphere (administrative acts, which do not have the force of law);
- 3) to grant permissions for telecommunications services; and
- 4) to manage the radio frequency spectrum.

(e) Film National Agency (Ancine) - Has the attribution to promote, to regulate and inspect the movies and audiovisual's markets in Brazil. Ancine approves and controls the execution of co-production, production, distribution, and infrastructure projects carried out with public funding and tax incentives. The Agency's key role in terms of media ownership is the regulation and enforcement's supervision of the Conditional Access Services (pay TV).

(f) Economic Defense Administrative Council (Cade) - Federal authority linked to the Ministry of Justice. It is in charge of ensuring free competition by means of actions such as:

- 1) to analyze and decide on mergers and acquisitions, as well as on other moves that impact market structure;
- 2) to investigate and judge actions that may harm free competition (such as cartels); and
- 3) to promote the culture of free competition by means of awareness, education, studies and research actions.

Cade is not a specific body related to communications or broadcasting but influences these sectors because it has the power to make decisions about any action with impacts in competitive dynamics.

(g) National Parliament - The Brazilian Parliament is composed by two houses, Deputies' Chamber and Senate. Regarding the sector, in addition to developing and changing laws, the two institutions also have the prerogative to validate the concessions granting or renewals done by the federal government. Without their approval, the license has no legal validity.

(h) Judiciary - The Brazilian Judiciary has the prerogative to analyze cases formulated by public and private entities and apply sanctions in cases that don't comply with the law. In the sector's specific case, the Constitution establishes that only the Judiciary and the power to revoke a concession before its deadline.



Regulatory framework of the Brazilian media system: Study for the Media Ownership Monitor, MOM - Brasil 2017

Media Pluralism

Ten indicators of Risks to Media Pluralism aim to run a diagnostic on the health of the media sector in Brazil by assessing three dimensions: economic, legal and political. How concentrated is the media market both horizontally (in each sector) and vertically (across sectors) in Brazil? What are the greatest risks to Media Pluralism? Do the Media in Brazil provide space for public debate that includes all voices, all viewpoints including those that are critical of people in power?

Indicators for Risks to Media Pluralism



Main findings

Transparency



The hard road to data

[more](#)

Regulation



Legal shortcomings

[more](#)

Concentration



Concentration

[more](#)

Political affiliation



Powerplay on air

[more](#)

Business interests



Follow the money

[more](#)

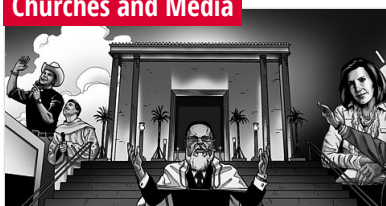
Geographic concentration



São Paulo rules

[more](#)

Churches and Media



Churches owning media

[more](#)

Public advertising



Public spending

[more](#)

Indicators for Risks to Media Pluralism



Media Audience Concentration

This indicator assesses the concentration of audience and readership across media platforms based on audience share. Concentration is measured by using the nationwide biggest 4 owners in the market. Presented are the sums of the audience shares based on the GeoPoll surveys for Jan-March 2017.

Result: HIGH RISK (50,24%)

Why?

LOW	MEDIUM	HIGH
Audience concentration in television (horizontal)		
<p>Percentage: 71,1% (Source: Kantar Ibope (2016), data for terrestrial television)</p> <ul style="list-style-type: none"> • Grupo Globo: 36,9% (Rede Globo) • Grupo Silvio Santos: 14,9% (SBT) • Grupo Record: 14,7% (Record TV) / 0,5 (Record News) • Grupo Bandeirantes: 4.1% (Band) 		
If within one country the major 4 owners (Top4) have an audience share below 25%.	If within one country the major 4 owners (Top4) have an audience share between 25% and 49%.	If within one country the major 4 owners (Top4) have an audience share above 50%.
Audience concentration in Radio (horizontal)		
<p>Percentage: 20,7% (Data from Pesquisa Brasileira de Mídia 2016)</p> <ul style="list-style-type: none"> • Grupo Jovem Pan: 5,50% • Grupo Globo: 5,30% • Grupo RBS: 5,00% • Grupo Bandeirantes: 4,90% 		
If within one country the major 4 owners (Top4) have an audience share below 25%.	If within one country the major 4 owners (Top4) have an audience share between 25% and 49%.	If within one country the major 4 owners (Top4) have an audience share above 50%.
Readership concentration in newspapers (horizontal)		
<p>Percentage: 50,42% (Source: Instituto Verificador da Comunicação (IVC) 2016 – newspapers)</p> <ul style="list-style-type: none"> • Grupo Globo: 15,96% • Grupo Folha: 12,49% • Grupo RBS: 11,15% • Grupo Sada: 10,82% 		
If within one country the major 4 Owners have a readership	If within one country the major 4 owners (Top4) have a readership	If within one country the major 4 owners (Top4) have a

LOW	MEDIUM	HIGH
share below 25%.	share between 25% and 49%.	readership share above 50%.
Audience concentration in Internet (horizontal)		
<p>Percentage: 58,75% Source: comScore mediaMetrix 2016 - share (% reach of the digital population). Multiplatform; Category: portal.)</p> <ul style="list-style-type: none"> • Grupo Globo: 73,0% • Grupo Folha (UOL): 65,0% • Grupo Record (R7): 63,0% • Grupo Ongoing Ejesa (IG): 34,0% <p>In this case, for the percentage of digital population reached (with superpositions), we used an average of the top four.</p>		
If within one country the major 4 owners (Top4) have an audience share below 25%.	If within one country the major 4 owners (Top4) have an audience share between 25% and 49%.	If within one country the major 4 owners (Top4) have an audience share above 50%.

Media Market Concentration

This indicator aims to assess the horizontal ownership concentration based on market share which illustrates the economic power of companies/ groups. Concentration is measured for each media sector by adding the market shares of the major owners in the sector.

Result:

The media market concentration based on market shares could not be computed. While the Registrar General provides access to some ownership data, financial data (revenue, advertising etc.) was not available a) per media company b) as market share and c) for the media sector.

LOW	MEDIUM	HIGH
<i>Media market concentration in television (horizontal): This indicator aims to assess the concentration of ownership within the TV media sector.</i>		
Percentage: not assessed		
If within one country the major	If within one country the major 4	If within one country the major

LOW	MEDIUM	HIGH
4 owners (Top4) have a market share below 25%.	owners (Top4) have a market share between 25% and 49%.	4 owners (Top4) have a market share above 50%.
<i>Media market concentration in radio (horizontal): This indicator aims to assess the concentration of ownership within the Radio media sector.</i>		
Percentage: not assessed		
If within one country the major 4 owners (Top4) have an audience share below 25%.	If within one country the major 4 owners (Top4) have an audience share between 25% and 49%.	If within one country the major 4 owners (Top4) have an audience share above 50%.
<i>Media market concentration in newspapers (horizontal) : This indicator aims to assess the concentration of ownership within the print sector.</i>		
Percentage: not assessed		
If within one country the major 4 owners (Top4) have a market share below 25%.	If within one country the major 4 owners (Top4) have a market share between 25% and 49%.	If within one country the major 4 owners (Top4) have a market share above 50%.
<i>Media market concentration in Internet Content Providers</i>		
Percentage: not assessed		
If within one country the major 4 owners (Top4) have a market share below 25%.	If within one country the major 4 owners (Top4) have a market share between 25% and 49%.	If within one country the major 4 owners (Top4) have a market share above 50%.

Regulatory Safeguards: Media Ownership Concentration

This indicator assesses the existence and effective implementation of regulatory safeguards (sector-specific and/or competition law) against a high horizontal concentration ownership and/or control in the different media.

Result: HIGH RISK

Why?

There are few mechanisms to limit the so-called horizontal concentration (the control over several vehicles of a

same media type). Decree-Law nº 236/1967 determines the maximum number of television grants – 10 in the whole national territory, being a maximum of 5 in the VHF band and 2 by state. Decree-Law 236/1967 establishes that concessionary or permissionary broadcast companies “cannot be submitted to other entities constituted to establish a single direction or orientation, through chains or associations of any kind”, but this guideline is not regulated and largely disrespected. Brazilian Media System was formed on the basis of national networks that guarantee control of the head stations (Globo, Record, Bandeirantes, SBT etc..) even if they do not own their affiliates. Decree 52.795/1963, that regulated the Brazilian Telecommunications Code (CBT), sets as a prohibition that a partner of a broadcast services company (in any modality) is also part of the shareholders composition of another grant to provide the same service in the same location. In other words, a single person or company cannot own two stations of the same nature in the acting location of the vehicle (city or region). But this limit is frequently bypassed by means of using different people in the shareholders composition of the stations. One example is the presence of stations Record e RecordNews, both belonging to the same group, in some cities. Regarding fusions, acquisitions and changes on sharehold control, the Ministry of Communications and the National Telecommunications Agency are the responsible organizations for monitoring acts of control and concentration, but without the power to authorize or veto this kind of operation beyond legal prevision.

Decree 9.138/2017, published by Michel Temer’s government, changed Decree 52.795/1963 ending the device that conditioned the direct or indirect permission of concession or the permission to previous consent of the federal government (Art. 90) In the general plan, Brazil has Conselho Administrativo de Defesa Econômica (‘Economic Defense Administrative Council - Cade), responsible for analyzing fusions and acquisitions and investigate monopoly practices. But the action of the Council is very timid in the Media Market. Also, there is no clarity in the legislation about the hierarchy of prerogatives between Cade (in the general scope) and MCTIC and Anatel (in the specific scope). Cade also does not use any criteria based on specific aspects of the sector, such as the concern for plurality. In the printed press and on the internet, there is no limit to any horizontal concentration, leaving only the acting possibilities of Cade. Regarding control, broadcasting stations may have foreign agents in their shareholders composition, but up to a maximum of 30%.

Regulatory Safeguard Score:

Analyzed Aspects: 54, Safeguards: 5, Score: 9,25%

Table summarizes TV/Radio/Online/Print - Max. score: 4 per sector.	Description	Yes	No
Does the media legislation contain specific thresholds or limits , based on objective criteria (e.g. number of licenses, audience share, circulation, distribution of share capital or voting rights, turnover/revenue) to prevent a high level of horizontal concentration of ownership and/or control in this sector?	This question aims to assess the existence of regulatory safeguards (sector-specific) against a high horizontal concentration of ownership and/or control in the TELEVISION/ RADIO sector.	2 (TV, Radio)	x (Inte Print
Is there an administrative authority or judicial body actively monitoring compliance with the thresholds in the print sector and/or hearing complaints? (e.g. media	This variable aims to assess if the law/regulation provides a due monitoring and sanctioning	1 (TV)	X

Table summarizes TV/Radio/Online/Print - Max. score: 4 per sector.	Description	Yes	No
and/or competition authority)?	system for the regulation on audiovisual media concentration.		
Does the law grant this body sanctioning/enforcement powers in order to impose proportionate remedies (behavioural and/or structural) in case of non-respect of the thresholds?	The variable aims at assessing if the law is providing a due system of sanctions to sector-specific regulation, such as: - Refusal of additional licences; - Blocking of a merger or acquisition; - Obligation to allocate windows for third party programming; - Obligation to give up licences/ activities in other media sectors; - divestiture.		X
Are these sanctioning/enforcement powers effectively used?	This indicator aims to assess the effective implementation of sector-specific remedies against a high horizontal concentration of ownership and/or control in the television media.	High Risk (0)	
Total	2 of 16		

Media Mergers	Description	Yes	No	NA
Can a high level of horizontal concentration of ownership and/or control in the media sector be prevented via merger control/competition rules that take into account the specificities of the media sector?	This question aims to access the existence of regulatory safeguards (sector specific and/or competition law) against a high horizontal concentration of ownership and/or control in the media sector through merging operations: - By containing media-specific provision that impose stricter thresholds than in other sectors; - The mandatory intervention of a media authority in merger and acquisition cases (for		X	

Media Mergers	Description	Yes	No	NA
	instance, the obligation for the competition authority to ask the advice of the media authority); - The possibility to overrule the approval of a concentration by the communication authority for reasons of media pluralism (or public interest in general), that - even tough they do not contain media-specific provisions - do not exclude the media sector from their scope of application.			
Is there an administrative authority or judicial body actively monitoring compliance with rules on mergers and/or hearing complaints? (e.g. media and/or competition authority)?	This variable aims to assess if the law/regulation provides a due monitoring and sanctioning system.		X	
Does the law grant this body sanctioning/enforcement powers in order to impose proportionate remedies (behavioural and/or structural) in case of non-respect of the thresholds?	The variable aims of assessing if the law is providing a due system of sanctions to sector-specific regulation, such as; - Blocking of a merger or acquisition; - obligation to allocate windows for third party programming; - Obligation to give up licences/activities in other media sectors; - divestiture		X	
Are these sanctioning/enforcement powers effectively used?	This indicator aims to assess the effective implementation of sector-specific remedies against a high horizontal concentration of ownership and/or control in the television media.	High Risk (0)		
Total	0 of 4			

Cross-media Ownership Concentration

This indicator aims to assess the concentration of ownership across the different sectors – TV, print, audio, and

any other relevant media – of the media industry. Cross-media concentration is measured by adding up the market shares of the Top media companies. In this case, market shares were as unavailable as financial data in general. Cross-media ownership was instead calculated on the basis of weighted audience shares for the print, radio, TV market. Audience shares for online outlets were not available. The results are not an indicator for economic strength in different media sectors but rather for the potential influence on public opinion when considering all media types.

Result: HIGH

Why?

Cross property is a central dimension in Brazilian media concentration. Grupo Globo, for example, has vehicles or networks with a central role in open TV markets (Rede Globo, audience leader), cable TV (with the content generated by the subsidiary GloboSat, including GloboNews and dozens of other channels), Internet (with the largest Brazilian news portal, Globo.com), Rádio (two of their networks, Globo AM/FM and CBN, are among the ten largest audiences). Grupo Globo also operates in the recording and publishing markets. The same is true for other groups like Record (RecordTV and RecordNews, on open TV; newspaper Correio do Povo and the R7 portal among the largest in the country) and RBS (with a Rio Grande do Sul affiliate of Globo on open TV, two newspapers among those of larger circulation – Zero Hora and Diário Gaúcho – besides other print publications, two radio networks, national Gaúcha Sat and regional Atlântida, ClicRBS online portal, and many other investments in digital media).

In the absence of relative market participation, MOM's methodology proposes the use of audience data to measure cross property concentration levels, adding up the four largest groups in audience. We have thus organized the data, not considering internet audiences (for which we have the digital population percentages reached by the portals, and many of the groups have largely accessed portals) and cable TV. The data have been weighted according to the participation in each type of media in Brazilian's consuming habits, measured by Pesquisa Brasileira de Mídia 2016. The weighted sum of the groups' radio and TV audiences and print vehicles readership gives **74.7%**.

Grupo Globo alone concentrates 43.86% of the audience, not considering their internet participation with the most accessed portal in Brazil. In that direction, Grupo Globo **launched a campaign in October, 2017** stating that they reach 100 million Brazilians daily, around half of the Brazilian population, with the cross property of different vehicles.

Score:

LOW	MEDIUM	HIGH
Percentage: 74.7%		
If within one country the major 8 owners (Top8) have a market share below 50% across the different media sectors.	If within one country the major 8 owners (Top8) have an audience share between 50% and 69% across the different media sectors.	If within one country the major 8 owners (Top8) have a market share above 70% across the different media sectors.

SOURCES:

Leaders (2016), Lancement de Nessma Mobile

Regulatory Safeguards: Cross-media Ownership Concentration

This indicator aims to assess the existence and effective implementation of regulatory safeguards (sector-specific and/or competition law) against a high degree of cross-ownership between media types (press, TV, radio, internet).

Result: MEDIUM RISK

Why?

In the case of vertical concentration (when an entity or group controls different stages of the productive chain, such as production, programming and distribution) and of cross property (when a group controls media in different markets), the only law to address the issue is Lei nº12.485/2011, which regulates paid TV under the Serviço de Acesso Condicionado (Conditioned Access Service). It prevents the control and property relation between radio broadcast and video production/distribution, and of telecommunications of collective interest, as phone, internet and cable TV services, for example.

Thus, these two kinds of agents of the audiovisual sector and entities which own concession and permission for radio broadcast can't control more than 50% of the collective interest telecommunication participation operator's social capital. Conversely, these telecommunication operators are not allowed to have larger than 30% participation of the total and voting capital of radio broadcast companies. In this example, concentration is defined by the shareholding participation only, and not by the number of licenses.

The Agência Nacional de Telecomunicações (National Telecommunications Agency) can block a fusion or acquisition or stop the grant of new licenses if the entities in question disrespect the limits established by Law 12.485/2011. The law also predicts the obligation to dedicate programming time to audiovisual content, but only in some channels that offer access conditioned audiovisual communication (SeAC). The same law predicts punishments by regulatory authorities for programmers who don't fulfill these quotas. Besides Anatel (National Agency for Telecommunications), the Economic Defense Administrative Council (Cade) can evaluate merges and acquisitions or investigate anti competition practices. However, it should be noted that there aren't any mechanisms preventing the control of broadcasting companies (either radio or TV) and print media. Based on that lack of legal basis, the Brazilian media system was organized on cross property of vehicles, reinforcing concentration in the hands of a few groups both in national and regional scales. There are no legal or normative basis regarding journalistic activities for online distribution in terms of limitations to concentration or the need for previous authorization from any competent authorities for acquisition, merges or other similar events. This is valid only for property and control relations between radio broadcast and audiovisual production/programming and collective interest communications, according to Law nº 12.485/2011.

Regulatory Safeguard Score:

8 of 13 (Percentage – 61%)

Ownership Transparency

This indicator verifies the data transparency for media owner's political affiliations, considering transparency of property to be an essential requirement for reinforcing pluralism in the media.

RESULT: MEDIUM TO HIGH RISK

WHY?

Transparency is evaluated, according to MOM's methodology, considering "active transparency" scenarios (where data would be available on both media and companies sides, accurately and transparently); and "passive" (when the companies don't publicize their information, but respond to information requests); an intermediary scenario, where, despite the absence of transparency initiatives stemming from the companies, there are public data available; and scenarios with no available data and an explicit attempt to conceal media property.

Thus, MOM's methodology predicts, among other paths to obtain and verify property data, a consultation process to information made available by the companies, as well as the soliciting of information, with a determined waiting time and a second request when the first isn't answered. MOM Brazil's team followed that procedure for the owners of the 50 vehicles evaluated, but didn't receive **any positive answer**. We go in details about this situation in the [discussion about transparency challenges](#). Among the few received answers, one of them said: "for strategical reasons, the solicited information is not public."

The pathways available for the acquisition of these data are tortuous, limited and not very transparent. As the indicator D7 ("Regulatory Safeguards: Ownership Transparency") points out, there are no legal or constitutional mechanisms available which require public service provider companies which benefit from public concessions, such as broadcast (radio and TV) companies, to publicize their information. Even if those companies should legally update their shareholding constitution in Commercial Registries and Notary Offices, there are no efficient transparency and information access policies for following this information. Besides, as the Registries are of local or regional (state) character, the access possibilities to this information oscillates according to the state or municipality in question – in many of them, every consultation costs an amount close to 60 dollars. The existing information system with data about radio and TV concession ownership do not guarantee up to date data, nor the possibility to effectively arrive at individual owners. As the companies, in general, have no transparency initiatives of their own, the barriers include the existence of numerous legal entities connected to these companies.

Finally, despite the fact that, in most cases, it has been possible for MOM investigators to arrive at the ownership data, through complex and indirect pathways, made even more obscure for the general public, the absence of responses to information requests and the difficulties with the available information systems point to a medium to high risk for ownership transparency, according to the methodology definitions below.

LOW	MEDIUM	HIGH
How would you assess the transparency and accessibility of data about the media ownership?		
Data on media owners as well as their political affiliations is publicly available and transparent.	Data of media owners and their political affiliations are disclosed based on investigations of journalists	Data on political affiliation of media owners are not easily accessible by the public and investigative journalists or activists are not successful in disclosing

LOW	MEDIUM	HIGH
(Active Transparency)	and media activists or upon request. (Passive Transparency, Data Publicity Available)	these data. (Data Unavailable, Active Disguise)

Regulatory Safeguards: Ownership Transparency

This indicator aims to analyze the existence and the implantation of legislation devices (both in the communication field and in general) that guarantee transparency practices and the availability of information regarding media ownership and control.

Result: HIGH RISK

Why?

In Brazil the normative planning of public administration does not establish a specific legal or constitutional device that determines the obligatoriness of information publishing – regarding corporate structure, shareholders composition and board of directors – by providers of granted public services whose category includes the broadcast of sounds and images. Regarding the specific case of radio broadcast, companies must report to the Ministry of Science, Technology, Innovations and Communications (MCTIC) the changes in shareholders composition, fusions and acquisitions. However, the publishing is not mandatory. The changes in control involving foreign capital have a specific treatment on legislation. Information provided by the operators are made available in National Telecommunication Agency's databases called "interactive systems". Among them are Sistema de Acompanhamento de Controle Acionário ('Shareholders Control Surveillance System' - Siacco), that brings the Stations' shareholders composition, and Sistema de Informação dos Serviços de Comunicação de Massa ('Mass Communication Services Information System' - Siscom), that makes available information on the providers of each broadcasting service allowing consultation by service modality or location (states or cities). The law nº 10.610/2002 determines that, until the last day of each year, companies must communicate, to commercial registration organizations (boards) or civil registration of juridical persons (registry offices) the shareholders composition. However, neither commercial boards or registry offices have transparency or information access policies effective enough to serve as tools for public control. Besides that, as they have local or regional character (state), the access possibilities to these information vary according to the city or state where they are.

Regulatory Safeguard Score:

1 out of 6 – High Risk (Regulation: 16,6 %).

Indicator	Description	Yes	No	MD	NA
Does national (media, company, tax...) law contain transparency and disclosure provisions obliging media	The aim of the question is to check regulatory safeguard for transparency towards the	X			

Indicator	Description	Yes	No	MD	NA
companies to publish their ownership structures on their website or in records/ documents that are accessible to the public ?	citizens, the users and the public in general.				
Does national (media, company, tax...) law contain transparency and disclosure provisions obliging media companies to report (changes in) ownership structures to public authorities (such as the media authority)?	The aim of the question is to check regulatory safeguard for accountability and transparency towards public authorities.	X			
Is there an obligation by national law to disclose relevant information after every change in ownership structure?	This question aims at assessing if the law provides rules on the public availability of accurate and up-to-date data on media ownership. This is a condition for an effective transparency.	X			
Are there any sanctions in case of non-respect of disclosure obligations?	This question aims at assessing if the law on media ownership transparency can be enforced through the application of sanctions.	X			
Do the obligations ensure that the public knows which legal or natural person effectively owns or controls the media company?	This question aim at assessing the effectiveness of the laws that deal with media ownership transparency and if they succeed in disclosing the real owners of the media outlets.	Risk			

(Political) Control Over Media Outlets and Distribution Networks

This indicator evaluates the risk of political affiliation and control over media network and distribution. It also evaluates the discriminatory level by network of political distribution of affiliate media. Discriminatory actions might include, for example, unfavorable prices and barriers for media access to distribution channels. Political affiliations are considered when the media or company belongs to a party, a group connected to a party, a party leader or someone clearly connected to a party.

RESULT: MEDIUM TO HIGH RISK

WHY?

As it is possible to infer in the [text about media and politicians relations in Brazil](#), the relations of political affiliation are present in many ways, not always directly in the formal ownership of big groups. Few of the big national media groups have a public officer among their current owners – as is the case of the Medioli family, with Vittorio Medioli. Other families, such as Câmara, Faria and Mesquita, are families that have already had elected politicians and important political positions in the country. The Macedo family, which controls Record and Igreja Universal (IURD), also has a political party under its control, the PRB (Brazilian Republican Party). Besides that, there is a considerable number of politicians who own or are shareholders of communication media. On a federal scale, 32 federal deputies and 8 senators are currently direct partners of broadcasters. The affiliate network phenomenon is central to these political associations. The big networks exert their power locally through affiliation relations, where local broadcast transmit most of their programming originated at the network heads, and also feed the national networks with local information. In most cases, these affiliates are owned by local and regional groups led by politicians or families of political tradition that generally own more than one vehicle. This media ownership political control phenomenon has been called, in academia and in the public debate, “coronelismo eletrônico”. Many examples of these cases are present in our [text about political affiliations](#).

This phenomenon is also present in many of the local media. There are [researches](#) that identify a political connection in at least half (1,106) of the 2,205 investigated community radio stations.

Besides, considering the vehicles and networks controlled by Empresa Brasileira de Comunicação (EBC- Brazilian Communication Company), it is also possible to state that there is a relevant political affiliation. The difference is that it doesn't refer to a control through ownership, but through the rigging of the public environment through political indication of the company's directors.

Given this scenario, even though one can't claim the direct ownership of politicians in many cases, we understand there is a medium to high risk of political control of vehicles and distribution networks.

LOW	MEDIUM	HIGH
What is the share of TV/radio/internet/print media owned by politically affiliated entities?		
The media having <30% audience share is owned (controlled) by a specific political party, politician or political grouping, or by an owner with specific political affiliation.	The media having <50% - >30% audience share is owned (controlled) by a specific political party, politician or political grouping, or by an owner with specific political affiliation.	The media having >50% audience share is owned (controlled) by a specific political party, politician or political grouping, or by an owner with specific political affiliation.
How would you assess the conduct of the leading distribution networks for print media?		

LOW	MEDIUM	HIGH
Leading distribution networks are not politically affiliated or do not take discriminatory actions.	At least one of the leading distribution networks is politically affiliated or takes occasional discriminatory actions	All of the leading distribution networks are politically affiliated and has a record of repeated discriminatory actions
How would you assess the conduct of the leading radio distribution networks?		
Leading distribution networks are not politically affiliated or do not take discriminatory actions.	At least one of the leading distribution networks is politically affiliated or takes occasional discriminatory actions	All of the leading distribution networks are politically affiliated and has a record of repeated discriminatory actions
How would you assess the conduct of the leading television distribution networks?		
Leading distribution networks are not politically affiliated or do not take discriminatory actions.	At least one of the leading distribution networks is politically affiliated or takes occasional discriminatory actions	All of the leading distribution networks are politically affiliated and has a record of repeated discriminatory actions

(Political) Control Over Media Funding

This indicator verifies the political influence in the discrimination of state advertisement publicity and other sources of state financing for the media. This discrimination can reflect “favoritism” for some political affiliations and correlated business interests, or by penalizing government criticism by the media. What is understood under state advertisement are all advertisements paid by governments and other companies and institutions controlled by the state.

RESULT: HIGH RISK

Why?

The absence of a legal framework that regulates fund use for state advertisement in media, combined to selective uses of these funds to buy editorial support for government actions, reveal a high risk of political control and silencing of criticism through the allocation of these funds.

The Normative Instruction defines the so-called technical criteria (Article 8) according to which a) technical market research and data should be used to identify and select the most adequate programming, according to each publicity action’s characteristics, b) investments destined to each vehicle should consider the respective audiences, based, whenever possible, in market technical data, researches or media studies and c) be oriented by a wide programming always when other vehicles with regular situation exist in the MídiaCad.

However, cross reference of audience data and advertisement allocation reveal wide contradictions in the so called “technical” criteria. A sample of our universe of vehicles has been analyzed in relation to discrimination of advertisement grants, based on data solicited through the Lei de Acesso à Informação (Public Information

Access Law) and organized by journalists of website Poder360.

The analysis shows significant distortions in 2016: as an example, Veja magazine (Grupo Abril) received 50% more in relation to their readership; O Globo newspaper (Grupo Globo), 66% more; and Época magazine (Grupo Globo) 83% above their proportional readership. The TV Band network (Grupo Bandeirantes) received advertisement funds which correspond to 95% more than what would be proportional to their audience. In the same direction, [a survey by Blog O Cafezinho](#), revealed the raise in funds destination for vehicles that supported the impeachment of Dilma Rousseff and Temer's government: the newspaper Folha de S. Paulo received a 121% raise, the newspaper Estado de S. Paulo, a 229% raise, Revista Época, 252%, Revista Veja, 489%, TV Record, 510% and Revista IstoÉ, 1384%. In 2017, a single campaign, [the government's campaign for the approval of the social security reform, used up R\\$ 100 million](#), 55% of the total predicted for publicity campaigns in the year, R\$ 180 million.

Also in the state and municipal scales there are accusations of other forms of arbitrary state financing, such as the [subscription of magazines without a public bid for the distribution in schools](#).

LOW	MEDIUM	HIGH
Is the state advertising distributed to media proportionately to their audience share?		
State advertising is distributed to the media relatively proportionately to the audience shares of media	State advertising is distributed disproportionately (in terms of audience share) to the media	State advertising is distributed exclusively to few media outlets, which do not cover all major media outlets in the country
How would you assess the rules of distribution of state advertising?		
State advertising is distributed to media outlets based on transparent rules.	State advertising is distributed to media outlets based on a set of rules but it is unclear whether they are transparent.	There are no rules regarding distribution of state advertising to media outlets or these
What is the share of state advertising as part of the overall advertising market?		
Share of state advertising is <5% of the overall market	Share of state advertising is 5%-10% of the overall market	Share of state advertising is > 10% of the overall market

Regulatory Safeguards: Net Neutrality

This indicator aims capture the landscape of legal regulation of net neutrality as well as the specific regulatory mechanisms that address net neutrality.

RESULT: MEDIUM RISK

WHY?

When we consider that there are legal mechanisms to protect the network neutrality, the situation in Brazil is positive. There is a specific legislation that regulates the network neutrality – Law 12.965, of April 2014, called Brazilian Civil Rights Framework for the Internet. In the **Brazilian Civil Rights Framework for the Internet**, network neutrality is defined as a principle regarding the Internet use in Brazil. The law defines that the one responsible for the transmission, commutation or routing is obliged to address any data package as isonomic, that is, with no content, origin and destination, service, terminal or application distinction. There is a clear definition that network neutrality must be preserved by telecom carriers. At the same time, this is the legal precept that ensures the effectiveness of such principle in Brazil.

The regulation of such Law details some aspects related to network neutrality. The regulation became effective in May 2016, as of Decree number 8771/2016, of the Executive Power. It brought, among other aspects, a detailed list of the admissible hypotheses of discrimination in Internet data packages or traffic degradation. The Decree stated that the discrimination or traffic degradation are exceptional actions, as they can only take place as a result of technical requirements indispensable to the adequate provision of service and application or prioritization of emergency services. There is also the provision that foresees that technical requirements indispensable to the adequate provision of service and application must be observed by the company responsible for the transmission, commutation or routing activities inside their own network, in order to maintain their stability, safety, integrity and functionality. Finally, it states that indispensable technical requirements are those deriving from addressing network security issues, such as sending messages in bulk (spam control) and exceptional cases of network congestion, such as alternative routes in case of interruption in the main route and in emergencies.

Regarding the enforcement of these principles and inspections, there is a set of institutions in charge of different aspects each. The National Telecommunications Agency (Anatel) is responsible for inspecting and assessing infractions regarding technical requirements, in agreement with the Internet Steering Committee's (CGI.br) guidelines. This means following the CGI.br principles of Internet Governance and Use in Brazil, for example. The Brazilian Competition Defense System is responsible for assessing economical infractions. The Brazilian Civil Rights Framework for the Internet also states that the company responsible for the transmission, commutation or routing must refrain from causing harm to the user, as defined in the Brazilian Civil Code. There are also sanctions that may be applied by Anatel, such as warning, fine, temporary suspension or obsolescence. In the Decree that regulates the Brazilian Civil Rights Framework for the Internet, there is also a provision that foresees the creation of an inspection and transparency system in order to verify if the network neutrality principle is being guaranteed or violated. After inspecting and assessing the infraction, each part of the system would define the applicable sanctions.

However, it is noticeable that the **implementation** of the inspection and effectiveness of the network neutrality is weak - none of the points described in the implementation indicators are met, except for the notion of responsible institutions. There is zero rating and prioritization, there is no history of sanctions applied because of the breaches regarding network neutrality, and today the user does not have tools to confirm the transparency of the network management. That makes it difficult to identify when there is a blockage or traffic degradation, for instance. The scenario then is ranked medium, near high risk.

Existence of legal safeguards: 5/5 (100.0%)

Effective implementation of the safeguards: 1/6 (16.6%)

Total: 54.5% (MEDIUM RISK)

Net Neutrality safeguard

Does national law address net neutrality directly or indirectly?	YES
Does national law contain norms that prohibit blocking of websites or content online?	YES
Does national law contain norms that prohibit throttling of services or content provided online?	YES
Does national law contain norms that prohibit zero-rating and/or paid prioritization?	YES
Where net neutrality is protected by law, does the legal framework recognize any exceptions, e.g. for reasonable network management?	YES
Norms that prohibit or limit zero-rating are successfully implemented: Paid prioritization does not take place.	NO
Norms that prohibit or limit zero-rating are successfully implemented: No other forms of zero-rating take place.	NO
Norms are successfully implemented: Blocking and/or throttling do not take place.	Missing Data
Are there regulatory or other entities charged with monitoring and enforcing net neutrality protections?	YES
Have sanctions been imposed for violations of net neutrality protections where these exist?	NO
Are the enforcement mechanisms in place to identify and respond to net neutrality violations viewed as effective?	NO

The World of Globo

Hegemony of limitless concentration

It is impossible to sustain an effective democracy without the plurality and diversity of voices. Unfortunately, our risk indicators for plurality in Brazilian media point towards a worrisome scenario: the elevated audience concentration and cross ownership of communication media are the most notable issues in this regard.

Despite the vast regional diversity in the country and the continental dimensions of its territory, the four main media groups concentrate an exorbitant national audience – over 70% in the case of free-to-air television, the most popular media in the country.

The strategies of some of the Brazilian media groups to migrate towards a multi-platform environment, by means of technological convergence, allowed them to even widen their market share. Many of them are reorganizing their production structures, reducing the workforce and increasing the workload of the remaining staff, for example of journalists to reach out to the audience through different types of media.

Cross ownership of different types of media such as television, print, radio and online is a central dimension of the Brazilian media concentration trend.

The crossing occurs, for example, with Grupo Record, which owns important open TV channels (RecordTV and RecordNews), print media titles (Correio do Povo newspaper) and internet outlets (R7 portal), in addition to belonging to the same controller as Igreja Universal do Reino de Deus (IURD – Universal Church of the Kingdom of God), which also owns Rede Aleluia radio network and produces the free newspaper of largest circulation in Brazil, Folha Universal. Another example is the regional group RBS, which has an affiliate of Globo on free TV, the news portal ClicRBS, two newspaper among those of greatest circulation – Zero Hora and Diário Gaúcho – besides other print titles and two important radio networks, national Gaúcha Sat and regional Atlântida.

But the winner in terms of cross ownership remains the dominant media group in the country: Grupo Globo.

Globo's hegemony

Grupo Globo has outlets or networks central in all media markets. On free TV, they run Rede Globo, market leader by far; on pay-TV, they own the platform GloboSat, which produces and distributes content including the all-news channel GloboNews and thirty others – besides international partnerships with important studios; on the Internet, they own the largest Brazilian online news portal, Globo.com; on radio, two of their networks range among the ten most important in the country: Globo AM/FM and CBN; in print media they publish newspapers of great relevance such as O Globo, Extra, Valor Econômico and Expresso da Informação, and magazines like Época, Crescer, Galileu, Marie Claire and many others. They also own one of the main news agencies in the country, Agência O Globo (AOG). Grupo Globo also operates in the phonographic, movie and editorial markets.

By dominating so many markets, the group alone reaches an audience larger than the one of the 2nd, 3rd, 4th and 5th largest Brazilian groups combined. This fact is of such as significance that Grupo Globo recently announced in a campaign that they reach 100 million Brazilians daily, around half of the national population. What might work for the group as commercial statement of reach, can be seen as an alarming scenario for media plurality.

After comparing our indicators of risk to media pluralism with the results of the other ten countries investigated so far by the Media Ownership Monitor project, Brazil shows the worst scenario. The absence of an efficient legal framework against monopoly and for the promotion of the plurality of voices in Brazilian media is a deficiency that entails serious consequences for the circulation of ideas, to diversity of opinion and to democracy.



Follow the money

The diverse economic interests of media owners

Most of the 26 corporations studied in this survey own a series of media outlets of different types (TV, radio, print, online), **as the indicators about horizontal concentration and cross ownership clearly show**. In addition, many of them run related media businesses, such as news agencies, cable TV operators, movie production firms, record labels and others. However, many of these groups are also invested in other sectors of the economy, among which are of note the education, health, financial services, real estate and agribusiness, adding to their economic power.

Education and health: public services at the hands of private agents

In the basic education and university education areas, one of the most notable groups is Grupo Objetivo, one of the main private education conglomerates in the country, offering pre-admittance courses, but also running schools and universities (UNIP – Universidade Paulista), textbook publishers and advertising agencies. They own Grupo Mix de Comunicação, which comprises the radio station Mix FM and TV channels. Another important group is the Seventh-day Adventist Church, a North-American evangelical denomination, which owns Rede Novo Tempo de Comunicação, and private schools and universities in the country (UNASP – Centro Universitário Adventista de São Paulo, IAP – Instituto Adventista Paranaense, FADMINAS – Faculdade Adventista de Minas Gerais, Faculdade Adventista da Bahia and Faculdade Adventista da Amazônia). Still in the superior education sector, the owners of TV Vitoriosa (SBT Uberlândia, Minas Gerais) and of TV Goiânia (Band Goiânia, Goiás), among them former senator Wellington Salgado (PMDB-Minas Gerais, 2005-2010) also own Associação Salgado de Oliveira de Educação e Cultura, which maintains the universities Universo and Unitri. In the distance learning sector, Grupo Folha owns UOL edtech, one of the largest provider in the sector, formed

by six companies that develop educational technologies for other companies, professionals and educational institutions. Cresça Brasil is an online course provider in professional training areas (business, handcrafts, cooking, information technology, health, beauty, among others), languages and public exams. Portal Educação offers free courses, professional training and graduate distance learning courses in Biological Sciences and Health, Sciences and Technology and Human and Social Sciences areas. Graduate courses are offered in partnerships with Universidade Católica Dom Bosco, Centro Universitário do Sul de Minas and Pontifícia Universidade Católica do Rio Grande do Sul (PUC-RS). Ciatech develops and sells educational technologies aimed at corporations, such as digital learning platforms, leadership programs and augmented reality projects. Concurso Virtual and A Casa do Concurseiro offer prep courses for public admittance exams. Finally, EA Certificações prepares students for the acquisition of financial certificates.

In the executive education area, Grupo Alfa supports Fundação Dom Bosco, an autonomous no-profit organization which offers international certificates through the European Quality Improvement System (EQUIS) and The Association of MBA's (AMBA®). One of the foundation's campuses in Nova Lima (Minas Gerais) is named after Aloysio Faria, Grupo Alfa's owner, and his son-in-law, Luiz Felipe de Souza Lima Vasconcellos is a member of the Curating Council, the maximum deliberative organ of FDC.

Some media groups also run foundations and educational projects operating in the public education schools. The most important in this area is Fundação Roberto Marinho (FRM), created in 1977. Their main project is Telecurso, created in the foundation's early years with the purpose of improving learning in the basic and adult education field through television, according to the guidelines of Law 5.692/1971, which recognized education outside schools as an official educational means. The project became a public policy in the 1990s and, according to their institutional website, "from 1995 to 2016, 1.6 million students in public schools, or outside school, or with age-school year discrepancy have been formed by Telecurso in 12 Brazilian states. It was also implemented in NGOs, companies, community associations, unions and churches all around the country". The project is financed by State governments in partnerships with companies and institutions. Through contracts between the foundation and state governments it operates until this day in the States of Minas Gerais, Pará, Paraíba, Pernambuco and Rondônia. Other states such as Acre and Amazonas have also hired the foundation and currently develop the project on their own. FRM also worked on the development of public museums such as Museu da Língua Portuguesa and Museu do Futebol in São Paulo, and MAR – Museu de Arte do Rio and Museu do Amanhã in Rio de Janeiro, administrated afterwards by social organizations, followed by FRM. Grupo RBS owns Fundação Maurício Sirotsky Sobrinho, which organizes Prêmio RBS de Educação – Para Entender o Mundo, which awards prizes to teachers, schools and students who promote reading projects. For this, they establish partnerships with other public and private entities. In the education area, RBS also develops partnerships with PUC-RS (Pontifical Catholic University of Rio Grande do Sul): besides a partnership in content production, such as Caminhos para a Vitória, during the 2016 Olympics, Grupo RBS and PUC-RS signed an agreement in which company professionals and academics work together for the development of digital communication projects for the company's media outlets at Tecnopuc (Scientific and Technology Park at the University). The project received financing from Finep, a public Brazilian company dedicated to promoting science, technology and innovation connected to the Federal Government.

Grupo Bandeirantes also develops projects in this area. BandNews radio organizes, since 2001, in a partnership with Fundação Itaú Social, Prêmio Escola Voluntária, a prize aimed at "forming, promoting and recognizing Basic Education schools, public or private, which develop volunteering projects in their communities". For every edition, ten schools are selected and receive, according to their website, "a Rádio Bandeirantes team that teaches the students some concepts about radio journalism and practical instructions on how to create content for a radio station". The news stories produced by the students are transmitted in the station's programming. Finally, a judging commission selects the best works, which receive a cash prize to be invested in the schools.

Other groups develop smaller projects and less related to formal education, such as Grupo SADA (Fundação Medioli, which maintains, among others a daycare), Grupo Record, which maintains Instituto Ressoar, IURD (Universal Church of the Kingdom of God), which maintains Associação Benéficiente Projeto Nordeste – ABPN (project Nova Canaã), a political platform to which bishop Marcelo Crivella, currently the mayor of Rio de Janeiro, belongs, Igreja Renascer em Cristo, which owns the NGO Gideão da Conquista, the Adventist Church, which develops social projects through ADRA Brasil, and Grupo Silvio Santos, which created SBT do Bem. It is important to mention the strict relationship Grupo Abril has kept with the education area, both public and private, throughout their history. Already in the 1960s, the group, founded by Victor Civita, developed textbooks for MOBIL – Brazilian Literacy Movement, an organ created by the Military Dictatorship (1964-1985) for the promotion of literacy which replaced the educator Paulo Freire’s method which had been in use until then. In the 1980s, they founded Fundação Victor Civita, which created a series of publications focused on education and prizes aimed at education professional with distinguished performance. The group also bought book publishers Ática and Scipione (with their main client being the Ministry of Education) and founded Abril Educação, one of the largest private education groups in Brazil, gathering school systems Anglo, Ser, Maxi e GEO, pH course and school, Grupo ETB – Escolas Técnicas do Brasil, prep course SIGA, Escola Satélite, language schools Red Balloon and Wise Up and the online English learning community Livemocha. The Fundação main magazines, Nova Escola and Gestão Escolar, have been given recently to Fundação Paulo Lemann. Lemann the richest man in Brazil, owner of the beverage conglomerate InBev and one of the founders of iG portal; Lemann has also been developing private management projects in the public education sector through his foundation. Abril Educação became Somos Educação in 2014 after Grupo Abril sold most of their shares to Tarpon Investimentos and the Government of Singapore.

Besides that, the former president of Grupo Abril, Roberto Civita, was also part of the deliberative council of ESPM (Superior School for Marketing and Advertisement) where, in 2010, he idealized IAEJ – Instituto de Altos Estudos em Jornalismo, responsible for the graduate course in Journalism with emphasis in editorial directing, later changed into the graduate course in digital journalism. Civita was also an adviser at NGO Instituto Verdescola, founded by his wife, Maria Antônia Civita in 2005. The institute operates in the juvenile offender’s education area, income generation and professional training. They have the titles of OSCIP - Organização da Sociedade Civil de Interesse Público (Social Organization of Public Interest), emitted by the Ministry of Justice, and CEBAS – Certificado de Entidade Benéficiente de Assistência Social (Certificate of Social Assistance Beneficent Entity), emitted by the Ministry of Social Development, which facilitate the entity’s partnership with the public sphere, and makes it exempt of some taxes. Besides that, the NGO has sponsors and supporters such as Banco Itaú, Petrobras/Federal Government and Instituto Península, presided by the entrepreneur Ana Maria Diniz, who invented the public-private partnership Todos pela Educação, Somos Educação (former Abril Educação) and Itaú Social (all these benefit from tax exemption laws like FUMCAD, Cultura e Esporte), the government of the State of São Paulo, Fundação Lemann and Sesi SP.

In the health sector, the Seventh-day Adventist Church owns Cevisa – SPA Médico Educativo, Clínica e Espaço Vida Natural, Hospital Adventista, with units in Belém, Manaus, São Paulo, Campo Grande and Rio de Janeiro, besides a health insurance plan, Proasa. Grupo Hapvida, a private health system that runs a health insurance plan administrator, hospital and laboratories, also owns Sistema Opinião de Comunicações, with affiliates of SBT (TV Pinta Verde/SBT Alagoas, TV Ponta Negra/SBT Natal and TV Borborema/SBT Paraíba) and Bandeirantes (TV Manaíra/Bandeirantes Paraíba). We can also mention TV Centro Oeste, affiliate of Rede Vida in Cascavel (Paraná), owned by the doctor Marcos Solano Vale, who also owns Rádio Mundial FM in Toledo, Gazeta Mundial, Da Sol Linhas Aéreas, Hospital dos Olhos de Cascavel, Hospital Doutor Prime – Assistência à Saúde Familiar, Banco de Olhos de Cascavel, and other companies in the health sector; in 2014 he was candidate for federal deputy by PPS-Paraná but was not elected.

In addition, there is Grupo NC, owned by two Brazilian billionaires listed by Forbes magazine: São Paulo pharmaceutical businessman Carlos Sanchez, with 75% shareholding control and Rio Grande do Sul Lúcio Parisotto, owner of petrochemical Videolar-Innova and financial investor in energy and metallurgy companies, with 25% shareholding control (Aguiar, 2015). Grupo NC was formed in 2014, bringing together the Sanchez family pharmaceutical activities and other business sectors. In the pharmaceutical sector, the group owns the companies: EMS, Brace Farma, Legrand, Germed Pharma, Novamed and CPM; NC Par also owns Bionovis, a biotechnology pharmaceutical company supported by BNDES and FINEP. In the financial investment sector, the group owns Privety Equity, which aims at “building a portfolio of shareholding in different companies. Generally NC Invest prioritizes smaller participation in the companies capitals, however, they seek to have an active presence in councils and committees”. The group also invests in the real state sector through 3D Reality. The most recent sector the group has operated in is energy: in late 2016, they have announced the acquisition of Odebrecht Energias Alternativas, a subsidiary of Odebrecht Energia, which owns the wind energy assets of Complexo Eólico Corredor do Senandes, located in Rio Grande (Rio Grande do Sul). Their slogan is: “A group born in a pharmacy to conquer Brazil”. In 2016, Grupo RBS, one of the largest regional media groups in Brazil, sold their TV channels and many of their radio stations in Santa Catarina state, besides newspapers, to Grupo NC. The groups remain partners and their media content are gathered in the ClicRBS portal.

Real estate investments and financial market

Of the 26 groups listed in this survey, eight are invested in the financial services sector. The most important of these is Grupo Alfa, a conglomerate formed by Banco Alfa, Banco Alfa de Investimento, Alfa Financeiro, Alfa Leasing, Alfa Corretora, Alfa Seguradora, Alfa Previdência, besides businesses in many other sectors, including media (Rede Transamérica de Rádio). Their owner, Aloysio de Andrade Faria, is listed by Forbes magazine as one of the Brazilian billionaires, and was mentioned above as one of the supporters of Fundação Dom Bosco. Grupo Ongoing, owner of the iG portal, partnered with the Portuguese Banco do Espírito Santo. The portal was founded by other financial groups, GP Investimentos and Opportunity, having as founding partners Nizan Guanaes, Jorge Paulo Lemann, Aleksandar Mandic e Matinas Suzuki Jr.. Grupo Record owns 49% of Banco Renner, located in the South region of the country, where the conglomerate also owns other media businesses, such as radio stations, the newspaper Correio do Povo and the regional affiliates of RecordTV.

Grupo RBS also owns RBSPrev – Sociedade Previdenciária, the Adventist Church has an insurance company (ARM Sul-Americana) and social security society IAJA; Grupo Amilcare Dallevo/Marcelo de Carvalho own a financing, billing and registration company, Débito Fácil Serviços; Grupo Folha has an online payment company, PagSeguro; and Grupo Sílvio Santos has Baú da Felicidade Crediário and Liderança Capitalização (Tele Sena), both businesses which benefit from publicity on their TV channel, SBT.

In the real estate sector, we find communication groups, which also own property managers, incorporating companies and related businesses, such as hotels and shopping malls. Grupo Objetivo, owned by João Carlos Di Gênio, biggest real estate owner in São Paulo, rents buildings for the groups’ own educational projects, where he makes the largest part of his profits. His real estate companies are worth almost R\$1 billion.

Grupo SADA owns the real estate company I.B.I. Imobiliária Brasil Itália; Grup Sílvio Santos has the incorporating company Sisan; Igreja Renascer em Cristo has the rural-hotel Renascer, where they host, among others, spiritual retreats for the church; Grupo Ongoing also owns the construction engineering company Ongoing Infraestrutura, Oncasas Engenharia e Construção; and Grupo Alfa owns Rede Transamérica de Hotéis. On the level of affiliates the situation is similar. Grupo Sa Cvalcante, owner of TV Capixaba (affiliate of Band in Espírito Santo) and Band News FM Espírito Santo, operates in the real estate incorporation business, shopping

malls and franchises: it owns six shopping malls in Rio de Janeiro, Espírito Santo, Maranhão, Piauí and Pará, and two other under construction. Another Espírito Santo group, Grupo Buaiz, which owns Jovem Pan, Jovem Pan News and RecordTV affiliates in Vitória (Espírito Santo), also owns real estate companies, a shopping center (Shopping Vitória), besides running businesses in the food sector, logistics and port operations; one of the family members, doctor Luiz Buaiz, was a federal deputy (PSDB, 1994-1998). Grupo Diário de Comunicação, which owns the RecordNews affiliate in Manaus (Amazonas), besides newspapers and an online portal, also own a real estate manager, a gas station and a car shop. Grupo SIM, owner of RecordNews affiliate in Espírito Santo, and of other TV, radio and print outlets, also owns companies in the real estate, hospitality, agribusiness and automobile sales sectors; the group's owner, Rui Baromeu, was the mayor of São Mateus (PMDB, 1997-2000).

Besides, many of these protagonists – millionaires and billionaires who own the media – invest their profits in this same kind of patrimony, that generates even more profit through speculation. Among them José Roberto Marinho, Roberto Irineu Marinho and João Roberto Marinho of Grupo Globo; Aloysio de Andrade Faria, of Grupo Alfa; Carlos Sanchez, of Grupo NC, connected to Grupo RBS; and the bishops of Igreja Renascer em Cristo.

Agribusiness

The relations between the large media groups in Brazil and agribusiness, one of the main economic sectors in the country, go way back. The publishing house Folha da Manhã S.A. was formally constituted in 1931, having in its Board of Directors then Otaviano Alves de Lima (owner), Rubens do Amaral, Diógenes de Lemos Azevedo, Guilherme de Almeida, Pedro Cunha and Olival Costa. Otaviano de Lima came from a traditional family and reinforced the adoption of the company's new editorial line, focusing on the “lavradores of São Paulo”, as he called the landowners, mainly coffee growers.

The approximation between newspapers and oligarchies was actually an ongoing process. The markedly São Paulo character of the Folhas had motivated their opposition in the 1930 Revolution, which removed the oligarchies of São Paulo and Minas Gerais from the control of the national politics. That movement would reappear in 1945, when José Nabantino Ramos took over the direction of the three Folhas. Nabantino had connections with General Eurico Gaspar Dutra, recently elected President of the Republic. One of the financiers of this business and new Director General of Folha da Manhã S.A., Alcides Ribeiro Meireles, had agrarian interests.

The same connection can be observed in other groups today. João Carlos Di Gênio, owner of Grupo Mix de Comunicação/Grupo Objetivo, has 5 Nelore cattle and animal reproduction farms, in partnerships with his university UNIP. Other Nelore cattle producers are the owners of TV Vitoriosa (SBT Uberlândia, Minas Gerais) and TV Goiânia (Band Goiânia, Goiás), and also owners of Associação Salgado de Oliveira de Educação e Cultura, which maintains the universities Universo and Unitri. Grupo Alfa owns Agropalma, a palm oil extraction company, and also a leather production company. The Marinho family also owns farms and agricultural production companies.

This relationship with the agribusiness can be observed both in the financial investments as in the content production of media outlets. Grupo RBS, whose shareholders are landowners, created Canal Rural de TV in 1996, latter sold to J&F Investments, controller of Frigorífico JBS, in 2013. The Saad family, of Grupo Bandeirantes, also a landowner, owns the TV channel Terraviva and, on Band News, Jornal Terraviva retransmits news about the agribusiness produced by the specialized channel. In 1989, the family had some of its lands expropriated for the Agrarian Reform.

Other Sectors

In the logistic, transportation and port operations sector, at least two groups are of note. Grupo SADA, whose main company is SADA Transportes e Armazenagens S.A., also own correlated companies: SADA Logística; Auto Service Logística; Sada Logística e Armazenagens Gerais; TNorte Transportadora de Veículos; Transzero Transportadora de Veículos; Brazul Transportadora de Veículos; Dacunha SA; Deva Iveco; Erta Automotive; OMR Componentes Automotivos Brasil; Power Locadora de Veículos. Grupo Buaiz, one of the largest economic groups in Espírito Santo, owns TV Vitória (RecordTV ES), already mentioned for real estate businesses, owns logistic and port operations companies.

The energy sector has also been becoming more prioritized in the list of investments by communication groups. Grupo SADA owns Deva Distribuidora de Combustíveis, SADA Bio-Energia (ethanol plant in São Judas Tadeu), Eber Bio-Energia e Agricultura Ltda (ethanol plant in Montes Claros) and Berc Etanol e Agricultura Ltda. (ethanol plant in Aragarças) and Jaíba Energética (ethanol plant in Jaíba).

Conflict of Interests

Some conflicts of interests emerging from these relations are evident. Other would require a more profound research on the content produced in each media. Among the evident relations, are of note the one between Rede Globo and Rede TEM, group of affiliate channels that transmit Globo's programming to 318 of the 645 municipalities in the state of São Paulo. Their largest shareholder is José Hawilla, former Globo employee, currently owner of Traffic, a company specialized in sports businesses, for example responsible for marketing CBF (Brazilian Soccer Confederation) and the Brazilian National Team, owner of the commercial transmission rights for Copa América, Copa Mercosul, preolympic tournaments and South-American championships under 17 and under 20. Soccer games are of great importance for the audience and of great value for a large part of the TV channels and radio stations in Brazil. Accordingly, the transmission rights become an issue of dispute between broadcasters frequently. Rede Globo owns the transmission rights for the Brazilian Championship (CBF), the Brazilian Cup (CBF), state championships like São Paulo, and Rio de Janeiro, Libertadores da América and South-American Cup.

The data analysed for this work suggest that the economic interests of media owners cannot – and should not – be looked at separately from their political affiliations and relationships with the churches.

Who is the owner?

The lack of transparency on media ownership in Brazil

Finding out who are the owners of Brazilian radio stations, television channels, newspapers and online portals is not an easy task for common citizens interested in the subject. Nor is it for journalists or researchers. This information is not actively publicized by the companies.

According to MOM's global methodology, the research team sent the companies that control the 50 communication vehicles of larger audience in Brazil a request for information about their shareholding composition (their owners), besides information about income, operational profit, publicity revenue. In the case of radio stations and TV channels, we have also solicited the list of companies affiliated to their networks and their shareholding composition, we also asked about the relationship between generating broadcasters and companies connected in the network – specially the level of financial and administrative obligations generated in this composition.

No media owning company or institution responded. The controller of one of the 26 large groups, which owns television channels, radio stations, newspapers and internet portals, let us know that “for strategical reasons, the requested information isn't public”. The president of another group asked us how many other companies had answered our request. His decision to inform the shareholding composition depended on the attitude of his peers in the mass communication market. Other groups stated that they intended to collaborate, but no information was effectively sent.

It is not true that at least some of the requested information is exclusively private. The radio stations and TV channels have received from the Federal Government their right to use the necessary frequencies to broadcast their signals. They are, thus, granted public services providers and need to keep information about who controls them in a public database, managed by the National Telecommunications Agency (Anatel), called **Sistema de Acompanhamento de Controle Societário** (Siacco – Shareholder's Control Monitoring System). Regarding revenue, the financial results and commercial relations between the companies in Brazil don't have a specific legal or constitutional mechanism which obliges limited societies or anonymous societies of closed capital to publicize their shareholding constitution and their financial demonstratives. Many don't.

In order to consult the information available at Siacco, it is necessary to know each company's CNPJ and which, among the many mass communication vehicle's owner's societies, received the grant. What common citizen will give away his time for such a research? Besides, the results aren't always conclusive. There are companies that simply do not declare their shareholding compositions. There are companies which declare that 30% of their capital belong to “Others”, or still those that have other legal entities as owners.

Legally, commercial societies are required to keep their shareholding compositions registered with Commercial

Registries and Notary Offices, but there aren't efficient transparency and information access policies for the monitoring of this information. The Registries have local or regional (state) character and the possibility of access to this information varies according to municipality or state in question – in many of them, each query is charged for an amount close to R\$200,00. By CNPJ! Churches, foundations and non-profit organizations do not register in Commercial Registries.

Even when it comes to large groups, the information provided by the Registry might not be conclusive. An example: the Abridged Certificate for Organizações Globo Participações, a holding owned by the Marinho family with a social capital of R\$7.91 billion, requested at the Rio de Janeiro Commercial Registry for R\$116,00, doesn't list the company's partners' names nor their participation in the shareholding composition. It only brings a list of directors, proxies, and some advisers. How much money would be necessary for research until one could arrive at the document where this information is finally listed, for all groups and vehicles?

Some groups, like Bandeirantes, annually register their social capital at the Commercial Registry, in order to obey what the article 38, of Law 4117/62, modified by Law 10.610, of December 20th, 2002 predicts – “concessionaires and permissionaires of broadcast services shall present, until the last commercial day of each year, to the organ of the Executive Power expressly defined by the President of the Republic and to commercial registry or legal entity registry organs, a declaration with the shareholding composition of their social capital, including the appointment of born or naturalized Brazilians, who are standing members for over ten years, directly or indirectly, of at least seventy per cent of the total capital and voting capital.” But Grupo Bandeirantes is an exception.

An aggravating factor in this context is the total liberty with which groups change, transfer, buy and sell partial or total shares. The Law 13.424/2017, approved after a Provisional Measure by President Michel Temer, abolished a previous determination: stations were not allowed to effect shareholding changes before the government's approval, and now they can; the regulation obliged them to inform changes, after they had been effected, to the Ministry for Science, Technology, Information and Communication (MCTIC). The Ministry then publicizes them, as they were provided by the companies, at Siacco.

How, then, was it possible to carry out MOM? Crossing data from the Receita Federal (IRS), Anatel, Ministry of Communication, Commercial Registries, balance sheets published by some of the companies and works already published by researchers that study mass communication in Brazil. These complex and indirect pathways taken by MOM researchers to arrive at ownership data, made difficult for the general public, the absence of responses at information requests and difficulties faced with information systems make up a worrisome scenario.

Hence the risk indicators for media plurality connected to transparency being alarming: the risk regarding transparency is medium to high and the one regarding legal safeguards for media transparency is high – only 1 of the 6 safeguards is available in Brazil.

Putting information at the citizen's disposal, so that society can understand who controls the news they get, should be a policy for companies who hold such an important role. But it isn't.

Other conflicts in the historical transparency challenge

In the 1990s, **the secrecy of these data was reported in the media**. Only in 2003, in the beginnings of Lula's (PT) government, a list was publicized for the first time of the official broadcast concessionaires in Brazil – an amateur list, but which revealed the number of politicians that owned public broadcast concessions. The politician's pressure was high and the list was removed from the Ministry of Communication's networks.

In order to move forward in these matters, the project "Donos da Mídia" ("Owners of the Media") came about in 2002, from a survey elaborated by the journalist Daniel Herz (1954-2006), with information publicized on the internet. In 2008, the project released a new portal where they gathered data of all licensed broadcast companies (radio and TV). The project provided information about the concession of thousands of media vehicles in Brazil. Unfortunately, the website stopped being updated and was removed from the web. Many other academic researches dealt with the subject of families and groups that owned media, some of them by MOM Brazil's advisers or by Intervozes itself.

Political affiliation

Landownership on air

Brazil has a significant number of politicians who own or hold shares in media outlets. In the National Congress, for instance, 32 federal Deputies and 8 Senators of the current legislature own broadcast stations.

Amongst the biggest national television channels, radio stations and newspaper, the sample researched by MOM, few media outlets have occupants of a public office as their owners. But that does not translate into the absence of such relations. On the contrary, they are pretty close and constitute one of the central characteristics of Brazilian Media.

For example, the Record Group, one of the country's biggest, is controlled by Igreja Universal do Reino de Deus, a religious entity behind not only one politician but an entire party: Partido Republicano Brasileiro ('Brazilian Republican Party' - PRB). The party occupies a ministry in the current government, accounts for a senator, 24 Deputies, 37 state Deputies, 106 Mayors and 1.619 city Councilmen. Such relation extends to the group's vehicles such as Record TV and R7 Portal.

The Silvio Santos Group, owner of free TV Network SBT, does not have politicians among its shareholders, but has affiliations of another nature. Patrícia Abravanel, daughter of the group's owner, Sílvia Santos, and TV host, is married to Fábio Salustino de Mesquita Faria (Social Democratic Party – PSD/RN), a federal Deputy.

The Bandeirantes Group, operating radio and TV Networks of the same name, was originated from a relationship of its leading figure, João Jorge Saad, with former governor of São Paulo Adhemar de Barros (PRP/ PSP). Barros was Saad's father-in-law and awarded the first concession to him already in 1948.

Globo Network, although not having politicians among its shareholders or with familiar ties to them, has always kept strong political affiliations. Its founder Roberto Marinho kept close relations with almost all presidential and state governments. His direct influence is associated with the political changes that led to former president Getúlio Vargas' fall, in 1945, to his suicide, in 1954, and in the Civil-Military Coup, in 1964.

In 1965, Marinho started having even more influential power with the creation of Globo TV. During the first civil Federal Government, in 1985, he promoted José Sarney's the politician Antônio Carlos Magalhães to be appointed Minister of Communications, who would later become his commercial partner in Bahia. After that, the former-president Sarney became himself Marinho's business partner with a Globo's TV affiliate in Maranhão. The group is still influent, it became visible during recent political events, such as the impeachment of former President Dilma Rousseff.

Regarding Public TV Network, governed by Empresa Brasil de Comunicação (EBC), it is also reasonable to state relevant political affiliation, which are not about a type of control based on property, but on the supply of public resources through political appointments of EBC's Director General and Board of Directors. As it was

revealed by MOM's research, the alignment of EBC with the government is not only determined by the choice of its main director, but also in the editorial line of all of its outlets.

Political relations in the affiliated networks

In most cases, however, political ties with mass media are forged through networks structures and commercial agreements, according to which most big national broadcasters sublicense their brand and content to local companies at the state level. This affiliates then serve as re-broadcasters, but more importantly offer a vehicle for co-ownership by local strongmen (very rarely strongwomen). In several states, the big networks' affiliates are controlled by regional stakeholders representing either politicians directly or families with a political tradition, which are usually invested in more than one media sector.

Still, if Networks are considered, a second and relevant group is formed by the affiliates. They are controlled in several states by regional groups led by politicians or families of political tradition and in general have property over more than one vehicle (TV and Radio, TV and Newspaper, or all three). A phenomenon that started being called, in academies and in public debate, "electronic coronelismo", addressed by researcher Suzy dos Santos in several works, amongst which the book "Sempre foi pela família" ('It's always been about the family', 2017), in partnership with Janaína Aires.

It is the example of Bahia Network (that owns Bahia TV, Globo Network's affiliate, and the Correio da Bahia newspaper), controlled by Magalhães family (integrated by the current mayor of Salvador, Antônio Carlos Magalhães Neto, and that had as its main character former senator Antônio Carlos Magalhães); Arnon de Mello Organizations (that own Gazeta Alagoas TV, a Globo Network's affiliate, the Gazeta de Alagoas Newspaper and Gazeta 94 FM Radio), directed by former president and senator Fernando Collor de Mello; Massa Network (a SBT affiliate in Paraná), of TV host Carlos Massa whose son, Ratinho Filho, was a state and federal deputy.

Transamérica Rádio Network has among its affiliates stations managed by Caracarái Communication Group, controlled by Geilda Cavalcanti, senator Mozarildo Cavalcanti's wife (PTB/RR). The affiliates in Erechim (RS) are controlled by former councilman Élio Spanhol (PT).

Once many of these groups control several vehicles, the political affiliation is not limited to stations affiliated to national TV or Radio Networks. Beyond the biggest national vehicles researched by MOM, several other radios, newspapers and portals are owned by politicians and their families, a complex scenario that could not be approached throughout this research.

In some regions, like the aforementioned Bahia Network and Arnon de Mello Organizations, families control media for many decades. However, other politicians who did not participate in the communication market, started controlling vehicles after being prized with permits for some political favor.

This phenomenon occurred, for instance, during the approval of 1988's Federal Constitution. The researcher Paulino Motter showed on his master's degree dissertation "A batalha invisível da Constituinte" ('The Constituent's Invisible Battle') that then-minister of communications, Antônio Carlos Magalhães (he himself

owner of Bahia Network), distributed 1.028 licenses in his tenure (1985-1989), 25% of them only in the month prior to the Constituent's approval. The aim was to make sure that then-president José Sarney's tenure (who also controlled media in his home state of Maranhão) was extended from four to five years, a proposal that was eventually accepted .

Otávio Pieranti, in the article "Políticas para a Mídia: dos militares ao governo Lula" ('Politics for the Media: from the military to Lula's government' - Revista Lua Nova, 2006), reports that on the eve of the amendment that allowed the re-election of Fernando Henrique Cardoso being approved in 1998 for the 1999-2002 tenure, the Minister of Communications distributed 1.848 TV relay stations, being 268 to foundations or companies controlled by 87 politicians.

The researchers Venício Lima and Cristiano Aguiar Lopes, in the article [Coronelismo Eletrônico de Novo Tipo \(1999-2004\)](#), released in 2007, analyzed 2.205 community radios (short range modality), 80% of stations authorized up to that year, and concluded that there was political connection in half of them (1.106).

The opposite process also occurs. Media owners run for public offices, enjoying the influence they have because of their vehicles. A recent research showed that [in the 2016 elections, 216 local radio stations controllers ran for mayor and 94 were elected in the ballots](#).

Media ownership by politicians is questioned by civil society. Intervozes launched the campaign "[Fora Coronéis da Mídia](#)" ('Out with the media Colonels') in which this practice is denounced. As part of the mobilization, the entity developed ADPF 246 (Lawsuit against Noncompliance of Fundamental Precept), protocolled by PSOL, that is being processed along with ADPF 379. The lawsuit demands that STF declares as unconstitutional that federal deputies and senators own radio and TV stations. Article 54 of constitution determines that, since induction, these parliamentarians can not "own, control or direct a company that enjoys a favor resulting of a contract with a juridical person of public right, or take part in any remunerated function".

The Media, The Far Right Growth and The Rise of Bolsonaro to The Power

The tense relations between the new government and the media do not erase the fact that the main media outlets contributed to create the conditions for his winning the election. The new scenario brings great challenges to freedom of speech and to the right to information.

The elections of 2018 and the victory of the far-right candidate Jair Bolsonaro (PSL) to the Presidency of Brazil challenge the means of communication in the country. As a number of researches done during the electoral process show, Bolsonaro has built a campaign that mainly used the social media, through Facebook, Twitter and WhatsApp, in order to avoid his exposure in the traditional media, especially those that did not align to his campaign. His supporters have also broadly used digital platforms, with the help of robots, in order to spread news that were not real, as a way to promote disinformation to benefit their candidate and harm his opponents.

Traditional media has not left this process unharmed: between attempts to define itself as the place where the "truth" is produced and an ambiguous positioning regarding the rise of the far right in Brazil, it has lost part of its ability to present topics that were really relevant to the electoral process. In the first months of Bolsonaro's government, it becomes clear that the use of social media, the dissemination of disinformation and unaligned information, as well as the attempt of disqualifying the traditional media, are still the communication tactics of the government.

During the elections of 2018, the candidate Bolsonaro has not participated on any of the debates promoted by the TV broadcasters, such as *Globo*, *Band*, *RecordTV* and *Rede TV!* claiming that it was due to health problems resulting from the stabbing he had suffered in August. That has been the first time since the redemocratization that the Brazilians did not have the chance of watching all the candidates debating and confronting their proposals for the country. He has also refused to participate on the Q&A session promoted by the newspapers *O Globo*, *Extra* and *Valor Econômico*, and the magazine *Época* on October 23. The media has not questioned his attitude – on the contrary, it has accepted the rules he imposed. On the eve of the run-off, *Rede Globo* has even cancelled the debate that would take place between Bolsonaro and the candidate Fernando Haddad (PT), because the former had refused to participate. According to the electoral legislation, the broadcaster could

have maintained the participation of the candidate who had confirmed his presence in the form of an interview.

On the other hand, the candidate has received the support of other TV broadcasters and gained privileged space in the country's open TV, which once again contradicts the electoral legislation. Back in the first round, Bolsonaro has given an exclusive 26-minute interview to *Rede TV!* and a 45-minute interview to *Bandeirantes* (Sept. 28, 2018). In the following week, on October 4, while the other candidates debated their proposals in Rede Globo, he granted a 26-minute interview to RecordTV. The interview took place some days after the owner of Record, Edir Macedo, leader of The Universal Church of the Kingdom of God, had declared his support to the candidate. The Universal Church is one of many Pentecostal and Neopentecostal churches that own means of communication in Brazil. A considerable number of similar religious leaderships with visibility in the public sphere has supported the far-right candidate.

In a representation sent to the Electoral Public Ministry, *Intervozes* and the National Forum for the Communication Democratization (FNDC - *Fórum Nacional pela Democratização da Comunicação*) have reported the favoring of the candidate Jair Bolsonaro by broadcasting companies and other media outlets, such as Portal R7, that also belongs to Record Group. According to the electoral legislation, broadcasting companies must not provide privileged treatment to a candidate, party or coalition. Five months after the elections, the representation has not been judged yet.

The Brazilian Media Has Created the Conditions for Bolsonaro's Rise

Even if not directly supporting the candidacy of Bolsonaro, the Brazilian media, in general, has helped strengthen the conservatism, the agenda Bolsonaro represents and, thus, the candidacy of the far right through what it has said and what it has silenced.

Over the past years, the dissemination of speeches that accuse the State of being inefficient and corrupt has grown, and it helped creating in the population a feeling of **disbelief in politics**. More than that, the focus on corruption has been selective and targeted at a single party, PT, culminating in the media supporting the parliamentary coup that has overthrown the President Dilma Rousseff in 2016. The economic crisis has also been credited to a party, while the media opened up space in its schedule and on its pages to the far-right thinking. We must not forget that Bolsonaro government's ideological support, the self-proclaimed philosopher Olavo de Carvalho, used to write to several media outlets, such as O Globo. And Kim Katagiri, the leader of *Movimento Brasil Livre* (MBL - Free Brazil Movement) – a far-right group that received huge visibility and support from the media during the impeachment – started writing a column in *Folha de S. Paulo* before the movement entered the party politics.

The main means of communication have also had a central role in transmitting the punishment and human right rejection agendas that Bolsonaro represents. In the so-called "police news", the media has helped place the topic of public security – one of the main focus of Bolsonaro's campaign – in the center of the discussion, thus generating fear in the population through a sensationalist approach that defended punishment as the solution for the problem.

The lack of plurality and diversity of viewpoints in the media coverage regarding the country's economy agenda has also contributed with the rise of the conservative agenda. The main means of communication have, once more, held PT responsible for the economic crisis and have systematically defended policies, such as the social security reform, labor reform and State privatization, as the only solutions for the crisis, without presenting diverging opinions about a topic that does not only affect Brazil, but also many countries around the world.

During the elections of 2018, the media has also trivialized the attacks of Jair Bolsonaro to women, black people and the LGBTI community, which has led to a growth on the historical violence perpetrated against those groups. Instead of demanding the candidate to be accountable for his comments, including when he complemented torturers of the Military Dictatorship, the media preferred to address the violence during the elections as the result of the political polarization that set PSL on one side and PT on the other side, as extremes that would threaten democracy in the same extent.

The media has also acted through silencing. During the elections, it was noticeable, for instance, the poor coverage of Globo to the **#EleNão** (not him) movement, which took thousands of women to the streets of 300 cities in Brazil and in other countries against the candidacy of Bolsonaro.

The single speech is propitiated by a scenario of high concentration of property and audience of these means of communication and that the great media represents strong market interests, besides political interests, as the *MOM-Brasil* indicators show.

Resignations, censorship and threats

When privileging Bolsonaro, many means of communication applied censorship against their employees. In an article of October 13, The Intercept Brasil portal revealed cases of moral harassment against employees of Record Group as an attempt to favor the PSL candidate. On October 23, during the *Bom Dia* program, with Rogério Mendelski, in Radio Guaíba, of Porto Alegre (RS), also belonging to Record Group, the journalist Juremir Machado da Silva, who had worked for the radio for 10 years, resigned live, while he reported censorship to the journalistic work.

Besides censorship and resignations, journalists and means of communication started being threatened. Still during the electoral period, the journalist Patrícia Campos Mello – author of an article for *Folha de S. Paulo* that reported that Bolsonaro's supporters were using non-declared money of companies to disseminate anti-PT content via WhatsApp – has received a series of attacks and threats by the candidate's supporters in the social media and via e-mail. She has also had her WhatsApp hacked.

The threats also come from – or are incentivized by – Bolsonaro himself and his group. Several cases of aggression to journalists have been reported by organizations like the National Journalist Federation (Fenaj - *Federação Nacional dos Jornalistas*), the Brazilian Association of Investigative Journalism (Abraji - *Associação Brasileira de Jornalismo Investigativo*) and the FNDC over the past years; the aggressions have been performed by him, his advisors and supporters. Bolsonaro also threatens the press as a whole, in a direct attack to the freedom of speech. On October 21, for instance, in a speech broadcasted in Paulista Avenue, in the city of São Paulo, the then candidate called *Folha de S. Paulo* “fake news” and threatened to cut the governmental publicity budget to that newspaper if elected, stimulating the violence of his supporters against the newspaper

and its journalists.

After elected, the situation repeated several times. In the beginning of March 2019, in his Twitter account, Bolsonaro accused the journalist Constança Rezende, of *Estado de S. Paulo*, and her father, Chico Otávio, of *O Globo*, of wanting to overthrow him. The President was replicating the fake news published by the Bolsonarist website *Terça Livre*. After the article on *Terça Livre* and the President's tweet, the journalist started being cursed and threatened by the President's followers. The Brazilian Association of Radio and Television Broadcasters (Abert - *Associação Brasileira de Emissoras de Rádio e Televisão*), the National Association of Magazine Publishers (Aner - *Associação Nacional de Editores de Revistas*) and the National Newspaper Association (ANJ - *Associação Nacional de Jornais*) issued a joint note criticizing the attitude of the President. In their opinion, he had "as objective disqualify the journalistic work, essential for the citizens and for democracy".

The government also attacks the freedom of speech and the pluralism when he attacks the public communication. After elected, Bolsonaro reaffirmed that he intends to extinguish the Brazil Communication Company (EBC - *Empresa Brasil de Comunicação*). His threat of closing it has not been fulfilled yet. However, on May 19, 2019, employees of that company received the announcement that the government intends to merge *TV Brasil* – a public broadcaster – to *TV NBR* – a state-owned broadcaster – thus compromising the constitutional provision of complementary roles between the public, private and state-owned broadcasting systems and opening precedent for a broader governmental control over the public interest communication. That control has been exercised, as shown by the increasing number of reports from EBC employees regarding censorship to their work, as of the beginning of Michel Temer's government, intensified now, in Bolsonaro's government.

While refusing to provide accountability to the citizens through the media, the government also threatens the transparency mechanisms adopted by the previous governments, such as the Access to Information Law (LAI - *Lei de Acesso à Informação*), number 12.527/2011, published during Dilma Rousseff's (PT) government. A Decree published on January 23, 2019, known as the "gag decree", allowed commissioned officers in the federal government – most of them without permanent connection with public management – to define and label public data as secret or top-secret information, ensuring them to be considered classified for 15 or 25 years, respectively. Before the Decree, only the President, the Vice President of the Republic, State Ministers and equivalent authorities, as well as Armed Forces commanders and chiefs of diplomatic missions abroad, had the prerogative for doing so. The Decree was suspended by the Chamber and later revoked, but the decision is yet another chapter in the tense relation between Bolsonaro's government and the communication and information in the few first months of government.

Text published in April 2019.

Fill the airwaves and subdue them

Brazilian Churches as media owners

The presence of religion in the Brazilian media system has been on the rise since the 1980s, above all in the broadcasting sector. Of the 50 surveyed media outlets, 9 are owned by religious leaderships – all Christian, the prevailing religion in Brazil. Since 1989 the Grupo Record, which currently comprises of RecordTV, RecordNews, Portal R7 and the newspaper Correio do Povo – among other, smaller media outlets not listed in this survey – belongs to bishop Edir Macedo, leader of Igreja Universal do Reino de Deus (Universal Church of the Kingdom of God – IURD). IURD bishops also own, since 1995, radio stations like the ones that constitute Rede Aleluia, also included in the survey for its relevant reach and audience size. Other evangelical media outlets listed are TV network Rede Gospel, owned by Estevam and Sônia Hernandez, leaders of Igreja Apostólica Renascer em Cristo (Reborn in Christ Apostolic Church) since 1996, and the radio network Rede Novo Tempo, owned by the Seventh-day Adventist Church since 1989.

The Catholic Church appears in this survey as being associated to two networks, Rede Católica de Rádio (RCR), founded in 1997 by merger of seven existing radio networks owned by Catholic institutions and laypeople, and Rede Vida, concession granted in 1990 which began broadcasting in 1995, under INBRAC – Instituto Brasileiro de Comunicação Cristã's (Brazilian Christian Communication Institute) management.

The situation is similar for smaller media outlets and also includes free circulation newspapers that were not included in the survey, as the weekly Folha Universal, of IURD, with a circulation of 1.8 million copies, which is significantly higher than large circulation daily newspapers such as Folha de S. Paulo (around 300 thousand copies per day) or the weekly magazines Veja (around 1.1 million copies). Besides, as Mônica Mourão revealed in an article for Intervozes in October 2016, many religious leaders who own broadcasting media outlets were also politicians with legislative mandates – a situation that contradicts Brazilian legislation. Accordingly, São Paulo's General Attorney's Office (Ministério Público), following a petition signed by civil society entities, including Intervozes, required that broadcasting concessions granted to legal entities who had active politicians among their partners to be cancelled. Of the 32 federal deputies listed in the investigation by General Attorney's Office, 9 were part of the evangelical caucus (bancada evangélica), which amounted to almost 30% of the total. Of these, some were also part of the rural caucus. One of them, Beto Mansur (PRB-SP) has been sentenced for exploration of slave labour.

Of the 9 media outlets owned by religious leaderships listed in this survey, 5 dedicate all their content to defending their specific religion's values: the radio networks Aleluia, Novo Tempo and RCR and TV channels Rede Gospel and Rede Vida. This doesn't mean that their programming comprises of religious programs exclusively, such as the transmission of masses, cults and other ceremonies, but that, in terms of the variety of

programs they broadcast, journalism, entertainment and interviews, are following a worldview and values defined as Christian by those groups. Other media outlets, such as the ones owned by Edir Macedo, RecordTV, RecordNews, Portal R7 and the newspaper Correio do Povo, are commercial media outlets with a programming that competes with other commercial media outlets, such as free TV channels Globo, SBT and Band, all news TV channels, GloboNews and BandNews, web portals Globo.com and Uol.com.br and the newspaper Zero Hora.

Labeling an outlet as commercial doesn't exclude the presence of religion. Many media outlets not defined as religious still feature content from religious entities in their pages or programming. Of the six commercial free TV networks listed, the only exception is SBT. A study by Ancine – National Cinema Agency, in 2016, shows that religious programming is the main genre broadcast by free TV networks in the country, taking up a total of 21% of airtime. The leader is Rede TV!, which reserves 43.41% of its programming time to religious shows. In second comes RecordTV, with 21.75%, then Band, with 16.4%, TV Brasil, with 1.66% and Globo, with 0.58%.

The programs transmitted by Rede TV!, RecordTV and Band are being investigated by the General Attorney's Office (Ministério Público) as an illegal leasing practice – selling TV channels and radio stations' programming time to third-parties, although only the concessionaire should be responsible for the programming (their own productions or commissioned, independent productions). However leasing out airtime is one of the main revenue sources for broadcasters, of whom some are going through a financial crisis, as the TV expert journalist Flávio Ricco states, writing about Band: <https://tvefamosos.uol.com.br/>.

Today, on Rede TV!, there are four religious programs from Monday to Friday, seven on Saturdays and four on Sundays. Thirteen belong to evangelical churches (IURD, Igreja Internacional da Graça de Deus, different branches of Assembleia de Deus, Comunidade Evangélica Internacional da Zona Sul, Igreja Bíblica da Paz and Snowball Church) and two to the Catholic Church (masses). On Band, there are two programs during the week, eight on Saturdays and two on Sundays. Eleven belong to evangelical churches (IURD, Igreja Internacional da Graça de Deus, Igreja Presbiteriana do Brasil, Assembleia de Deus Vitória em Cristo, Assembleia de Deus do Brás and Ministério Mudança de Vida, the only religious show on free TV hosted by a woman) and on to the religion, or "life philosophy" as they define themselves, Seicho-No-Ie. RecordTV runs IURD programming only late at night, besides three religious shows produced by the channel and hosted by Universal bishops.

Other conglomerates that lease programming time are Grupo Estado and Grupo Objetivo. The former owns radio stations Estadão 700 AM and 92.9FM, leased, respectively, to Rede Nossa Rádio, owned by Igreja Internacional da Graça de Deus (International Church of God's Grace), and Igreja Comunidade Cristã Paz e Vida (Life and Peace Christian Community Church). The latter also has the TV RBI concession, which has leased programming time to evangelical churches Plenitude do Trono de Deus (God's Throne Plenitude) and Igreja Mundial do Poder de Deus (World Church of the Power of God), and currently has a diverse programming.

TV Brasil and Rede Globo transmit self-produced religious programming or of independent production, which doesn't constitute leasing. TV Brasil, despite being a public channel, exhibits a Catholic mass on Sundays. We couldn't update the data on this channel's programming, because it is not available on their website. But as the above mentioned article by Mônica Mourão shows, in 2016 they also had the Palavra da Vida and Reencontro programs. The evangelical Reencontro not only practiced religious proselytism, but only served as political stage, according to accusations of viewers submitted to the Empresa Brasil de Comunicação's (EBC) Ombudsman.

Rede Globo also transmits the Catholic Holy Mass on Sundays. It is important to note that some of the broadcasting groups listed in this survey also feature recordings with evangelical and Catholic artists in their cast. Grupo Globo owns Som Livre, which produces albums for the singer priests – record sales champions in Brazil – and for evangelical artists, though the Você Adora label. The channel also exhibits the gospel music festival Promessas, and features singer priests and evangelical artists in their programming. IURD owns the label Line Record, which produces exclusively evangelical artists.

Print media and online portals also publish religious content continuously. Two examples are the newspaper Extra, owned by Grupo globo, which has among their columnists the singer priest father Marcelo Rossi – who also hosts a program on Rádio Glomo AM/FM – and evangelical pastor and artist Aline Barros, of Comunidade Evangélica Internacional da Zona Sul; and O Tempo, owned by Grupo Editorial Editora Sempre/Grupo SADA, with a significant number of religious columnists. Its owner, a Buddhist and philosophy and religions student, as he defines himself, constantly speaks about these topics in his columns. Besides, there is the singer priest father Marcelo Rossi, connected to the Catholic Charismatic Renewal, former priest Leonardo Boff, of the Liberation Theology, and evangelical pastors Márcio Valadão, leader of the Lagoinha Baptist Church, and Jorge Linhares, leader of the Getsêmani Baptist Church, both pentecostal churches based in Belo Horizonte (Minas Gerais). Furthermore there is the spiritualist leader José Trigueirinho Netto, founder of Comunidade-Luz Figueira and member of Fraternidade – Federação Humanitário Nacional, and spiritist leader José Reis Chavesm translator of “The Gospel According to the Spiritism”, by Alan Kardec.

As we can see, Brazilian media not only has many religious connections, but these connections are basically Christian, Catholic or evangelical. Religious minorities in the country, such as the religions of African descent (Umbanda and Candomblé), neither have a voice in the Brazilian media system nor a broader audience.

Religious and economic disputes

The three major free TV in Brazil – Globo, RecordTV and SBT – participate in disputes that involve not only economic issues but also religious ones. The best known of these goes on between Rede Globo and RecordTV. Here are a few episodes of this private dispute related to public concessions.

In 1991, a Globo Reporter questioned how IURD collected donations and offerings, and made accusations regarding the acquisition of Record in 1989. In the following years, Edir Macedo, bishop and the owner of RecordTV and IURD, was arrested for 11 days on accusations of larceny, charlatanism and sorcery, but the accusations couldn't be proved.

In 1995, Jornal Nacional (Globo), aired an interview with a Universal former pastor, Carlos Magno, who accused the church, among other things, of receiving money from drug trafficking, and showed a video in which a bishop taught other pastors to collect money from church members.

In that same year, the channel aired the miniseries Decadência, inspired on a novel by Dias Gomes, which had as the main character a religious leader who socially ascended using offerings and donations to buy radio stations and a TV channel. The character was associated by the media to bishop Edir Macedo, and in the fiction plot even quoted actual sentences from Edir Macedo, which he used in an interview published by Veja magazine.

Still in 1995, the channel repeatedly showed an image of a Igreja Universal bishop, Sérgio Von Heider, in its newscasts, where he was kicking a statue of Nossa Senhora Aparecida (Our Lady of Aparecida) during his RecordTV show O Despertar da Fé, – a provocation that caused an immense reaction from Brazilian Catholics, which are still the largest part of the population.

RecordTV reacted. In 1995, the program 25ª Hora aired a special edition about Fundação Roberto Marinho, accusing it of using public money for the group's private companies, such as the newspaper O Globo and Rede Globo.

The war goes on: in 2009, Jornal Nacional aired an investigation by São Paulo prosecutors to find out if Universal had used tithe money and tax exemption to buy media outlets.

Record responded with a news story accusing the Marinho family of using Rede Globo to support the Military Dictatorship and to influence presidential and state elections after the redemocratization.

In 2017, Domingo Espetacular (RecordTV), aired a news story suggesting that Rede Globo feared a statement by former minister Antônio Palocci (PT) during Operação Lava Jato, because it could expose “TV Globo’s businesses involving tax evasion, foreign front companies and deals in soccer contracts”.

With economic, political and religious interests in mind, we can expect more to come.

Public spending

The State' role as major advertiser

The absence of a legal framework that regulates the use of public funds for state advertisement in media, combined with selective distribution of these funds to buy editorial support for government actions, reveal a high risk of political control and silencing of criticism through the allocation of public money.

In 2016, after President Michel Temer's arrival to power, many accusations in different media have dealt with the alleged discriminatory handling of official advertisement. The newspaper Folha announced that **the federal government has asked the Deputies to hand over lists of regional media convergent with their interests** in order to advertise there in favor of the social security reform. Glenn Greenwald's The Intercept portal revealed that, **after Temer's meeting with the television network SBT's owner Silvio Santos**, the channel and **its most famous host, Silvio Santos himself, initiated a campaign to defend the government's reforms**. Estadão, another newspaper, which defends Temer's reforms in their editorial line, put it this way: **"The government's offensive to attract support to the social security reforms now uses the distribution of federal funds for advertisement, especially for radio and TV. The strategy [...] is to make popular broadcasters and hosts, especially in the Northeast, explain the proposed changes in a positive perspective. The communication vehicles which adhere to the campaign will be entitled to federal advertisement"**.

The institution that used to be officially tasked with monitoring state advertisement information, IAP (Advertisement Monitoring Institute), under the Presidency of the Republic's Social Communications Secretary, was closed in May, 2017 and thus left a void, representing a major setback of data transparency regarding the government's and public companies' advertisement.

Despite the quite obvious goals of government PR to following political affiliations and affinities, some normative "technical criteria" for the distribution of state advertising have been adopted over one decade ago. According to them, publicity strategies should in general consider the audience and maximize reach according to the investment. The Normative Instruction 7 by the Presidency of the Republic's Civil Office, of December 19th, 2014, refers, amongst other, to technical criteria but also provide guidelines for the planning of media actions (Article 7):

"I – using technical criteria for the selection of media and communication vehicles and diffusion;

II – decentralize the investment by media and vehicles;

III – value regional media and communication vehicles programming diffusion".

This instruction also further defines the technical criteria (Article 8) as: "I – using technical market research and data to identify and select the most adequate programming, according to each publicity action's characteristics.

II – investments destined to each vehicle should consider the respective audiences, based, whenever possible, in market technical data, researches or media studies; III – be oriented by a wide programming always when other vehicles with regular situation exist in the MídiaCad”.

Without abandoning these criteria, a movement to allocate public advertising to regional media was implemented during both tenures of President Lula. During that period, the number of media outlets which received funds grew by 961%, jumping from 21 TV channels and 270 radio stations to 297 TV channels and 2,597 radio stations in 2009.

After the deposition of President Dilma Rousseff and the arrival of her successor Temer, the “technical criteria” became a tool for the government to **suspend the financing of most media critical to Temer already in his first week in government**. Since then the alternative media’s share of public allocation dropped to 0.6% of the Secretary’s budget.

Cross reference of audience data and advertisement allocation reveal wide contradictions with the so called “technical” criteria. A sample of our universe of media outlets has been analyzed in relation to discrimination of advertisement grants, based on data solicited through the Lei de Acesso à Informação (Public Information Access Law) and organized by journalists of website Poder360.

The data reveal significant distortions in 2016: as an example, Veja magazine (Grupo Abril) received 50% more in relation to their readership; O Globo newspaper (Grupo Globo), 66% more; and Época magazine (Grupo Globo) 83% above their proportional readership. The TV Band network (Grupo Bandeirantes) received advertisement funds which correspond to 95% more than what would be proportional to their audience. In the same direction, **a survey by Blog O Cafezinho**, revealed the raise in funds destination for vehicles that supported the impeachment of Dilma Rousseff and Temer’s government: the newspaper Folha de S. Paulo received a 121% raise, the newspaper Estado de S. Paulo, a 229% raise, Revista Época, 252%, Revista Veja, 489%, TV Record, 510% and Revista IstoÉ, 1384%. In 2017, a single campaign, **the government’s campaign for the approval of the social security reform, used up R\$ 100 million**, 55% of the total of R\$ 180 million predicted for publicity campaigns in the year.

Also at State and municipal levels there are accusations of other forms of arbitrary state financing, such as the **subscription of magazines for the distribution in schools** without a public bid.

The absence of regulation for the usage of public advertisement funds at all levels might become a risk to the plurality of voices and opinions: allocation of these spendings might politically discriminate dissenting voices, and media might be incentivised to support occasional government policies in their editorial lines. All in all, the lack of regulation reinforces media concentration towards the already large media groups alongside the state advertisement allocation.

A regulatory mess

Media laws contradictory and insufficient

The regulatory framework regarding media concentration in Brazil is old and fragmented, with different norms for each segment. Not even the few existing legal provisions are actually applied: the ownership of media companies is not systematically verified by competent authorities, which limit themselves to receive and record information sent by these companies.

See also: Regulatory framework of the Brazilian media system: Study for the Media Ownership Monitor, MOM - Brasil 2017

No legal mechanism is in place to prevent cross-ownership, which means the same company controlling radio, TV, newspaper and online outlets. On the contrary, the country's media system is built on cross-ownership, which reinforces ownership concentration in the hands of a small number of groups and individuals. This applies at the national as well as at the State and local levels.

The only law that limits cross-ownership is the one regulating the pay-TV market (Law 12.485 / 2011). Under this law, companies in the audiovisual sector and broadcasters cannot control more than a 50% share of telecommunications companies. Conversely, telecommunications companies may not hold more than 30% of broadcasters total and voting capital.

Due to the lack of limits in radio, television, print media and online portals ownership, Grupo Globo, for example, plays a central role in the free-to-air TV, cable TV, Internet media and radio markets. Globo Network is the free-to-air TV market leader; content generated by its GloboSat subsidiary, (including GloboNews and dozens of other channels) leaves its mark in cable TV; Globo.com is the largest Brazilian online news portal; and two of its radio networks, Globo AM/FM and CBN, are among the ten largest in terms of audience.

The same is true for other groups such as Record and RBS, respectively: Record group operates RecordTV and RecordNews in free-to-air TV, and its Correio do Povo newspaper and the R7 portal are among the largest in the country. RBS, for its part, runs a branch office in Rio Grande do Sul on free TV, its Zero Hora and Gaúcho Diary newspapers are among the most widely circulated and it also runs two radio networks (Gaúcha Sat national and Atlântida regional), ClicRBS online portal and many other investments in digital media as well as further printed publications.

Not even the Federal Constitution, whose Article 220, paragraph 5, states that "the media can not, directly or

indirectly, be subject to monopoly or oligopoly" is taken seriously as the concentration of ownership of the country's mainstream media in the hands of a few groups illustrates. An analysis of other legal provisions shows that this pattern is consistent throughout and manifests a severe lack of compliance.

One of the few legal provisions to curb the ownership concentration is Decree-Law 236/1967, still in force. Article 12, Paragraph 2 limits the number of grants that a same company of open television can have in all national territory to ten and the number of grants per State to two. Also for radio concessions this decree-law establishes limits. The same owner can only have, for example, four local radios in medium waves and six in modulated frequency. The number of main content generating outlets and affiliated radios and televisions outlets listed at the media groups website shows that the mechanism of network formation renders this limitation meaningless.

The same law prohibits every major content generating broadcaster to subordinate to "other entities that are constituted for the purpose of establishing single direction or direction, through chains or associations of any kind". Again, the national networks go beyond these limits.

The network structure not only guarantees direct political and economic power to a few groups but also allows concentration and market control. The public agency that investigates prejudicial practices regarding free competition, arbitrates mergers and acquisitions and ascertains potential dominant positions and market power is the Administrative Council for Economic Defense (Cade). However, Cade does not carry out any relevant interventions in the broadcasting sector and in the activities.

Even more serious is the total freedom for groups to change, transfer, buy or sell partial or total shareholdings in the broadcasters companies, reinforced by a recent decision of the federal government. Law 13.424 / 2017, approved after a Provisional Measure of the government of Michel Temer. It suppressed the obligation of broadcasters to request prior approval for possible corporate changes, now limited to the obligation to only report such changes to the Ministry of Science, Technology, Information and Communication (MCTIC) after they occurred.

This is one of the rare determinations for this kind of information to be made available - and even then only to the regulatory agency and not publicly. The National Telecommunications Agency publishes some data on the corporate composition of radio and television companies, through the Corporate Control Monitoring System (SIACCO), but does so without any legal determination.

Despite imposing these concession limits for broadcasting and even foreign capital participation for radio, TV and journalism companies, state instruments to gauge compliance with the standard are too weak. The Federal Executive, which has the constitutional competence to regulate the broadcasting sector, can not perform its duties effectively. The same is true for regulatory agencies. The Ministry of Science, Technology, Innovation and Communications (MCTIC), heir to the specific folder of the Communications (extinct in May 2016), has an extremely small team to monitor the number of radio and TV stations granted, in addition to the thousands of titles of newspapers and magazines.

The lack of public and reliable information on MCTIC supervision and on sanctions and punishments applied to broadcasters also makes it difficult to accurately measure how are these legal requirements considered during the licensing process. The data unavailability about the owners on broadcast companies, on service providers

and on the changes in shareholding composition are further evidence of the lack of political disposition to guarantee an effective monitoring of the limits established by law.

See also:

- [Brazilian legal context](#)

Regulatory framework of the Brazilian media system: Study for the Media Ownership Monitor, MOM - Brasil 2017

Geographical concentration

What's the capital of Brazilian media power?

Our survey revealed a significant geographical concentration of media group's headquarters: 19 of the 26 analyzed groups, so almost three out of four (73%) are based in the São Paulo Metropolitan Region, most of them in the city of São Paulo. Second in this geo-hierarchy of media power comes Rio de Janeiro. Although only one group is based there, it is the largest of them by far: Grupo Globo. Brasília, the country's political capital, follows after São Paulo in number of company headquarters: three.

These 26 groups own 50 media outlets or networks, which constitute the analysis sample of MOM Brazil. On that level, we found a similar result: 62% outlets are located in São Paulo, 12% in Rio de Janeiro, 10% in Porto Alegre, 6%, in Belo Horizonte and 4% in Brasília.

The cluster in the South and the Southeast (according to traditional regional division adopted by Instituto Brasileiro de Geografia e Estatística/IBGE) accounts for even 80% of corporate headquarters.

Consequences for diversity and pluralism

Beyond any doubt, the centralization of so much media power in just one city has an impact on diversity and plurality of opinion. For the whole country, editorial decision making, the priorities of topics to cover, the composition of images and the view upon daily life in the media is predominantly influenced from around São Paulo and also Rio de Janeiro, thanks to the central role Grupo Globo plays in the national media.

Even if these large groups entertain networks and exchanges with regional media groups – of great importance and with notable political connections in different places –, for the most part, the content, the agenda and all decisions of larger impact for the media sector or originate from within the southern cluster of power, the so-called 'Concentrated South and Southeast'.

Thus, this geographical concentration of media illustrates a hierarchy within the Brazilian territory between a few places with command over media, production and circulation of information, and the rest of the territory.



São Paulo and the command of information

The data reinforce a historical understanding about inequality and hierarchies in the Brazilian territory at large. One of the new elements here is the central role of the command of information networks for the hierarchization of space. Through the elevated importance of different information based activities – ranging from media, finances and consulting to many strategical information companies – a megacity like São Paulo has reinvented and reorganized itself during the last decades in order to accomodate a service hub for the rest of the Brazilian territory.

Already today, São Paulo is considered the country's economic centre of gravity by hosting the main decision making entities of major companies, the most important agents in the financial market, strategical consulting activities and most of the power in media. In addition to Rio de Janeiro and Brasília it is referred to as one of the three main "managing centers in the Brazilian territory", a term created by Roberto Lobato Corrêa and adopted by the IBGE.

In contrast to the 'Concentrated South and Southeast' remain the Northeast, Center-West and Amazon regions to manifest the country's division in four "Brazils" as proposed by geographers Milton Santos and María Laura Silveira in the early 2000s, precisely to make the inequality and characteristics of the national territory more evident and thus emphasise the challenges for infrastructure and networks in general, but also the information space and the financial markets in particular.

Violations of network neutrality contribute with the drama of the disinformation in Brazil

In Brazil, network neutrality guaranteed by law since the Brazilian Civil Rights Framework for the Internet of 2014. In practice, however, there is no inspection and companies violate it daily. Such breaches lead to new challenges to the circulation of information, to the full access to information and to the freedom of speech, in a political context marked by the massive disinformation.

Most of the Internet access in Brazil happens through mobile devices, which, in general, have a limited data package, but offer differentiated access - with no use of the data package - to some applications, such as WhatsApp. Such practice is a breach of the principle of network neutrality. Although the law that guarantees such principle has been internationally applauded, neutrality breaches mark the Internet users' day-to-day in the country and offer a risk to the free Internet, the freedom of speech and democracy itself.

The effects of the network neutrality breach and other factors, such as data packages, cannot be ignored, nor their connection to what happened during the Brazilian elections of 2018, marked by the massive disinformation. Fake pieces of information about an alleged material to teach kids how to be gay, about the distribution of sex toys in schools, about the State choosing the gender of the students and many others had been widely spread and had influenced the electoral process. According to the Chief of the Observer Mission in the Organization of American States (OAS), who has been in the country during that period, the use of WhatsApp to spread fake information during the Brazilian elections has been an "unprecedented phenomenon" in the world; and this is exactly the app to which mobile phone carriers offer access with no data package consumption.

The legal guarantees of the network neutrality in Brazil

Network neutrality implies an isonomic, non-discriminatory treatment of the information flow on the Internet. This principle helps ensuring the preservation of the openness of the network and promotes an environment that is more prone to democracy, freedom of speech and innovation.

Back in 2009, a resolution of the Brazilian Internet Steering Committee (CGI.BR) proposed ten principles for the

Internet in Brazil, among them, network neutrality. The resolution stated that "traffic filtering or privileges shall follow technical and Ethical criteria, and political, commercial, religious, cultural reasons shall not be accepted, nor any other form of discrimination or favoritism."

In 2014, with the approval of the Brazilian Civil Rights Framework for the Internet, Brazil has become one of the countries that grant network neutrality as an inherent principle of the World Wide Web with legal guarantees. The process to prepare and approve the Brazilian Civil Rights Framework for the Internet had the intense participation of many civil society organization, social movements and activists in favor of the network freedom. The foundation of the approval of the Brazilian Civil Rights Framework for the Internet was to ensure digital citizenship, that is, rights for users on the web - freedom of speech, privacy and network neutrality. For that reason, the Brazilian Civil Rights Framework for the Internet took the opposite direction to the projects that had been discussed in the country so far, which aimed at criminalizing some uses of the Internet and defining forms of control and inspection.

The process to prepare and approve the Brazilian Civil Rights Framework for the Internet had the intense participation of many civil society organization, social movements and activists in favor of the network freedom. The popular participation in the preparation of the project made it possible for the law to be submitted with great legitimacy. Its approval took place after Edward Snowden had revealed the USA global espionage system - which showed that even the President of Brazil and her ministers had been spied. It has become a global reference as network rights standard and it has been applauded by one of the Web founders, Tim Berners-Lee.

The Brazilian Civil Rights Framework for the Internet became effective in 2016 through the Presidential Decree n. 8771/2016. The Decree has been published by President Dilma Rousseff a little more than two years after the law had become effective and one day before the President was removed from office during her impeachment process. It addresses the network neutrality in several items.

Firstly, it defines the exceptional character of data discrimination and degradation, as foreseen in the MCI: "it can only take place due to technical requirements indispensable to the adequate provision of services and applications or the prioritization of emergency services". The network management is also allowed "with the objective of preserving its stability, safety and functionality", as long as the international technical standards are observed. Besides, the regulation has brought an institutional arrangement that has defined a system to protect the network neutrality, with the Brazilian Internet Steering Committee (CGI.br) as the agency that defines the guidelines; Anatel (National Telecommunications Agency) as the agency responsible for the technical inspection regarding infrastructure; and the Brazilian Competition Defense System - comprising the Brazilian Administrative Council for Economic Defense (CADE) and the Secretary for Economic of the Ministry of Finance (SAE) and the National Consumer Secretariat, which also has the role of assessing claims and infractions. The regulation Decree also goes one step further towards ensuring the principle of transparency foreseen in the MCI. As of then, either the service provision agreements with end users or the websites will have to report any eventual degradation or discrimination practices, their effects and what has motivated them.

Network neutrality in Brazil has a relatively strong legal support, as seen above. Nonetheless, in practice, what is seen is a total failure in enforcing the above-mentioned legal provisions.

Neutrality breaches mark the web users' day-to-day

In Brazil, 49% of the users access the internet solely via mobile phones. The percentage goes to 80% among classes D and E, as shown by the survey TIC Domicílios 2017 (CGI.br). Most of the Internet users in Brazil live with network neutrality breaches every day. With the profusion of prepaid mobile phones and data packages, depending on the agreement they have with the carriers, many of the users run out of data package before the end of the month, which means they are not able to access the internet, but they are still able to send WhatsApp messages or access apps like Facebook. That is why most of the Internet users in Brazil live with network neutrality breaches every day.

There are at least three ways to discriminate content or applications on the Internet that are considered breaches of the network neutrality principle: applying blocks, reducing speed or applying differentiated or lower prices or even not charging for the access to a certain content.

Blocking content may happen in different ways. One of them is the one that usually happens in countries with strict Internet control as a Governmental initiative or through Internet carriers - which in general are controlled by the State directly or indirectly. China is an example of a country where that practice can be seen.

Reducing speed happens when a certain application does not load at the same speed as others. An example is when the quality of a service that competes directly against the traditional telephony, such as voice services like Skype, Viber, WhatsApp and others, falls; or when the access of the user to competing services is made difficult, such as Voice On Demand services; or when there is an attempt to prevent access to services that may violate intellectual property rights - such as Torrent - of companies that are business partners of the Internet carrier. In the last case, it is not easy for the user to notice the speed reduction, as broadband carriers and service providers do not provide users with a tool to follow up the speed.

The third form of discrimination is charging extra amounts for services or applications. This can be seen, for instance, with an extra fee being charged to ensure access to a certain service. This practice materializes when an extra fee is charged for access to a certain content or when the carrier offers free access to an app chosen by themselves - a practice known as zero rating. That discrimination directly influences the competition with other applications. This is the main form of data discrimination found in Brazil.

The observation above is based on a research done in 2017 by Intervozes in partnership with the Chilean organization Derechos Digitales. They have analyzed the regulation and implementation aspects of network neutrality in Latin America - more precisely in Brazil, Chile, Colombia and Mexico. Zero-rating practices, sponsored packages (promotions when some services have bonus in the data package) for proprietary or third party apps, privileges for applications such as Facebook, Google, WhatsApp are some of the illegal practices detected by this research.

Besides the cases listed above, the practice of blocking the user's connection at the end of the data package is also a breach of network neutrality. Although the Brazilian Civil Rights Framework for the Internet defines that there cannot be "the suspension of the Internet access, except for the debit directly deriving from its use", telecom companies claim that the service suspension after the end of the data package is in agreement with Anatel resolution 614/2013. Nevertheless, the resolution does not refer to Internet blockage - it does authorize carriers to define data packages for mobile connection plans; on the other hand, it states that they must

continue offering the service upon new charges or speed reduction.

Traffic degradation - or speed reduction - in some apps is harder to notice. A few recent reports or public claims point out to network neutrality practices through data package discrimination for commercial purposes by the Internet carriers.

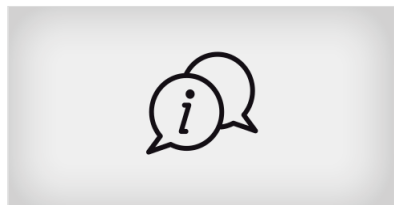
It is also difficult for the users to receive transparent, clear information in advance with sufficient description of the traffic management and mitigation practices to be adopted - including those related to network security, as set forth in the Brazilian Civil Rights Framework for the Internet and in the Presidential Decree that regulates it.

This scenario results in a series of challenges. On one hand, there is a legislation to protect rights on the Internet, which is an international reference and aims at protecting network neutrality in all dimensions assessed by the MOM indicators; on the other hand, the enforcement of the legal protections is fragile and network neutrality breaches shape the predominant use of the Internet in the country.

If most of the Brazilian citizens have their Internet access limited to some applications, it is impossible for them to qualify the information and use the wide horizon of possibilities that would come with the Internet access. Many will blame the users for the ongoing machine of massive disinformation. However, how can one expect citizens to verify information if they have Internet plans that do not provide access to websites, with data packages that restrict Internet use and zero-rating practices? Even if the great challenge of disinformation cannot be limited to the network neutrality matter, there is not a solution to ensure full access to the Internet either.

Ensuring network neutrality and universal, integral access to the Internet is a critical element for practicing citizenship nowadays. It is a condition to amplify the plurality and diversity of circulating ideas, which is needed for democracy to exist.

About



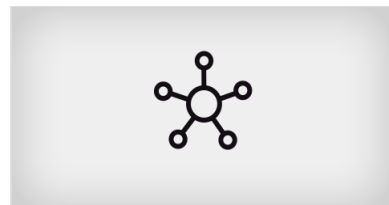
FAQ

[more](#)



Methodology

[more](#)



Team

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Frequently Asked Questions

1. What is MOM?

The “Media Ownership Monitor” (MOM) has been developed as a mapping tool in order to create a publicly available, continuously updated database that lists owners of all relevant mass media outlets (press, radio, television sectors and online media).

MOM aims to shed light on the risks to media pluralism caused by media ownership concentration for more information: [Methodology](#). In order to grasp the national characteristics and detect risk-enhancing or risk-reducing factors for media concentration, MOM also qualitatively assesses the market conditions and legal environment.

2. Who is behind MOM?

Since 2015, MOM has been incubated by Reporter ohne Grenzen e. V. – the German section of the international human rights organization Reporters Without Borders (Reporters sans frontières, RSF), which aims to defend freedom of the press and the right to inform and be informed anywhere in the world.






In 2019, the project was spun-off to the Global Media Registry (GMR), an independent, non-for profit social enterprise registered under German law.

In each country, MOM is implemented in cooperation with a local partner organization. In Brazil, RSF worked with Intervozes – [Coletivo Brasil de Comunicação Social](#). The project was funded by the [Federal German Ministry of Economic Development and Cooperation \(BMZ\)](#).

3. Where can I download this report?

The website affords a PDF download containing all website content. The PDF is automatically generated and thus updated on a daily base. It exists for all website languages. In order to generate the PDF, scroll down to the website footer, choose your preferred language and “Download complete website as PDF”.

4. Why is transparency of media ownership important?

Active Transparency	company/channel informs proactively and comprehensively about its ownership, data is constantly updated and easily verifiable	
Passive Transparency	upon request, ownership data is easily available from the company/channel	
Data Publicly Available	ownership data is easily available from other sources, e. g. public registers etc.	
Data Unavailable	ownership data is not publicly available, company/channel denies the release of information or does not respond, no public record exists	
Active Disguise	In addition to unavailability of true data, ownership is disguised, e. g. through bogus companies, etc.	

Media pluralism is a key aspect of democratic societies as free, independent, and diverse media reflect divergent viewpoints and allow criticism of people in power. Risks to diversity of ideas are caused by media market concentration, when only a few players exert dominant influence on public opinion and raise entrance barriers for other players and perspectives (media ownership concentration). The biggest obstacle to fight it is lack of transparency of media ownership: How can people evaluate the reliability of information, if they don't know

who provides it? How can journalists work properly, if they don't know who controls the company they work for? And how can media authorities address excessive media concentration, if they don't know who is behind the media's steering wheel?

MOM thus aims to create transparency and to answer the question "who eventually controls media content?" in order to raise public awareness, to create a fact base for advocacy to hold political and economic players accountable for the existing conditions.

As we consider ownership transparency as a crucial precondition to enforce media pluralism, we document the openness of media companies/outlets to provide information on their ownership structure. Considering their answers, we distinguish different levels of transparency – which is indicated for each media outlet and media company on their profile.

Media owner's motivation to remain hidden or even actively disguise their investments can vary from legitimate to illegal and be rooted in personal, legal or business-related reasons – or a mix thereof, in extreme cases even including criminal offenses like tax evasion or breaches of anti-trust laws.

Some of those reasons include the following:

- In several countries, media ownership is restricted by law in order to avoid concentration. So if one individual wants to extend his or her media empire beyond these limits, proxy owners and/or shell companies registered abroad, even off-shore, are frequently being used.
- Sometimes, media owners receive personal threats or face other dangers either originating from governments or competing businesses and therefore decide to remain unknown to protect themselves.
- In many cases, media ownership is intertwined with undue political or economic interests, even more so if individuals are involved that hold a public office and who don't want to disclose such a conflict of interests.
- In rare cases, the disguise of media ownership happens unintentionally because over time and through mergers and acquisitions, corporate structures became so complex that the original beneficial owner is difficult to identify.
- Last not least, there are 'normal' – i. e. non-media-related reasons for owners to hide, such as tax evasion.

5. What kind of concentration regulation does MOM suggest?

MOM doesn't make normative statements – it doesn't suggest how to regulate media ownership. Which form of media concentration regulation can work, depends on the country context, the existing legal and market conditions, the ownership landscape.

MOM provides a transparency tool to enforce a democratic discussion on that issue as well as good governance: decisions are likely to be of higher quality and to better reflect the needs and wishes of the people if they have access to adequate information and broad consultations, with views and opinions freely shared.

6. How is data collected and validated?

Preferably, official data sources, and/or sources with a high level of reliability and trust are used. Whenever not publicly available, information was directly requested of media companies (no one answered), political representatives and research institutes. All sources are thoroughly documented and archived [in the Library](#). Further information is available on request at Intervozes.

In order to obtain ownership information, first the tax ID number for each media outlet was retrieved from the online database of [Receita Federal](#). The tax ID then allowed request information on ownership as well as on broadcasting licenses at both the Ministério da Ciência, Tecnologia, Inovações e Comunicações – responsible for national broadcasting and telecommunications policies – and the Agência Nacional de Telecomunicações (Anatel). Both bodies referred to publicly accessible online databases: [Sistema de Acompanhamento de Controle Societário \(SIACCO\)](#) to get information on broadcasting licenses; and [Sistema Integrado de Gestão e Controle do Espectro \(MOSAICO\)](#) with ownership information. In October 2017, the SIACCO database was sent upon request by Anatel to Intervozes, which facilitated the analysis. The tax ID also allowed to research ownership information for press and online outlets at the Junta.

Some corporate details on shareholders, owners etc. were available online. For companies based in São Paulo, information is available online for free at the [official registry for companies](#). For companies outside São Paulo, fees between 30 BRL (Paraná) and 196 BRL (Rio de Janeiro) per company profile were paid.

Audience data for the TV and radio market based on a thorough evaluation and triangulation of Kantar Ibope Media 2016 Workstation; Mídia Dados Brasil 2017, IPSOS Connect 2016; the Prestige Index (IPM) published by Meio & Mensagem and from Brazilian Search of Media 2016. Institute Verifying of Communication (IVC) kindly provided extensive data on the print market. Online media were selected based on ComScore (2016 database), Alexa/Amazon (July 2017) and the Monitor of the Political Debate in the Digital Environment.

In order to guarantee and verify the objective evaluation, MOM worked with an [advisory group](#) that commented and consulted throughout the research process. It was composed of national specialists with a substantial knowledge and experience in the media and communications fields.

7. How is "most relevant media" defined?

The main question is: which media outlets influence the opinion-forming process? In order to scan all relevant media, we included all traditional media types (print, radio, TV, online).

The media were selected according to the following criteria:

- **MOM focused mostly on media with the highest reach**, measured by audience share. Audience data for the TV and radio market based on a thorough evaluation and triangulation of Kantar Ibope Media 2016 Workstation, Mídia Dados Brasil 2017, IPSOS Connect 2016 and the Prestige Index (IPM) published by Meio & Mensagem and from Brazilian Search of Media 2016. Institute Verifying of Communication (IVC) kindly provided extensive data on the print market. Online media were selected based on ComScore (2016 database), Alexa/Amazon (July 2017) and the Monitor of the Political Debate in the Digital Environment.
- **The news worthiness and opinion content.** The study focuses on general information with a national focus. As such, media with specific thematic focus (music, sport), social networks, search engines and advertisement were excluded.
- The selection based on these criteria **initially consisted of 50 communication outlets per media type** (TV, radio, print, online). Shedding light on these most relevant media outlets already allows revealing tendencies in media concentration. (read more - "How are media outlets selected?").

8. How are the media outlets selected?

Media outlets are selected based on audience share – as reaching out to a big audience leaves a media outlet and thus its owner with a potentially high influence on public opinion. The audience analysis and thus the media selection was based on several sources: Kantar Ibope Media 2016 Workstation (audience shares); Mídia Dados Brasil 2017; IPSOS Connect 2016; the Prestige Index (IPM) published by Meio & Mensagem and from Brazilian Search of Media 2016 (consumption habits). Institute Verifying of Communication (IVC) kindly provided extensive data on the print market.

For TV

Kantar Ibope Media workstation 2016, published by Meio & Mensagem, had identified the main national TV outlets in Brasil: Globo, SBT, Record, RedeTV, RecordNews and Rede Pública de Televisão (RPTV). Starting from there, in order to select ten main vehicles of free television, we cross headed audience data with data on media consumption habits (daily use), published by IPSOS Connect 2016. In addition to Globo, SBT, Record, RedeTV and RPTV, with the same highlight, and RecordNews, with less relevance, appear Rede Vida, Canção Nova and Gospel. Two pay TV news vehicles with importance in scheduling news in Brazil were included based on IPSOS Connect and Brazilian Search for Media 2016 data (GloboNews & BandNews). Also according to the Prestige Index (IPM) published by Meio & Mensagem, GloboNews and BandNews appear among the most prestigious meaning associated by positive attributes. IPM also ranked Globo, Record, SBT, Band, RecordNews and RedeTV ! high and thus confirmed their selection. The network Gospel – ranking amongst the ten biggest – to explain and highlight the role of the church in media ownership.

For Radio

Public data on the radio market is either unavailable, expensive or its credibility contested. In addition, local and regional networks might not be leading in audience shares but still have a considerable influence on a local or regional level. In general, radio consumption habits radio vary widely among the regions. Based on ANATEL data (Spectrum-E: Channels, 2017) on the size of the radio networks, complemented by information of affiliation obtained in the sites of the main networks, twelve major radio networks were identified. Antena 1 was excluded due to his sole music program. The Prestige Index proved the prominence of those national

networks: CBN, Gaúcha, BandNews, Jovem Pan and Bandeirantes among the ten most prestigious, and Globo, Mix, Antena 1 and Transamérica among the 20 most cited.

Religious networks were included as they are of great significance and relevance to a significant portion of Brazilian society: Aleluia (linked to the church Igreja Universal do Reino de Deus), Novo Tempo (Seventh-day Adventist Church) and Rede Católica de Rádio (Roman Catholic Church).

For Print

Selecting print outlets was challenging as it required evaluating their territorial scale vs. their opinion-shaping potential nationally while not leaving out regional particularities. In order to do those characteristics justice, a bigger number of print outlets were included, based on 2016 IVC data. The IVC presents the circulation of all newspapers printed daily and weekly and printed weekly magazines, biweekly and monthly, both for those sold in paper format and in digital format (numbers were added up).

For the elaboration of the Top 12, we considered a) those national newspapers that got their news reproduced or cited by outlets from other states as authorized source, and b) their importance in the dissemination of political issues, shown by their position in the Monitor of the Political Debate in the Digital Environment. (O Globo, Folha de S. Paulo, O Estado de S. Paulo and Valor Econômico).

Secondly, supra-state and multi-territorial newspapers with great circulation and national content were included (Zero Hour, o Correio do Povo and the Estado de Minas). Finally, state newspapers with national content and with great circulation or great dominion of the market of a determined region were selected (O Tempo, of Belo Horizonte, O Daqui - 44.19% of the Midwest market; The Correio da Bahia and Jornal do Commercio - together hold 27% of the Northeast market; And Diário do Pará - 33.86% of the North region's market). Some popular newspapers were excluded such as Super News (Belo Horizonte), Extra (Rio de Janeiro) and Diário Gaúcho (Porto Alegre) - as they focus on local/regional news.

Three weekly general affairs magazines (Veja, Época and Carta Capital) were included. Isto É, which does not appear in the IVC listing in 2016 and 2017 due to problems between publisher Três and the institute. However, its importance can be measured by other means. In the IVC data of 2014, published by ANER (2015), Isto É appears in 5th place in the ranking, behind Veja, Cláudia, Época and Superinteressante. Also, at the Monitor of the Political Debate in the Digital Media, it appears as the 27th more shared outlet, ahead of Carta Capital and Zero Hora.

For Online

Online media were selected based on ComScore (2016 database), Alexa/Amazon (July 2017) and the Monitor of the Political Debate in the Digital Environment. Websites that appear in the rankings of the three data sources or even portals that appear prominently in at least two of the data sources, limited to only news websites, were included. The result was a ranking of 15 sites according to Alexa. The top 10 sites are included in the MOM online database, the remaining appear in the analytical part.

9. Why Brazil?

Brazil is 103 (out of 180 countries) in the 2017 World Press Freedom Index published by Reporter without Borders, which positions nations according to indicators such as media independence, self-censorship, rule of law, transparency, and abuses. Brazil is a country known for the power of large communication groups. There have been studies on the subject in the past, such as Projeto Donos da Mídia (Media's Owners), but in this new context of media convergence and changes in the sector, a new picture becomes more than necessary. Especially because of the political role assumed by these groups. In this sense, the application of the MOM project in Brazil comes at a good time. It fulfills the objective of making media's ownership by applying an

internationally consolidated methodology and by a reference entity such as RSF.

Lastly, a strong local partner organization such as Intervozes is one of RSF's most relevant selection criteria as it presents the basis for a successful implementation and sustainability.

10. Does MOM only exist for Brazil?

MOM was developed as a generic methodology that can be universally applied – and potentially will be.

Notwithstanding that media concentration trends are observable worldwide, implementation and analysis will first take place in developing countries. MOM has been implemented in around 20 countries over the course of three years. All country projects can be found on the [global website](#).

11. What are the limitations of the study?

- **No economic data:** Market concentration based on market share could not be calculated since complete and credible numbers were not available publicly. Some print outlets shared them on request, which is indicated in their Media outlet profile.
- **Official audience measurement data is not publicly available:** it is being sold by research companies.
- Although data on corporate ownership are available at official registries, accessing them can be **costly and inconvenient**.

12. Who do we target?

The data base

- allows each citizen to get informed on the media system in general;
- creates a fact base for civil society's advocacy efforts to further promote public consciousness on media ownership and concentration;
- Although data for corporate ownership are available at the Registrar General, accessing them can be costly and inconvenient.

13. What happens next?

The database is a snapshot of the current situation in Brazil, contextualized by historical facts. It will be updated

regularly by Intervozes. Following implementation in other countries, an international classification of media ownership concentration will be established, similar to the Press Freedom rating of Reporters Without Borders.

14. Are there similar projects?

The Media Ownership Monitor is mainly inspired by two similar projects. Especially the indicators for a later ranking rely heavily on the EU-funded Media Pluralism Monitor of the [Centre for Media Pluralism and Media Freedom \(CMPF\)](#) at the European University Institute (EUI, Florence). Moreover, Media Pedia, an ownership database developed by investigative journalists in Macedonia served as inspiration for the Media Ownership Monitor. An overview over other similar projects can be found in the table below.

ORGANIZATION	DESCRIPTION
Access Info	A Spanish NGO that works in the field of media ownership transparency in several European countries.
Article 19	An NGO which works in the field of press freedom. It implements media concentration projects.
Deutsche Welle	The Media Freedom Navigator of Deutsche Welle provides an overview of different media freedom indices.
European Audiovisual Observatory	A database of television and audiovisual services in Europe.
European Journalism Center	The Website provides a summary and analysis of the state of the media in Europe and neighbouring countries.
European University Institute in Florence	The Media Pluralism Monitor assesses risks for media pluralism in the EU Member States.
IFEX	The network provides information of the state of the media in many countries.
IREX	The Media Sustainability Index (MSI) provides analyses of the conditions for independent media in 80 countries.
mediaUk	The Website provides information about media ownership in Great Britain.

ORGANIZATION	DESCRIPTION
Pew Research Center	The organisation publishes an interactive database about media in the United States.
SEENPM	Monitors media ownership and the impact on media pluralism in southeastern Europe and EU member states.
The Columbia Institute for Tele-Information at Columbia Business School	A research that works with authors from 30 countries in the world about media concentration using a common methodology.
The Institute for Media and Communication Policy	A database of international corporations of the world's biggest media.
UNESCO	Media Development Indicators - A framework for assessing media development.

Methodology

Theory: media pluralism as key for democratic societies

Media pluralism is a key aspect of democratic societies as free, independent, and diverse media reflect divergent viewpoints and allow criticism of people in power.

Generally, you can distinguish internal media pluralism which refers to how social and political diversity are reflected in media content (e.g. representation of different cultural groups, diverse political or ideological opinions). External media pluralism, on the other hand, covers the number and structure of owners also known as the “plurality” of suppliers.

Risks to diversity of ideas are caused by media market concentration – the opposite of media pluralism -

- when only a few players exert dominant influence on public opinion and raise entrance barriers for other players and perspectives (media ownership concentration);
- when media content is uniform and focused only on specific topics, people, ideas and opinions (media content concentration);
- when the audiences only read, watches and listens to certain media outlets (media audience concentration).

Goal: creating media ownership transparency

Notwithstanding that media pluralism encompasses many dimensions and faces as many risks, the MOM focuses on external pluralism, and more precisely on media ownership concentration as a potential threat to media pluralism.

The biggest obstacle to fight it is lack of transparency of media ownership: How can people evaluate the reliability of information, if they don't know who provides it? How can journalists work properly, if they don't know who controls the company they work for? And how can media authorities address excessive media concentration, if they don't know who is behind the media's steering wheel?

MOM thus aims to create transparency and to answer the question “who eventually controls media content?”

- by informing about the owner of the most important media outlets of the different types of media (television, radio, internet, print) and their affiliations;
- by analyzing the potential influence on the public opinion-forming process based on audience

concentration;

- by shedding light on the regulation of media ownership and concentration, as well as implementation of regulatory safeguards.

Means: data collection and fieldwork

Based on a generic methodology, the “Media Ownership Monitor” (MOM) has been developed as a mapping exercise in order to create a publicly available, continuously updated database that lists owners of all relevant mass media outlets. It creates transparency on who owns media, which interests and affiliation owners have, to which extent dependencies exist and thus, who really has a potential influence on public opinion. Fieldwork is not only aimed at finding out, who holds the stakes, but at investigating who eventually controls media. In addition, MOM provides a contextualization and qualitative analysis by assessing the respective market specifics and legal environment in the countries as well.

Instrument: MOM-user guide

The data collection is conducted following a detailed User Guide, covering following sections:

- **Section A “Context”** provides a first look into the media market and flanking conditions, such as the regulatory framework related to ownership issues, country information and media-specific data. This section allows to better understand the findings of the following sections and to contextualize estimated risks for media plurality.
- In **Section B “Media Market”**, the types of media that are relevant for opinion-formation are agreed upon on the basis of the audience reach. At most 10 media outlets per media type - TV, radio, print and Internet – are selected.
- In **Section C “Ownership”**, owner/ shareholder/ people with influence on the most relevant media are researched. Key media companies are defined economically (related to their revenue) and investigated concerning their ownership characteristics.
- **Section D “Indicators”** explains the indicators which allow calculating an index for the risk to media pluralism caused by a certain level of media ownership control.

The User Guide is developed on the basis of already existing media ownership & media pluralism research. Especially the indicators are inspired by and harmonized with the EU-funded (**Media Pluralism Monitor**) of the Centre for Media Pluralism and Media Freedom (CMPF) at the European University Institute (EUI, Florence)

Team

MOM Team Brazil

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OLAF STEENFADT heads the "Media Ownership Monitor" project for Reporters Without Borders. For many years, he has been involved as a consultant and coach for media pluralism, especially in development cooperation. Mandates of international organizations and NGOs lead him primarily to Southeast Europe and in the Arab world. He previously worked for ARD and ZDF in various roles, including as radio and TV presenter, investigative author, domestic and foreign correspondent, as well as in format development and program marketing. Olaf teaches media history, media policy and regulation at universities in Germany and Europe.

MOM Advisory Group Brazil

The MOM Advisory Group Brazil accompanied all the steps of the study and appeared as a counselling organ. It is composed of:

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Professor of the Institute of Geosciences of Unicamp and researcher at CNPq (II). Holds a degree and a PhD in Geography from the University of São Paulo. Coordinates the Research Group "Circles of Information,

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Intervozes

Intervozes - Coletivo Brasil de Comunicação Social fights for democracy and freedom and focuses on raising awareness among the Brazilian public of the freedom of expression as a right for all. It also fights for the right to information and for diversity and plurality in the communications field through varied strategies, enabling citizens and citizen-led organisations to constructively engage in the struggle for media reform.

For Intervozes, the right to communication is indissociable from the full exercise of citizenship and democracy: a society can only be called democratic when the diverse voices, opinions, cultures and races that compose it have space to manifest themselves, to be seen and heard.

The group is formed by activists and professionals in the areas of social communication, law, architecture, arts and others, distributed in 15 Brazilian states and in the Federal District. Each member and associate of Intervozes is, at the same time, promoter of local actions and collaborator in the formulation and realization of national strategies adopted by the collective.

Reporters Without Borders

Reporters Without Borders (Reporter Sans Frontières, RSF) was founded in Montpellier (France) in 1985 by four journalists. It is registered in France as a non-profit organization and has consultant status at the United Nations and [UNESCO](#). RSF advocates for media freedom, supports independent media and protects endangered journalists worldwide. Its missions are

- To continuously monitor attacks on freedom of information worldwide;
- To denounce any such attacks in the media;

- To act in cooperation with governments to fight censorship and laws aimed at restricting freedom of information;
- To morally and financially assist persecuted journalists, as well as their families.
- To offer material assistance to war correspondents in order to enhance their safety.

Since 1994, the German section is active in Berlin. Although the German section works closely with the International Secretariat in Paris to research and evaluate media freedom worldwide, it is organizationally and financially independent. In that role, it has applied for a grant at the federal German Ministry for Economic Cooperation and Development – in order to finance the Media Ownership Monitor project.

Global Media Registry

The Global Media Registry (GMR) collects, compiles and provides – either publicly available or self-reported – datasets and contextual information on media outlets around the world.

In doing so, the objective is to enhance transparency, accountability and responsibility in the information space. Thus, the GMR facilitates better choices and decision making, both algorithmic and human, of all stakeholders. These may include every citizen and consumer, regulators and donors, as well as the private sector – for example advertisers and intermediaries (a. k. a. platforms and distributors).

By providing this public service as a social enterprise, the Global Media Registry contributes to the advancement of the freedoms of information and expression at large.

It was founded as a spin-off from the Media Ownership Monitor project, which it now operates as a non-for-profit LLC registered under German law.



Contact

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This website is updated regularly. Do not hesitate to contact us, should you have information questions or remarks to share: [mom\[at\]intervozes.org.br](mailto:mom[at]intervozes.org.br)

Global Media Registry: [mom\[at\]mediaregistry.org](mailto:mom[at]mediaregistry.org)

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