



Annual
Report 2024

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1. Introduction



We are writing a new story

"The year 2024 was marked by major transformations at Karanba. If we had to choose a few words to define this period, *gratitude, challenge, sensitivity, and growth* would certainly be among them.

The most significant milestone was the inauguration of our own headquarters – the **Karanba Campus**: an incredible 57,000-square-meter space located in the Arsenal region of São Gonçalo, made possible thanks to the generosity of our friends and partners.

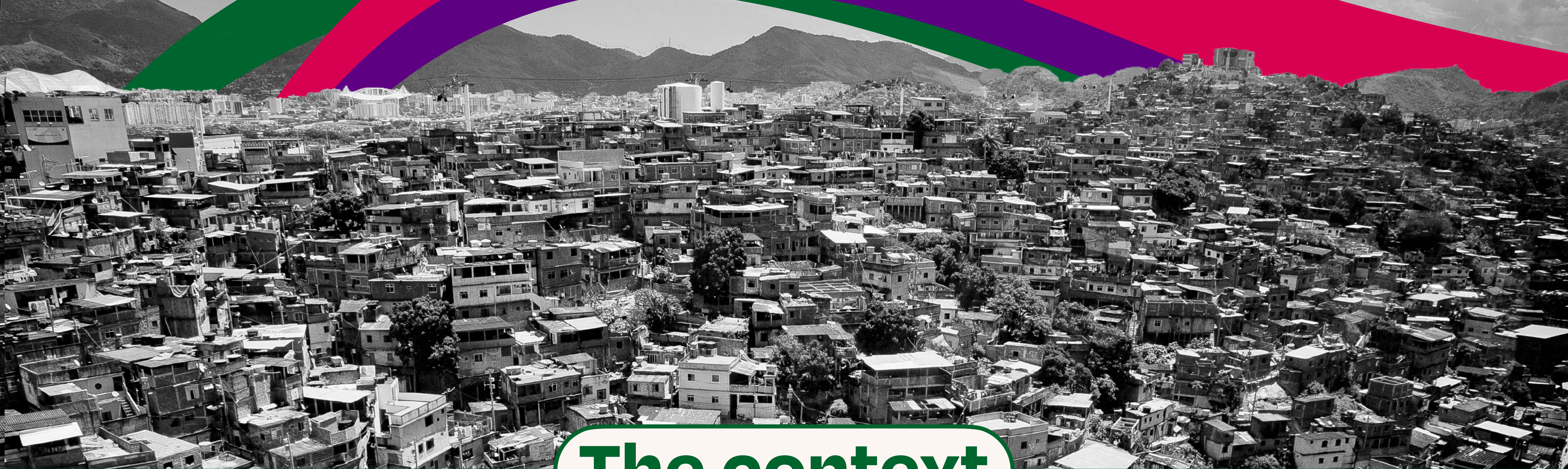
However, the move to Arsenal also introduced new challenges. It meant rethinking our presence in Vista Alegre, the neighborhood where we've been actively engaged for the past 13 years. Aware of the importance of that community to Karanba, we chose to implement a gradual transition with two main goals: to maintain the full operation of all programs in Vista Alegre and to begin, in a sensitive and structured way, our social engagement in Arsenal. This approach allowed us to better understand the needs and dynamics of the new community we now serve.

This transition is being carried out with great responsibility, care, and heart. It symbolizes the maturity of Karanba, achieved through each challenge overcome and each dream fulfilled over these 18 years. Our entry into institutional adulthood is more than just a milestone: **it is a celebration of a story built on passion, hope, and commitment** – and it couldn't have happened in a more special way.

We know that true social transformation can only occur through strong and strategic partnerships, and it is in this area that Karanba intends to grow in order to build a new story of dignity and rights for the children and families around us."

Tommy Nilsen
Founder of Karanba





The context we work in

In Brazil, favelas are informal urban communities that have developed over time as a result of rapid urbanization, deep-rooted socio-economic inequality, and the ongoing exclusion of the most vulnerable populations from formal housing markets.

Most children born in the favelas face significant socio-economic barriers from the outset. Access to quality education, healthcare, and employment is limited. Schools are often overcrowded and under-resourced, and many children grow up in families where survival takes precedence over schooling. Many young people are forced to leave school early to support their families, reducing their chances of breaking the cycle of poverty.

These communities are often heavily affected by drug trafficking and violence.

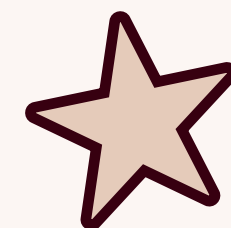
Opportunities for upward mobility are scarce, and for many, dreams of a better future remain just that – dreams.

Three phases. One purpose.


Equity

Over the past 18 years, Karanba has become a leading example in using sports and education as tools for social development. Throughout this journey, we have positively impacted the lives of 11,678 children and adolescents through sports training and educational support. Each year, we also serve an average of 700 families through our psychosocial services. Additionally, we have directly contributed to the professional training and job placement of 653 young people.

This story of social transformation has unfolded through three key phases, which have shaped our growth around strong values, innovation, and a deep commitment to equity ➔



Phase One

2006 – 2011 

It All Begins with a Dream

Founded in Rio de Janeiro in 2006, Karanba was born from a dream and a powerful desire to share the values of sport with children and youth living in vulnerable situations. This first phase was marked by remarkable achievements in international tournaments, including the Norway Cup in Oslo, the Gothia Cup in Gothenburg, and the Dana Cup in Frederikshavn.

The success of the documentary series "Karanba!" took our mission beyond the football pitch, spreading our values to a global audience. This international recognition opened doors to our first strategic partnerships, enabling more significant investment in the social programs developed in Brazil.

Phase Two

2011 – 2024 

Transformation and Impact

This phase was defined by three major milestones: our move to São Gonçalo, the expansion of our age range to include youth from 6 to 20 years old, and the inclusion of girls.

We significantly increased our investment in education and structured five strategic programs: football, education, psychosocial care, gender and racial equity, and sustainability.

Organizational strengthening, with a clear priority on education, was essential for the success of this stage. Karanba gained national and international recognition, secured key partnerships, and began operating with substantial support from Brazil's Sports Incentive Law, which brought in our first Brazilian partners.

Phase Three

2024 

A Sustainable Future

The inauguration of our own headquarters — the Karanba Campus — represents a major milestone in our journey. It marks the maturity of Karanba, the result of 18 years of achievements, challenges overcome, and dreams fulfilled. Our entry into institutional adulthood is more than symbolic: it celebrates a trajectory built on passion, hope, and a deep social commitment.

Today, Karanba is a well-established institute, with a holistic methodology that serves children, adolescents, their families, and the community. We are firmly committed to building a more inclusive world and a more sustainable future, expanding our impact in the fight against inequality and prejudice.



Who we are

Karanba was founded in 2006 in Rio de Janeiro, born from a desire to use football and education as tools to reduce inequality and promote social inclusion.

In 2011, we moved to the city of São Gonçalo — the second largest in the metropolitan region, with approximately 897,000 inhabitants. In 2024, we inaugurated our own headquarters in the Arsenal district of the same city. We remain committed to transforming the lives of children and young people, while also supporting their families and the wider community in the city's outskirts.

Our presence extends across Districts II and III of São Gonçalo, home to around 270,000 residents, according to IBGE (Brazilian Institute of Geography and Statistics). Our work directly impacts 20 neighborhoods within this territory, where we serve approximately 700 families — 94% of whom are beneficiaries of the "Bolsa Família", a governmental welfare program, due to their dependence on informal employment.

Karanba is an award-winning initiative, recognized with honors such as "Orgulho do Rio" ("Pride of Rio"), the Carolina Maria de Jesus Certificate for an Anti-Racist São Gonçalo, and the Sustainability Seal, among others.

We are featured in both national and international media, recognized as a symbol of solidarity and, above all, a space of care, freedom, diversity, and the active exercise of rights and citizenship.



We believe that



The practice of sports is a right that promotes better health and strengthens social bonds;



Education is a fundamental right for social transformation and the reduction of inequalities;



Racial and gender equality are essential conditions for a free society and contribute to economic growth;



Sustainable development and environmental respect are necessary for the future of society;



To fight poverty, it is essential that people live with dignity and have their basic needs met;



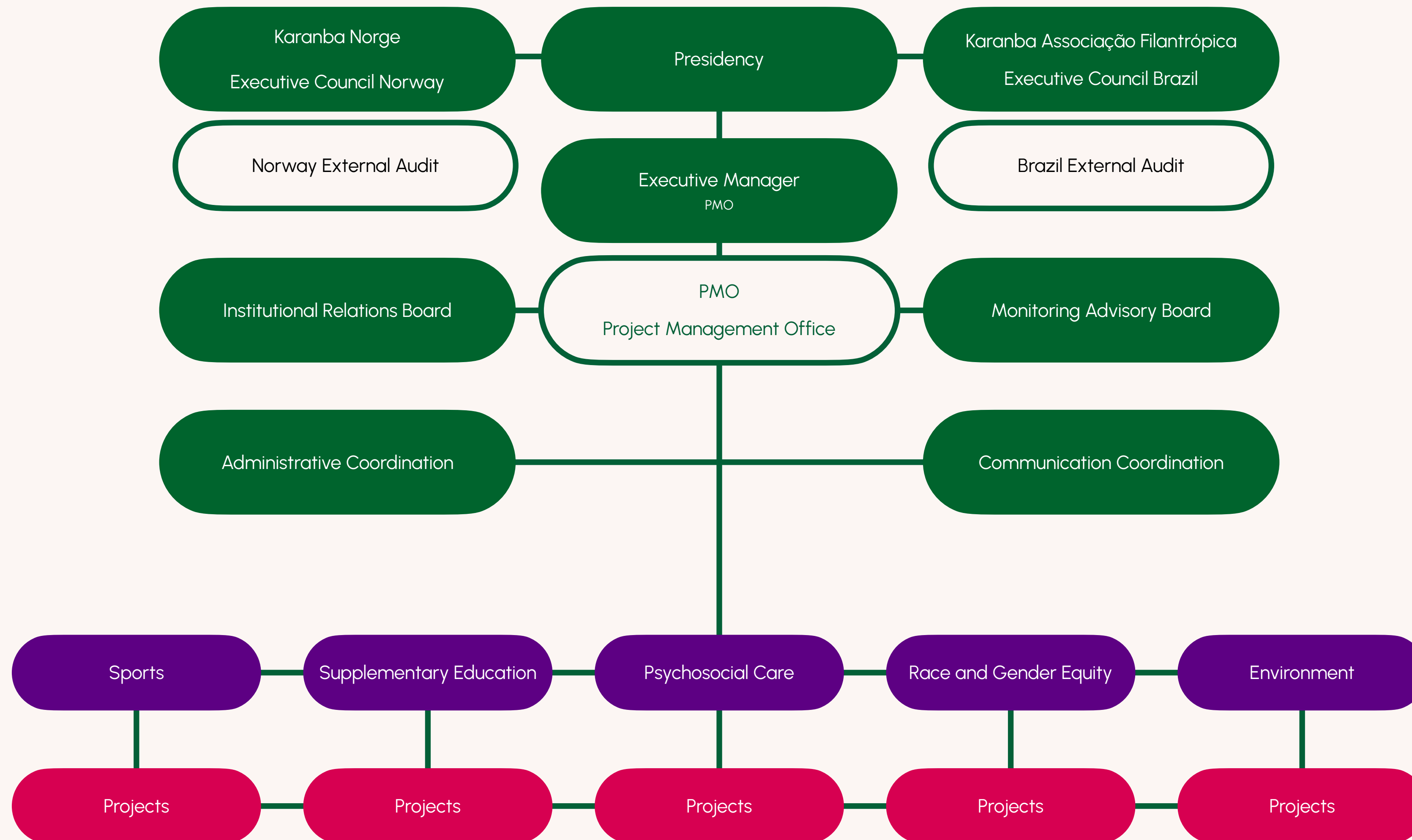
Football and its values play a vital social and integrating role;



Every child has the right to dream.



Organizational Chart



Strategic Area

Programmatic Area





2. Our Highlights





Karanba Campus

In 2024, we achieved a major institutional milestone with the inauguration of the Karanba Campus — our first permanent headquarters, encompassing 57,000 square meters in the heart of Arsenal, São Gonçalo.

Although the administrative structure has moved to the new campus, the transition was guided by the urgent need not to abandon any of the children or families served since 2011 in the previous location. For this reason, we are maintaining all program operations in Vista Alegre while we strengthen our presence in the Arsenal region.

At the Karanba Campus, we are currently consolidating our activities, and during 2025 we will deepen our engagement with the surrounding communities.

The expansive natural surroundings present valuable opportunities to strengthen our initiatives in Environment and Sustainability — moving beyond the recycling campaign launched three years ago. We are preparing to implement agroecological projects designed to promote food security for local families and support environmental conservation across the region.



The face of Women's football

By a fortunate twist of fate — and driven by her passion for football — Verônica Lima began volunteering at Karanba in 2012. From the start, she demonstrated remarkable dedication as an assistant, which quickly led to her joining the organization's team of collaborators.

With a monumental responsibility ahead of her, Verônica took on the challenge of preparing the women's football team to represent Karanba at the Norway Cup in Oslo in 2013. The outcome could not have been more symbolic: first place in the tournament — a historic achievement for both Karanba and Verônica.

In 2020, Verônica completed her degree in Physical Education, further strengthening her technical and pedagogical contributions. Over the years, her work has been essential in solidifying the women's football program within Karanba.

Verônica also played a key role in the international trips taken by the women's team in 2018 and 2022. These included participation in the "Norway vs. Brazil Rematch" event, held 20 years after the iconic World Cup match, at Ullevaal Stadium in Oslo, and the 2022 Norway Cup, where the girls won the bronze medal — once again affirming the strength and prominence of Karanba's women's football on the international stage.

But Verônica's achievements go beyond the pitch. In 2016, she got married; in 2021, she fulfilled her dream of owning a home; and in 2024, she celebrated the arrival of her daughter, Maria Alice — a new victory, this time in the game of life.





The inspiring journey of

Agatha Rayane

When Agatha Rayane joined Karanba, she had only ever played football with boys. She didn't know that a girls-only football team could even exist in her community:

“my eyes filled with tears, and I never wanted to stop,”

she recalls of her first encounter with Karanba.

And she kept going — for five years, she remained committed, not only excelling in training but also shining in educational activities. Through Karanba, she completed courses in administrative assistance, logistics support, computing, human development, and first aid.

In 2023, she became a participant in the Golden Goal Project, a Karanba initiative aimed at supporting young women in entering and staying in university. Agatha chose to pursue a degree in Physical Education and is now close to completing her graduation.

Now approaching her 20th birthday, Agatha works as a youth apprentice at a multinational company in the city of Rio de Janeiro — an opportunity that continues to renew her dreams and inspire new aspirations for changing her life.



Key achievements in



18 years



11.678

children and adolescents
served



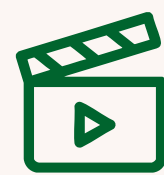
653

young people accessed
professional training and/or
employment



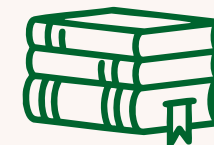
14 participations

in international tournaments – three-time
champions of the Norway Cup, two-time
champions of the Gothia Cup, and six-
time champions of the Dana Cup



02 documentary

series telling the story of
Karanba



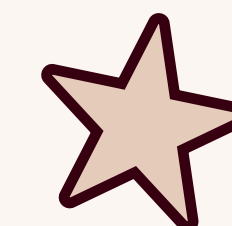
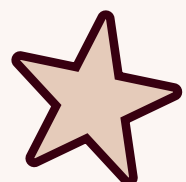
04 books

published about the impact of
our work



09 projects

carried out through Brazil's
Sports Incentive Law



Key achievements

In 2024

Number of students served

637

Percentage of female
beneficiaries

43%

Basic food baskets
distributed per month

100

Number of students who
entered professional careers
and/or formal employment

118

Tons of recycled
waste

2,5



Historical indicators

2011 - 2024

MAIN INDICATORS	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Students assisted	300	704	714	563	539	449	298	406	581	401	831	724	714	637
Students enrolled in educational activities					100	130	160	200	250	- ¹	231	140	335	397
Class hours per week	2	4	12	15	14	35	20	31	36	-	32	32	38	38
% of girls benefited	6%	15%	13%	18%	11%	10%	8%	33%	30%	16%	41%	23%	44%	43%
Social assistance to families									115 ²	1.287	1.873	560	823	624
Families receiving Food Supplies (monthly average)									19 ³	180	85	60	100	100
% of students that improved their academic performance							50%	68%	86%	-	88%	76%	93%	95%
Students who entered Professional Careers or Formal Employment	3	3	12	13	47	34	26	18	40	25	73	92	162	118

1. Activities suspended due to the pandemic.

2. This indicator was first adopted in 2019.

3. The delivery of food parcels have started in the 2nd Semester of 2019.





3. Impacts of activities and programs



The power of holistic education

In 2024, we strengthened our active education methodologies, achieving one of the best performances in our educational program: 95% of students advanced in their educational level, we recorded zero school dropouts for the second consecutive year, and supported 118 students in accessing professional careers or formal employment.

How did we achieve this?

- Weekly tutoring courses in Portuguese and Math, along with English and Computer Literacy as complementary education
- Thematic workshops (environment, citizenship, financial literacy, gaming, and innovative technologies) to stimulate interest in learning
- Personalized mentoring for high school and university students
- Preparation for the ENEM exam, résumé writing, and interview processes
- Partnerships with 25 local schools focused on reducing dropout rates
- Engagement of parents and guardians through regular meetings at Karanba
- Student participation in thematic workshops and cultural outings
- The Golden Goal Project, supporting university education for 10 young women, with a 95% success rate and expected graduation of all participants by 2026



Prioritizing our community



Through targeted services aimed at supporting families and addressing their social and economic vulnerabilities, we conducted 624 psychosocial support sessions, of which 232 cases were referred to government agencies such as the Public Prosecutor's Office, the Guardianship Council, and/or CRAS and CREAS (Reference Centers for Social Assistance).

We also implemented Integrative Community Therapy (ICT) circles serving an average of 100 families per month, along with the distribution of monthly food baskets, totaling 10 tons of food delivered to families.

How did we achieve this?

- Interviews with beneficiary families to identify psychosocial support needs
- Assessment of the families' socioeconomic profiles
- Staff training to promote ongoing development and socio-emotional competencies
- Partnerships with government agencies



Racial pride and female entrepreneurship

We supported women in our community — including mothers of students — through training workshops in agroecology, entrepreneurship (such as jewelry-making and braiding), and racial literacy, using the renowned *escrevivências* methodology of writer Conceição Evaristo. A total of 237 women benefited from these learning processes. Many have gone on to participate as entrepreneurs in solidarity economy fairs, and some have even developed their own sustainable income-generating styles.

How did we achieve this?

- Quarterly and semiannual training sessions that promote women's organization within the community
- Encouragement for participants to engage in solidarity fairs and community-based commerce
- Cultural visits to sites of Black resistance
- Partnerships with social movements in the region
- Creation of a Racial Equality Council among the staff at Karanba



Focus on environmental awareness in the community

Environmental sustainability is a top priority in our organization's programmatic efforts and is approached in a transversal approach, integrated into all programs as an effective strategy to mobilize diverse audiences in support of environmental preservation.

This approach has led to significant results, reflecting our commitment to sustainable development. As recognition for this work, Karanba was awarded 1st place in the "Sustainable Organization" category during the "Goals for the Earth" campaign, held as part of the Rio 2030 Youth Forum promoted by the State Government of Rio de Janeiro.

How did we achieve this?

- Over 50 Environmental Education workshops delivered through collaboration between the Environment, Education, and Sports Programs
- Educational field trips organized in partnership with regional environmental institutions to visit conservation areas
- Recycling campaign, with strong community engagement, resulting in the collection of 2.5 tons of waste, which was donated to Karanba's partner organizations



When children's health takes the field

At Karanba, sports training serves as a foundation for holistic development, forming a central pillar of our work to empower young people. Activities are planned annually to be progressive, structured, and repetitive, with a focus on promoting health and physical fitness among children and adolescents.

As a result, 560 children and adolescents regularly participated in training on our fields, with 43% of them being girls. According to our protocol for arterial pressure and abdominal evaluation, 55% of our students showed improvement in health indicators.

Beyond physical health, other benefits were observed: improved mood, strengthened social interactions, and a greater sense of solidarity.

How did we achieve this?

- A diverse and motivating training program, paired with a holistic approach focused on participant well-being
- Division into 9 training groups based on age and gender criteria
- Joint planning of educational content across Karanba's programs
- Participation in internal and external competitions
- Health indicators measured throughout the training cycle (body mass, abdominal circumference, and blood pressure)



Our social media in numbers

Followers

10.535

Accounts
reached

148.100

Content
interactions

18.041



49,8%



50,2%

Communication: visibility and impact

Our communication strategy is guided by a **sensitive and empathetic perspective** toward the individuals impacted by Karanba. That's why we strive to tell the stories that bring our mission to life through our social media platforms, while presenting the press with a compelling and qualified narrative about the transformation experienced by children, adolescents, and their families.

This approach translated into great visibility and engagement. Highlights include:

- The video "Cinderella – A Meeting of Generations", which brought together the Brazilian Women's National Football Team and our young athletes, went viral on social media, **surpassing 20 million views**. The video was part of Itaú Bank's commercial campaign in support of women's football, promoting the Paris 2024 Olympic Games.
- National media coverage (including *O Globo*, *Globo News*, *Veja*, *Jornal Meia Hora*, and *Diário do Rio*) of the social event led by Karanba during the G20 Summit in Rio de Janeiro, featuring the Prime Minister of Norway, Jonas Gahr Støre.
- Participation of our Sports Coordination team in the TV Band-Rio show "Super Tardes", speaking about the importance of women's football.



4. Partnerships and finances



Gratitude built through partnership



We extend our heartfelt gratitude to the friends and partners who made something extraordinary possible: the generous donations that enabled the purchase and renovation of our Karanba Campus. Today, we can proudly say: we are home. And it is all thanks to **DBO Energy**, the **Janeiro Energy Group** (co-owner of residential solar company **holu**, payment systems provider **PagaLeve**, and CO₂ reporting platform **Energy.AI**), **Grupo Solstad**, and **Oksøy Eiendom**.

The renovation of the Karanba Campus was carried out with a strong commitment to sustainability. A key highlight was our valued partnership with **Yinson Holdings Berhad**, which enabled the installation of a biodigester system — a solution that ensures proper waste treatment and contributes to the environmental dignity of our community.

Our partnership with **The W Initiative** was instrumental in ensuring the full operation of our activities in 2024, both in Vista Alegre and at the Karanba Campus. This support is essential to sustaining our work and guaranteeing high-quality services to the families that are part of Karanba.

We were honored by a visit from the Norwegian school **WANG**, including students and coordinators. **Banco Itaú** gifted us with a powerful opportunity by selecting Karanba athletes to represent their campaign promoting women's football for the Paris 2024 Olympic Games, including a visit to the Brazilian Women's National Team at Granja Comary.

Karanba Norway, together with the organization's partners, private donors, and loyal supporters, provides funding for approximately half of Karanba's ongoing operations.

We also strengthened alliances with key Brazilian agents of social change, including **SESC-São Gonçalo**, **DLW**, **FIOCRUZ**, and grassroots movements of family producers and organized women, such as **Mulheres da Parada de São Gonçalo**.

We are also deeply grateful to the long-term partners who have supported us for more than five years through the Sports Incentive Law (LIE). Major contributors to Brazil's social and economic development — such as **Itaú**, **B3 S.A.**, **Statkraft**, and **Equinor** — have continued to stand with us in 2024, enabling the ongoing delivery of our sports and education strategies.



"At Karanba it's possible to break the cycle of poverty "



In February, we had the honor of welcoming a delegation from our partner in Norway, WANG School. A group of students and staff visited to better understand our work, engage with the children, and gain insight into the daily realities of their families. They shared a testimonial that highlights the strength of our partnership and their trust in Karanba's mission.

"The visit was life-changing for us. The experiences, impressions, and learnings have left a mark. They have primarily left a mark due to the people we met."

To meet the organization that works to help people, children, and young people with their families, believe in themselves, to create a life out of poverty, to break an almost predetermined pattern, and not just see opportunities but actually realize dreams. With football and sports as a means and door opener to education and equality. Where everyone is taken seriously.

Despite modest conditions, few resources, and scarce material goods that we in Norway take for granted, we encountered proud people. Hardworking people. People who are grateful for what they have. No pitifulness. No self-pity. We encountered people who believe that things are possible. We encountered joy. We encountered positivity.

We saw that it is possible. We saw that it is possible to break the pattern.

We saw that through community, love, cooperation, hard and smart work, it is possible to achieve good things. We saw that the seemingly "small" contribution each of our students and we make through a day of work once a year actually helps!

All of this made us reflect.

We can't help everyone. But if we can help some and through that help and the opportunities it can create, we are indeed slowly but surely contributing to making a difference.

We are so grateful for everything we learned.

Thank you, Karanba!"

Veronica Undseth, Communications Director, WANG

Kristian Gilbert, Director of Elite Sports, WANG Oslo



Financial overview*

FUNDING	Amount (BRL)	USE OF FUNDS IN BRAZIL	Amount (BRL)
Karanba Norge	1.482.238	Payroll	858.135
Brazilian Partners	59.153	Operational Expense	972.206
Sports Incentive Law (LIE)**	1.113.240	Funds via Sports Incentive Law	490.495
Total	2.654.631	Total	2.320.836

* The financial information presented herein is based on current unaudited Annual Accounts. Audited Annual Financial Statements will be available in due time for review upon request.

**Funds raised in 2024 are allocated for implementation during the 2025 and 2026 fiscal years.

OBS: The establishment of Karanba Campus during the years 2023 and 2024 was controlled and managed through a separate project account. A total of BRL 5,399,158 was raised for the purchase and refurbishment.



Sports Incentive Law (LIE)

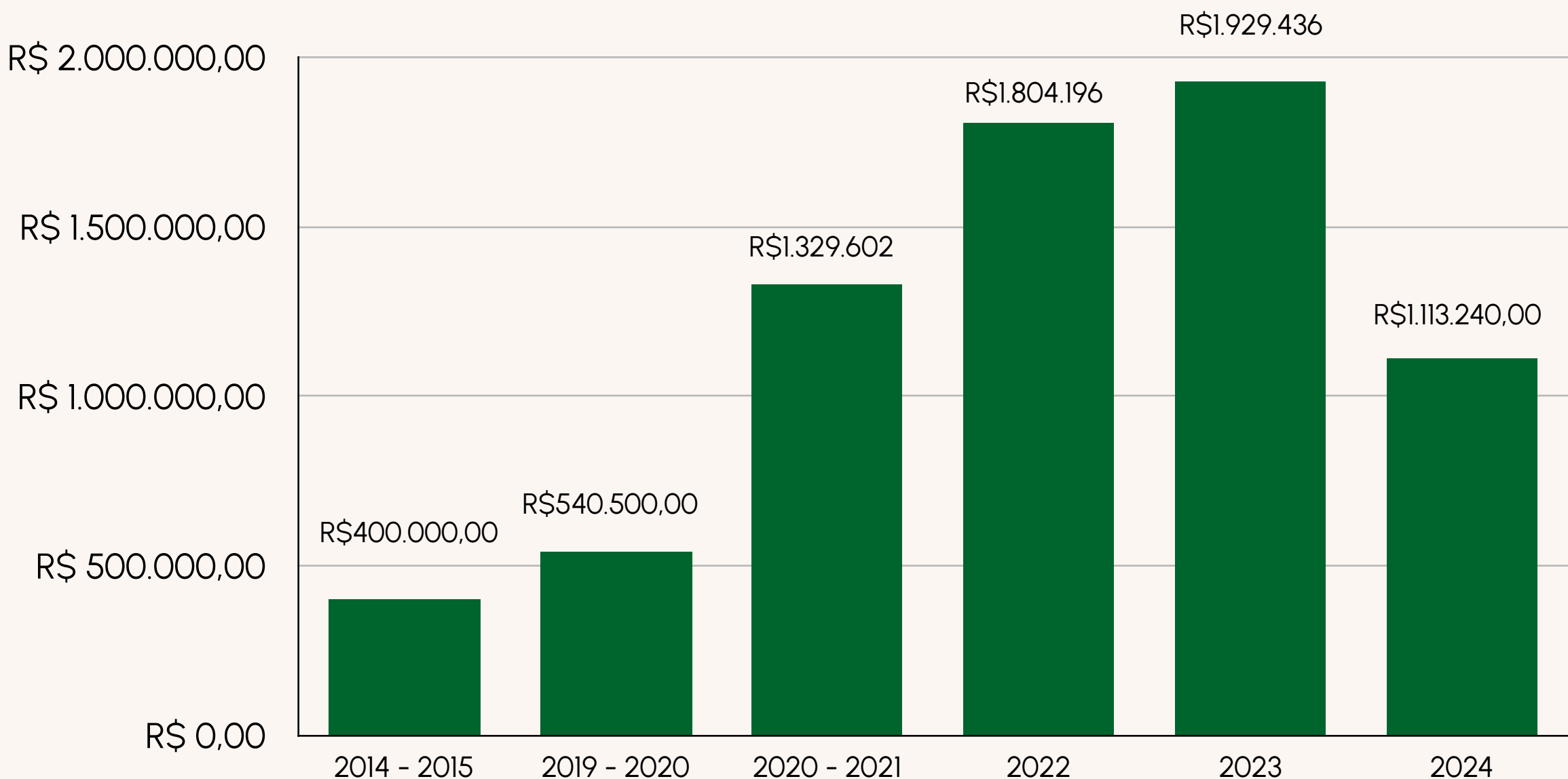
The Sports Incentive Law (LIE) is a Brazilian regulation aimed at promoting the development of sports through tax incentives. The LIE allows companies taxed under the real profit regime to allocate part of their owed taxes to fund sports projects approved by the Ministry of Sports.

The tax benefits provided by the LIE encourage companies to invest in educational sports projects. This legislation plays a crucial role in democratizing access to sports, especially in vulnerable areas, by making it possible to carry out sports and educational activities.

The LIE has enabled Karanba to maintain its operations, expand its programs, and reach a greater number of beneficiaries, thus serving as a strategy for social transformation and the holistic development of children and youth.

Therefore, the Sports Incentive Law fosters partnerships and synergy between the public and private sectors and civil society.

Sports Incentive Law – Funds Raised





5. Future vision





Since 2006, our journey has been marked by courage, achievements, and valuable lessons. Achieving our long-held dream of having a “home of our own” leads into a future full of potential.

In 2026, we will celebrate a historic milestone: **Karanba's 20th anniversary**. To mark this special occasion, we are thrilled to announce the participation of both our girls' and boys' teams in the Norway Cup, the world's largest youth football tournament, held in Oslo, Norway. This reaffirms our commitment to gender equity and the values that have always guided us.

Now more than ever, we face both the opportunity and the challenge of ensuring the sustainability of our institution in all its dimensions: financial, social, and environmental. To build this future, we will seek to strengthen strategic partnerships, expand the transformative impact of our initiatives, promote the social development of the community where we are rooted, and continuously improve our internal governance.

We will continue on this path with conviction, knowing that each step forward strengthens our commitment to a more just, inclusive, and sustainable world.

Our heartfelt thanks to all who believe in Karanba. This is only the beginning of a new chapter.

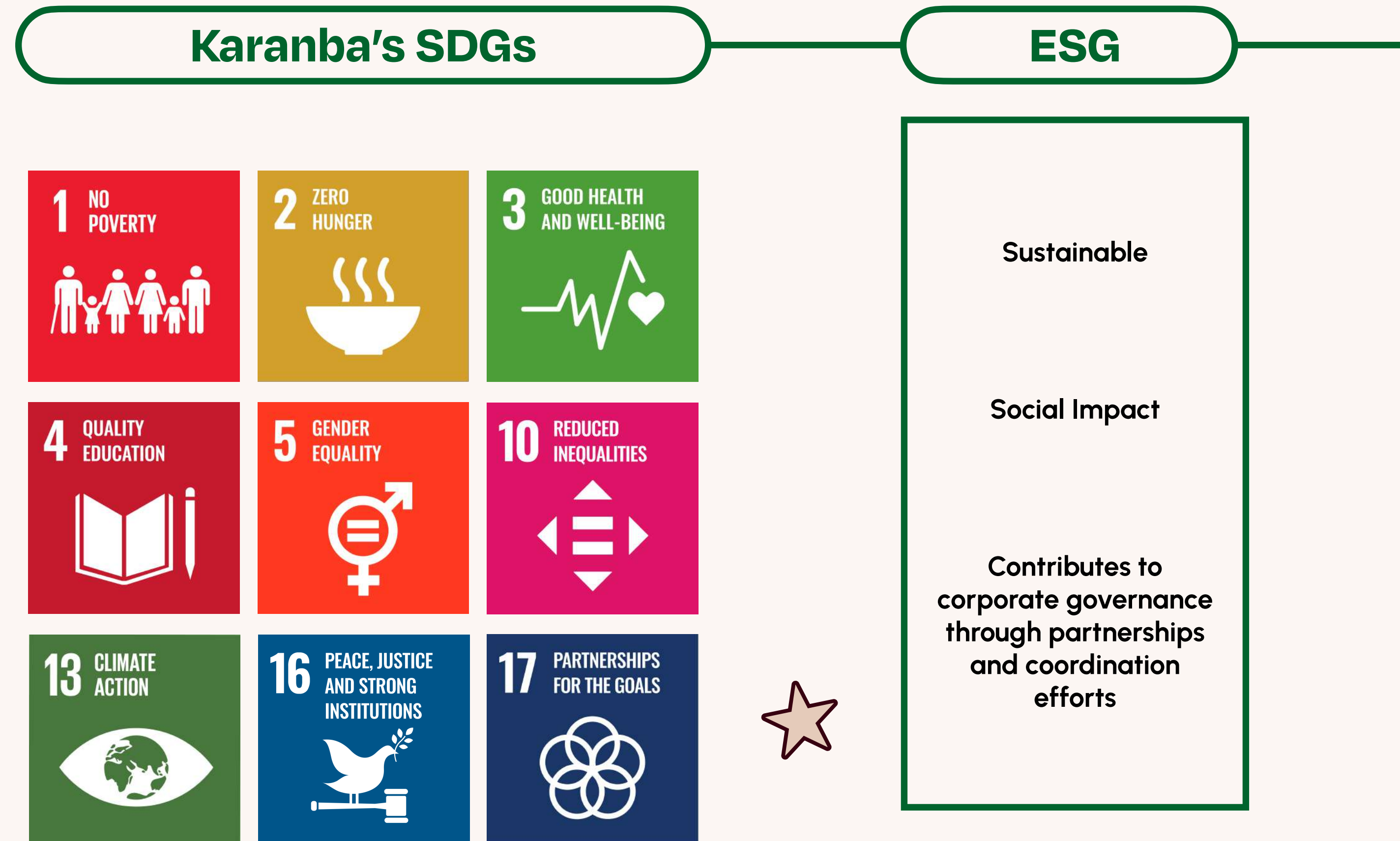
Together, we make dreams come true and help transform lives.





Our Social Commitment and ESG Contribution

Karanba contributes to 9 of the 17 Sustainable Development Goals (SDGs). Through the development of our programmatic work, we have established ourselves as a viable partner for the implementation of ESG (Environmental, Social, and Governance) best practices by actors in economic and social development.





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