



Annual Report 2025

INSTITUTO SOCIAL
KARANBA

SEJA MUITO
BEM-VINDO!

560
ESTRADA DO MEU CANTINHO

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EXECUTIVE SUMMARY

2025 IN NUMBERS, DECISIONS, AND RESULTS

The year 2025 marked a strategic turning point in Karanba's institutional trajectory. It was a year of consolidation and transition, in which the organization moved decisively from planning to the implementation of a more integrated and structured model focused on long-term impact.

Amid significant organizational change, Karanba ensured continuity of care, services, and protection for children, adolescents, and families, while preparing for the full centralization of activities at the Karanba Campus in 2026. Program quality and consistency were maintained across all areas of work, supported by strengthened governance, clearer methodologies, and long-term strategic initiatives.

Throughout the year, Karanba delivered activities across its five programmatic pillars — Football; Education; Health and Family Well-being; Gender and Racial Equity; and Environment — while advancing key institutional strategies such as the Positive Youth Development Program and the Alumni Program, both designed to enhance quality, continuity, and sustainability.

Karanba's work in 2025 aligned with the United Nations Sustainable Development Goals (SDGs), particularly in education, gender equality, health and well-being, reduced inequalities, sustainable communities, and climate action.

The organization also strengthened its commitment to responsible and ethical management, guided by Environmental, Social, and Governance (ESG) principles, ensuring transparency, safeguarding, and long-term institutional sustainability.

HIGHLIGHTS OF THE YEAR

Female leadership gained visibility and strength. Karanba's women's team achieved second place in the *Taça das Favelas*, with national television coverage, while the organization expanded its role in public advocacy by joining the Municipal Council for the Defense of Women's Rights and participating in the State Conference, with representatives elected as delegates.

The environmental agenda also advanced. For the second consecutive year, Karanba received the Sustainability Seal, and children and youth participated in climate engagement activities that connected sport, youth leadership, and environmental responsibility.

LOOKING AHEAD

The first year of expanded operation at the Karanba Campus strengthened institutional capacity and laid the foundation for a new cycle of growth. With full centralization scheduled for 2026, Karanba enters the next phase of its journey with deeper integration, greater reach, and the same core commitment that has guided its work from the beginning: to transform lives, leaving no one behind.



KEY RESULTS IN 2025

754

children and adolescents served

44%

girls among participants

78

hours of educational activities offered per week

11

young women supported in higher education through the Golden Goal program

85

youth supported in accessing professional pathways and/or formal employment

450

families supported throughout the year

8.250

Kg of food distributed contributing to food security

INTRODUCTION

**“ TOGETHER, WE CAN GO
MUCH FURTHER”**

“When Karanba was founded in 2006, the dream seemed simple: to use football to help children build a better future. But deep down, we always knew the challenge would be greater. It was this commitment that guided every decision, every training session, every class, and every act of care over the past two decades.

Looking back, we see that the seed planted 20 years ago has grown far beyond what we imagined — and continues to bear fruit every day.

Our results speak for themselves: 12,436 young people have participated in our training sessions and activities, finding at Karanba a safe place to develop talent, character, and hope. What drives us most is knowing that more than 750 have reached higher education and/or formal employment, transforming not only their own lives but also the realities of their families and communities.

None of this would have been possible alone. We are who we are thanks to the dedication of our team, the trust of partners and supporters, and above all, the courage of the children and families who come to us full of dreams — and remind us every day why it is worth continuing.

As we celebrate 20 years, we are not simply marking a date. We are opening a door to the future. “*Karanba builds the future*” is not a slogan: it is a commitment. It is the decision to expand our reach, strengthen our programs, and continue being a place where opportunities are born and lives are transformed. If the last twenty years have shown what we can do, the next twenty will show how far we can go. Together, we can go much further.”

Tommy Nilsen | **Founder and President**



“TO ME, KARANBA IS FAMILY”

“Hi! My name is Alessa, I’m 18 years old, and I have been part of Karanba since I was 12. I grew up here — not only in age, but as a person. Much of who I am today began in this place.

My life has never been easy. When I was little, my parents separated, and my mother became everything for me and my brother. Watching her strength taught me not to give up, even when things feel too hard. And at Karanba, I found a safe space where I truly felt welcomed.

Here, I discovered football, which became a passion. But it didn’t stop there: I also fell in love with English. I taught myself by listening to music and watching films and TV series. Every new word felt like a door opening. When I traveled to Norway in 2022, I realized I could go much further. I spoke English, helped the team, and connected people. That’s when it clicked: I was capable.

Karanba believed in me even when I doubted myself. Here, “we can’t” became “we can.” Friends became sisters. Dreams started to move from paper to reality.

Today I keep playing, and I’ve taken a new step: I started studying Business Administration. I have big dreams — I want to grow, work abroad, give my family a better life, and achieve great things wearing the Karanba jersey.

To me, Karanba is family. It is believing so strongly in someone’s potential that even the impossible becomes just a word that feels too big — until we learn to face it.”

Alessa da Silva

*Student Leader for the Positive Youth Development Program**

*Positive Youth Development (PYD) refers to a framework for youth programs that prioritizes the development of strengths, skills, and autonomy in young people through supportive relationships, meaningful participation, and structured learning experiences.

Alessa with the President of the Norwegian Football Federation, Lise Klaveness, in Norway, in 2022.



THE CONTEXT WE AIM TO CHANGE

Brazilian favelas are informal urban communities that developed over time as a result of rapid urbanization marked by socioeconomic inequality and exclusion from the formal housing market, disproportionately affecting the most vulnerable populations.

Most children born in these territories face significant barriers from an early age. Access to quality education, healthcare, and employment opportunities is limited. In São Gonçalo/RJ, around 50% of residents live on less than one minimum wage, and 49.6% are unable to pay their debts, according to studies by *Casa Fluminense*.

Schools are often overcrowded and under-resourced, and many children grow up in contexts where survival takes priority over learning, reducing the likelihood of breaking the cycle of poverty. Only 57.2% of the population has completed primary education, while 14.3% has reached higher education — an indicator of how inaccessible professional pathways remain for the majority.

These communities are also deeply affected by urban violence. Opportunities for social mobility are scarce, and for many, dreams of a better future remain just that: dreams.



OUR JOURNEY SINCE 2006

A STORY OF TRANSFORMATION

Karanba's creation in 2006 marked the beginning of a journey driven by love, discipline, and a desire to rewrite stories in vulnerable territories across Rio de Janeiro. It began with football training sessions in the city's South Zone, grounded in close listening to local realities and a belief in sport as a tool for human development.

In 2011, with our arrival in São Gonçalo, the seed we planted began to flourish even more consistently. Karanba expanded its territorial presence, established regular training sessions, implemented academic support, and later structured social follow-up, strengthening bonds with children, adolescents, and families.

In the years that followed, our work became increasingly integrated, programmatic, and oriented toward long-term impact. We incorporated environmental education, as well as initiatives focused on gender and race, promoting autonomy, emotional resilience, citizenship, youth leadership, and entrepreneurship. Throughout this process, we also strengthened partnerships, improved governance, and invested in teams deeply committed to our mission.

Today, Karanba delivers far more than sport and education. It is a platform of opportunities that supports life trajectories, strengthens families in vulnerable situations, and creates conditions for children and youth to broaden horizons and transform their realities. Celebrating each chapter of this story and looking ahead, we remain faithful to the purpose that has guided us since 2006: **to transform lives.**



Karanba was born from a dream and a deep belief in the transformative power of sport.



Over the years, more than 750 participants have accessed higher education and/or formal employment.

A PORTRAIT OF 2025

A YEAR OF TRANSITION AND CONSOLIDATION

The year 2025 represented a decisive moment in Karanba's history. It was a period marked by strategic transition, as the organization moved from planning to the practical implementation of a more integrated and structured institutional model focused on long-term impact.

Throughout the year, Karanba operated simultaneously in two territories in São Gonçalo: Vista Alegre, where the organization had been present since 2011, and the newly inaugurated Karanba Campus in Arsenal, which has served as the operational center since November 2024. This dual operation demanded additional coordination, resources, and care, but was essential to ensure continuity, safety, and trust during the transition process.

Despite the operational complexity, Karanba maintained daily football training, strengthened socio-educational services, and ensured the consistent delivery of its five programmatic pillars. At the same time, strategic initiatives were reinforced to improve quality and sustainability, including the systematization of methodologies through the Positive Youth Development Program and the expansion of long-term follow-up through the Alumni Program.

CENTRALIZATION WITH CARE AND SOCIAL PROTECTION

Based on lessons learned in 2024 and 2025, and informed by assessments of quality, resource allocation, and participation, Karanba made the strategic decision to fully centralize its activities at the Karanba Campus starting in 2026. This decision was built through continuous dialogue with children, adolescents, and families, prioritizing safety, accessibility, and trust.

The closure of activities in Vista Alegre — a territory that hosted more than a decade of Karanba's history — was a sensitive process that directly affected over 600 families. From the outset, the commitment was clear: no one would be left behind. The transition was guided by listening, transparency, and close engagement, including family meetings, clear communication, and jointly developed solutions to support transportation and ensure continued participation at the Karanba Campus. As expressed by the community itself, “once Karanba, always Karanba.”

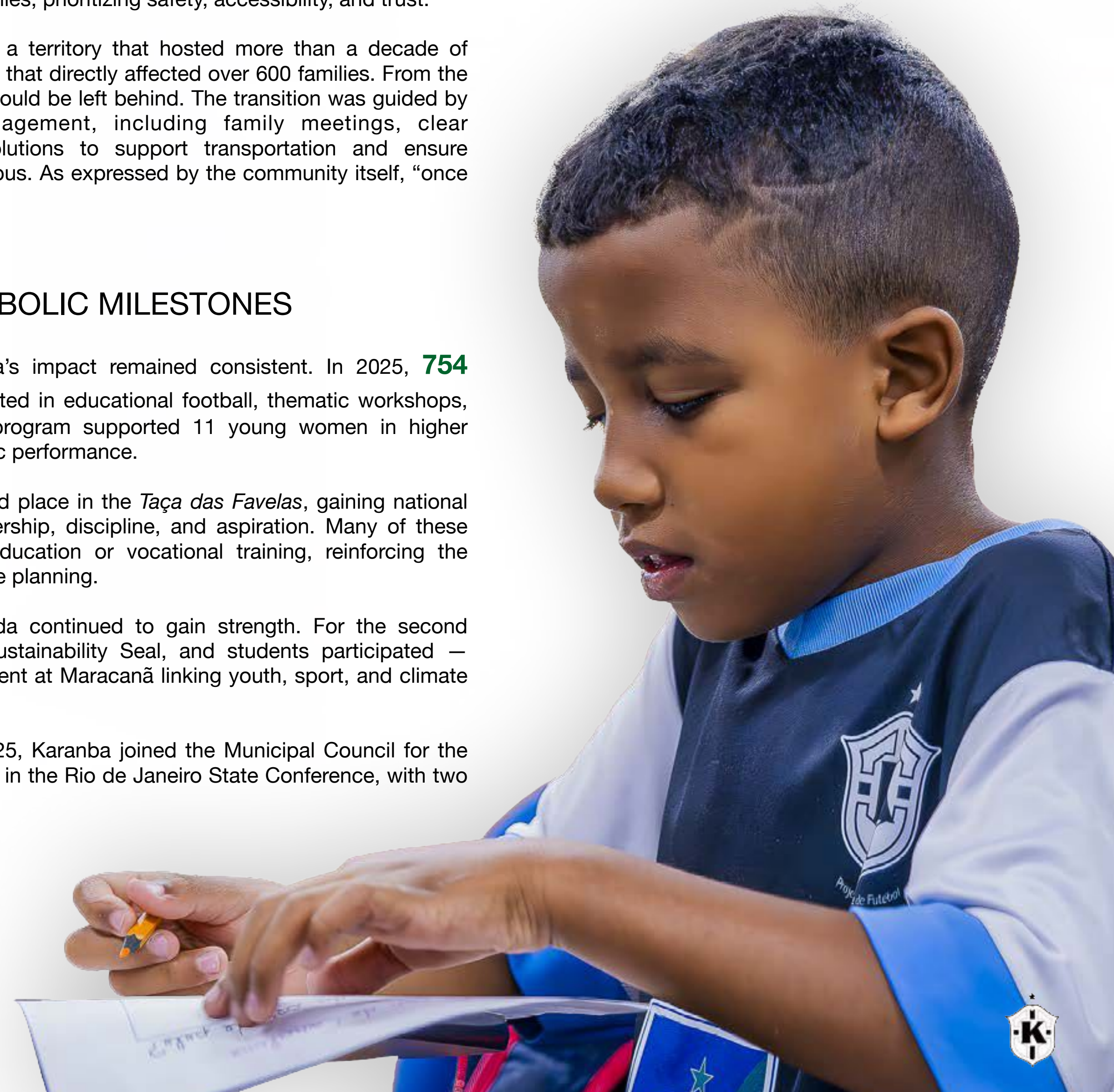
GROWING IMPACT AND SYMBOLIC MILESTONES

Even in a year of major change, Karanba's impact remained consistent. In 2025, **754 children and adolescents** participated in educational football, thematic workshops, and holistic follow-up. The Golden Goal program supported 11 young women in higher education, all demonstrating strong academic performance.

In sport, the women's team achieved second place in the *Taça das Favelas*, gaining national visibility and highlighting pathways of leadership, discipline, and aspiration. Many of these young women are also pursuing higher education or vocational training, reinforcing the connection between sport, education, and life planning.

The environmental and sustainability agenda continued to gain strength. For the second consecutive year, Karanba received the Sustainability Seal, and students participated — alongside Prince William — in a symbolic event at Maracanã linking youth, sport, and climate action, ahead of COP30.

Female leadership advanced steadily. In 2025, Karanba joined the Municipal Council for the Defense of Women's Rights and participated in the Rio de Janeiro State Conference, with two representatives elected as delegates.





A NEW CYCLE, WITH THE SAME ROOTS

The full operation of the Karanba Campus marks the beginning of a new institutional phase — more integrated, more resilient, and with greater capacity for impact. At the same time, it reaffirms the values that have shaped Karanba since its inception: long-term commitment, care-centered practice, and deep respect for the people and territories that have built this story with us.



KEY ACHIEVEMENTS IN 2025



TRANSITION AND CONSOLIDATION AT KARANBA CAMPUS

TOTAL NUMBER OF STUDENTS SERVED
754

Year	Karanba Campus	Vista Alegre	Total
2024	205	432	637
2025	467	287	754

44%

Percentage of girls served

78

Class hours per week

11

Girls supported through Golden Goal*

85

Students entering professional careers and/or formal employment

8,250

Kg of distributed food



*Golden Goal is a consolidated Karanba program aimed at young women in situations of vulnerability. It promotes access to higher education through professional training, individual mentoring, full coverage of university-related costs, and monthly financial support. The initiative enables participants to prioritize their studies, contributing to the promotion of gender equity and the generation of long-term impact.



ORGANIZATIONAL APPROACH

HOLISTIC EDUCATION WITH PEOPLE AT THE CENTER

Karanba is open to all children and adolescents in the local community. Its work is guided by a non-selective model, in which the only requirement for participation is active enrollment in the school system. Karanba operates in a complementary way to formal education, serving as a space for support, empowerment, and inspiration throughout students' educational journeys. In partnership with 80 local schools, Karanba continuously monitors participants' academic trajectories, ensuring that educational development remains central to all actions and pathways supported.

At Karanba, education is the axis that connects everything we do. Through it, we integrate educational football, citizenship development, psychosocial care, environmental education, and reflections on gender and race — building a continuous learning journey that recognizes children and adolescents as whole individuals.

Our approach is grounded in the understanding that learning extends beyond the classroom or the pitch. We create safe and welcoming environments where bonds are strengthened, identities are formed, and essential life skills are developed. Every activity is intentionally designed as a learning experience, promoting autonomy, belonging, and life planning.

Young people are at the center of the educational process. We apply active and participatory methodologies — sports practice, thematic workshops, dialogue circles, and collective experiences — that foster youth leadership, critical thinking, collaboration, and shared responsibility.

Football remains the gateway and a powerful emotional bond. From it, we expand access to multiple learning fields. Citizenship education promotes social participation and awareness of individual and collective rights. Environmental education encourages care for the territory and climate responsibility. Psychosocial follow-up ensures qualified listening, emotional support, and stronger family bonds.

The effects of this integrated approach are visible. In 2025, more than 75% of students reported feeling more confident and safe after training sessions and activities. Over the year, we supported 450 families, strengthening protection networks, promoting access to rights, and contributing to food security through the distribution of monthly food baskets.

To ensure coherence, quality, and long-term impact, we strengthened our strategy through structured initiatives. The Positive Youth Development Program systematizes methodologies and aligns program pillars, while the Alumni Program expands impact beyond direct participation by maintaining bonds and supporting long-term trajectories.



KARANBA CAMPUS

A PLACE TO GROW, LEARN, AND BELONG

The opening of the Karanba Campus marked the realization of a long-held collective dream: a permanent home capable of sustaining Karanba's mission over the long term. In its first year of full operation, this dream translated into tangible progress. Across its 57,000 m², the Karanba Campus welcomed 467 new students and more than 350 new families, significantly expanding access while strengthening the organization's capacity to deliver consistent, high-quality services.

Rooted in a wide and green natural environment, the Karanba Campus offers conditions that go beyond infrastructure. Its open landscape and flexible spaces have enabled the expansion of activities and the diversification of learning experiences, while preserving the sense of care, belonging, and connection to the territory that defines Karanba's work. The new headquarters functions as a living and inclusive space where sport, education, community life, and sustainability come together. The land itself has become an educational asset, supporting initiatives that integrate sport, learning, and environmental awareness.

One clear expression of this progress was the implementation of an extended educational schedule through 40 Learning Saturdays held throughout the year. On these days, at least 100 children and adolescents participated weekly in structured activities such as English classes, thematic workshops, and experiential learning, strengthening the continuity of learning and reinforcing the Karanba Campus as a reference space for community life and development.

In 2025, the Karanba Campus also enabled the launch of Karanba's first agroforestry garden. Developed as both an educational and productive space, the initiative strengthened environmental education while contributing to food security for participating families. Through hands-on engagement with the land, children and adolescents deepened their connection to the territory and developed ecological awareness from an early age.

The Karanba Campus stands today as both an achievement and a platform for future growth — a green haven with immense potential, already generating concrete results while remaining open to further development in response to the evolving needs of the community it serves.



IMPACT AND VOICES

HISTORICAL INDICATORS 2011 – 2025

MAIN INDICATORS	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Students assisted	300	704	714	563	539	449	298	406	581	401	831	724	714	637	754
Students enrolled in educational activities					100	130	160	200	250	- ¹	231	140	335	397	508
Class hours per week	2	4	12	15	14	35	20	31	36	-	32	32	38	38	78
% of girls benefited	6%	15%	13%	18%	11%	10%	8%	33%	30%	16%	41%	23%	44%	43%	44%
Social assistance to families									115 ²	1.287	1.873	560	823	624	450
Families granted food parcels supplies (monthly average)									19 ³	180	85	60	100	100	100
% of students that improved their academic performance							50%	68%	86%	-	88%	76%	93%	92%	85%
Students who entered Professional Career and/or a Formal Job	3	3	12	13	47	34	26	18	40	25	73	92	162	118	85

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.



ALUMNI VOICES

INSPIRING TRAJECTORIES

We are proud of the achievements of our Alumni, which reflect dedication, resilience, and purpose. Their journeys demonstrate the lasting impact of access to opportunity, continuous support, and trusted relationships in the development of talent.

Each milestone reinforces Karanba's core values — curiosity, integrity, and engagement — and reaffirms our belief that education is a powerful tool for social transformation.

IN THEIR OWN WORDS

“I learned so much and carry with me the certainty that we should never lower our heads to challenges. No matter how hard they are, we must face them with courage — even when afraid — and always believe in our potential.”

— **Priscila, 34, Working in the United States since 2015 | Karanba Alumni**

“Karanba was a turning point in my life. Everything I learned over the years contributed directly to my achievements and strengthened my belief that education is the path to making dreams come true.”

— **Jenderson, 34 | Seafarer at Solstad Offshore Brazil | Karanba Alumni**

“Everything in my life is built on Karanba. Everything. Every attitude. Every victory.”

— **Cassiano, 31 | Seafarer at Solstad Offshore, Brazil | Karanba Alumni**

“Karanba changed my life. I arrived at 15 without dreams or direction, and there I learned to believe in myself and to dream of a future beyond my reality. With Karanba's support, I discovered my strength — and who I could become.”

— **Yasmim, 30 | Mechanical Engineer at Kongsberg, Brazil | Karanba Alumni**



“Karanba still teaches me to be grateful, to look back and recognize where I came from and where I am today.”

— **Pedro, 35, Portugal | Chef, Doctor Honoris Causa | Karanba Alumni**

GOVERNANCE, MANAGEMENT, AND TRANSPARENCY

INSTITUTIONAL STRUCTURE, ETHICS, AND ACCOUNTABILITY

Karanba's work is guided by principles of integrity, responsibility, and transparency, ensuring coherence between institutional purpose, strategy, and social impact.

Our governance structure includes two institutional boards — the Karanba Norway Board and the Karanba Associação Filantrópica Board in Brazil — which work in complementary ways to guide strategy and provide institutional oversight. The Presidency plays a central role in leadership, institutional representation, and alignment across governance levels.

Executive management is responsible for implementing strategy and coordinating teams, ensuring high-quality delivery of programs and projects for participants. Program and project coordinators lead sports, educational, and socio-environmental activities, ensuring technical quality, methodological alignment, and a focus on the holistic development of children, adolescents, and families.

To ensure transparency and responsible use of resources, Karanba is supported by independent external audits in Norway and Brazil, along with monitoring advisory support. In parallel, Karanba continuously strengthens monitoring systems that enable systematic tracking of activities, indicators, and results — supporting decision-making and continuous program improvement.

Holistic care is central to Karanba's identity. The organization prioritizes safe, welcoming, and respectful environments for children, adolescents, and families, promoting qualified listening, bonds of trust, and relationships grounded in respect.

Karanba's work is guided by a clear Code of Ethics, which applies to all staff and collaborators and establishes zero tolerance for discrimination, abuse, harassment, corruption, or any misuse of power. The Code affirms Karanba's political and religious independence and reinforces the organization's commitment to safeguarding the rights and dignity of children, adolescents, and families. All ethical concerns can be reported through confidential channels and are handled in accordance with Brazilian law.

This commitment to ethics, care, and continuous learning strengthens institutional trust and ensures consistent, ethical, long-term social impact.

PARTNERSHIPS AND SUSTAINABILITY

GRATITUDE FOR PARTNERSHIPS AND SUPPORT

Karanba's work over the past two decades has never been the result of solitary effort. Every step forward has been made possible through the trust, commitment, and support of partners and supporters who believe in the organization's purpose and in the results achieved.

Karanba's institutional sustainability is built not only through major investments, but also through the consistency of long-term partnerships. Over many years, partners such as Magua, Kongsberg, Arctic Offshore, Jotun, Seabrokers, Alustar, Steenslandfondet, Tonholts Foundation, and Belrons Foundation have stood alongside Karanba with steady support. Their continued commitment has been fundamental to maintaining continuity, stability, and long-term vision throughout the organization's trajectory.

Karanba Norge, our Norwegian support-association has through private donors, partners, and supporters, contributed with the funding of approximately half of the Karanba's running operations in Brazil. This support has ensured institutional stability and enabled long-term planning.

In 2025, Karanba marked the first year of full operation at the Karanba Campus — a milestone made possible with the support of partners such as DBO Energy, Solstad Group and Oksøy Eiendom, all of which were essential to the acquisition and consolidation of the Karanba Campus as the organization's permanent headquarters.

The partnership with W Initiative was essential in enabling a careful transition throughout 2025, with simultaneous operation in two territories until full centralization at the Karanba Campus in 2026, ensuring continuity of services and preparation for the future.

The Norwegian school WANG, a key partner since 2017, has played a decisive role in Karanba's institutional development. Its consistent support sustained operations and enabled investments in people and methodology. In 2025, more than 3,500 WANG students took part in the annual Solidarity Day, strengthening an international network of cooperation and cultural exchange.

Karanba also strengthened alliances with key Brazilian agents of social change, whose work is deeply connected to community development, public health, education, and gender equity. Partnerships with organizations such as SESC São Gonçalo, Dream Learn Work, FIOCRUZ, and grassroots movements of family producers and organized women — including *Mulheres da Parada de São Gonçalo* — reinforced local networks, expanded access to rights, and amplified collective action at the territorial level.

In 2025, Karanba also welcomed a new partner, IKM Testing Brasil, whose support significantly expanded capacity for educational activities, including academic support.

The organization also extends its gratitude to partners who support initiatives through the Sports Incentive Law, such as Itaú - one of Brazil's most prominent banking groups, Yinson Holdings and B3 S.A - Brazil's main stock exchange and financial market infrastructure company. Equinor, a long-standing partner of Karanba, resumed its strategic support through the Cinderela IV project — the most comprehensive initiative to date focused on girls, strengthening the organization's gender and racial equity agenda.

Karanba extends its sincere thanks to all partners and supporters who walk alongside the organization in building a future that is more just, inclusive, and full of possibility.



FINANCIAL OVERVIEW 2025*

FUNDING SOURCES	AMOUNT (BRL)
Karanba Norway	1,942,269
Brazilian Partners	249,022
Sports Incentive Law**	803,240
Total	2,994,531

USE OF FUNDS IN BRAZIL	AMOUNT (BRL)
Payroll	848,296
Operational Expenses	1,403,212
Funds executed via Sports Incentive Law	1,221,376
Total	3,472,887

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

** Funds raised in 2025 are designated for implementation during the 2026 and 2027 fiscal years.

The development of the Karanba Campus is managed through a separate project account. A total of BRL 466,961 was invested throughout the year 2025 in the continued development.



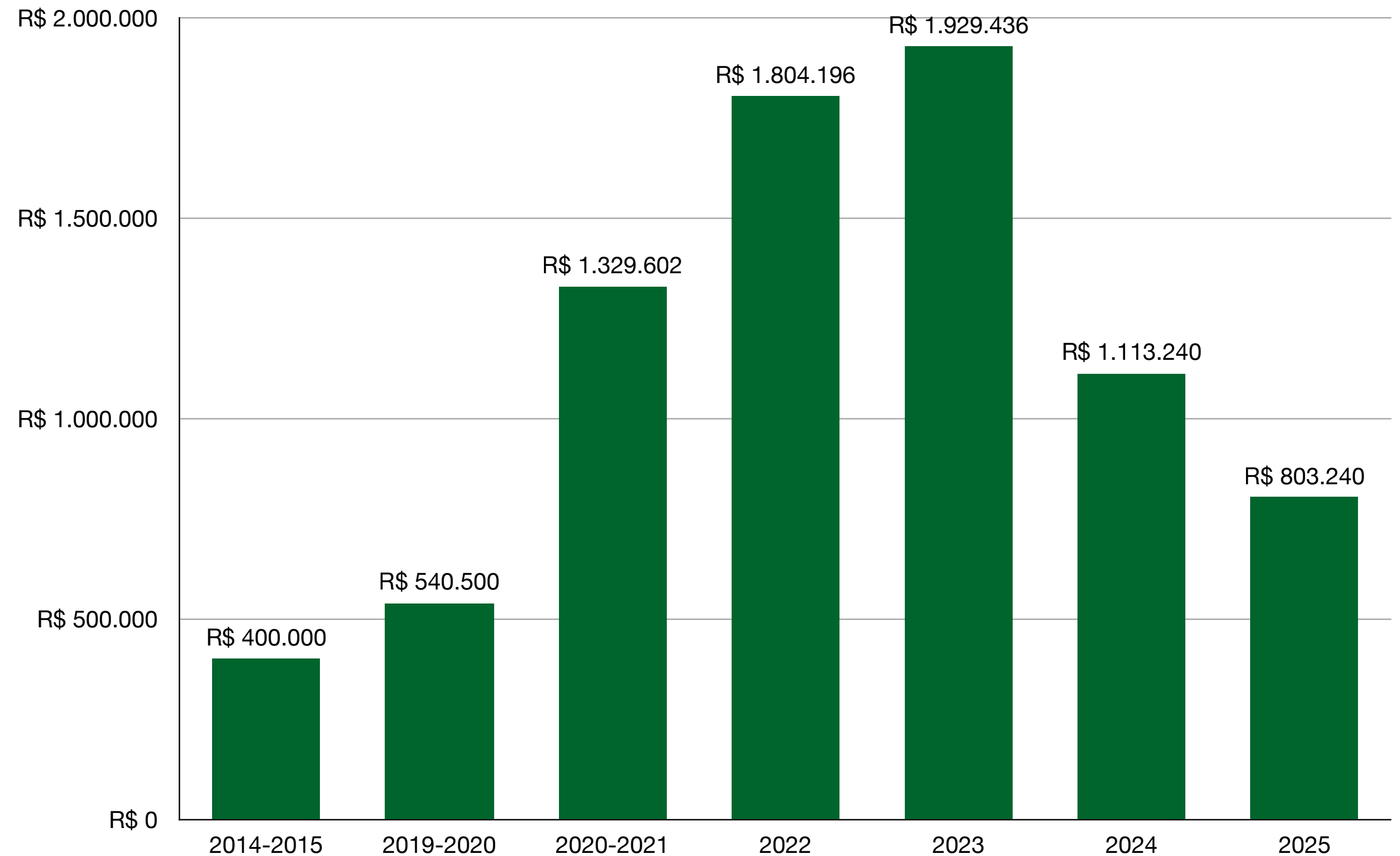
SPORTS INCENTIVE LAW (LIE)

The Sports Incentive Law is a public policy instrument designed to promote sport as a right and as a strategy for social development. Through this mechanism, companies taxed under Brazil's "real profit" regime may allocate part of their income tax due to finance sports projects approved by the Ministry of Sport.

The tax incentives provided under the LIE encourage private sector investment in educational and social sport initiatives, expanding access for children, adolescents, and youth to high-quality sports opportunities – especially in territories with higher social vulnerability.

For Karanba, the LIE is fundamental to the sustainability and strengthening of our programs. Karanba has already successfully executed 10 incentive-funded projects.

FUNDS RAISED



VISION FOR THE FUTURE

THE NEXT 20 YEARS

VISION, SUSTAINABILITY, AND IMPACT

Imagining the next 20 years of Karanba is an exercise in hope, responsibility, and commitment to the future. It means looking ahead with awareness of everything built so far — and with determination to continue expanding impact. This vision places education at the core of our work, guiding strategic decisions, our institutional model, and our long-term commitment to social transformation.

The Karanba Vision 2045 points to new horizons in sport and education, with clear goals for institutional sustainability and the strengthening of programs that have already demonstrated deep impact in the lives of children, youth, and families. We will continue expanding opportunities through a model that integrates sport, education, and civic development — always focused on holistic human development.

Along this path, the growth and consolidation of the Positive Youth Development Program will be central. It will continue to structure a learning model that values autonomy, youth leadership, socio-emotional skills, and life planning. At the same time, strengthening the network of former participants — Karanba Alumni — will enable stories of transformation to multiply, creating a virtuous cycle in which those who were supported return to support, inspire, and lead new generations.



A LIVING TERRITORY OF EDUCATION, SUSTAINABILITY, AND COMMUNITY

Another strategic pillar of this new cycle is consolidating the Karanba Campus as a living, integrated, and sustainable educational territory — continuously evolving in both pedagogy and physical infrastructure — developed progressively, through a participatory process, and aligned with community needs.

Our vision is to build, from the Karanba Campus, a reference community that promotes social integration, civic participation, a culture of peace, environmental sustainability, and a solidarity-based economy.

The Karanba Campus is envisioned as a place where sport, education, environment, and innovation walk together — connecting formal learning with practical experiences of community life, care, and belonging. It is a territory that educates through daily life, strengthens relationships, and expands horizons for children, youth, and families.

Looking ahead, Karanba will continue to stand firmly both on the field and in education, guided by a commitment to collective progress — opening pathways where limitations once stood, connecting partners and communities, and growing our impact with responsibility and long-term sustainability.



INNOVATION, MANAGEMENT, AND FINANCIAL SUSTAINABILITY

To sustain this long-term vision, we will continue investing in innovation of teaching, communication, and management processes — improving operational efficiency and the quality of delivery. Financial sustainability will remain a strategic priority, grounded in transparency, responsible resource management, diversified revenue streams, and strong partnerships.

The effective use of mechanisms such as the Sports Incentive Law, combined with governance focused on impact and efficiency, will enable Karanba to consolidate a financially sustainable model capable of ensuring stability and growth over the next 20 years.

In this context, obtaining official public benefit certification will be a strategic priority for Karanba, representing an important step in strengthening the organization institutionally and recognizing its social relevance.

TOGETHER, TO GO EVEN FURTHER

None of this would be possible without the trust, support, and commitment of a diverse community of partners, supporters, collaborators, and friends who have walked with us so far. We are deeply grateful for every partnership built — and we know that the continuity of these alliances will be essential for what comes next.



That is why our motto is more relevant than ever:

TOGETHER, WE KEEP MAKING DREAMS POSSIBLE AND TRANSFORMING LIVES — TODAY AND FOR GENERATIONS TO COME.



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