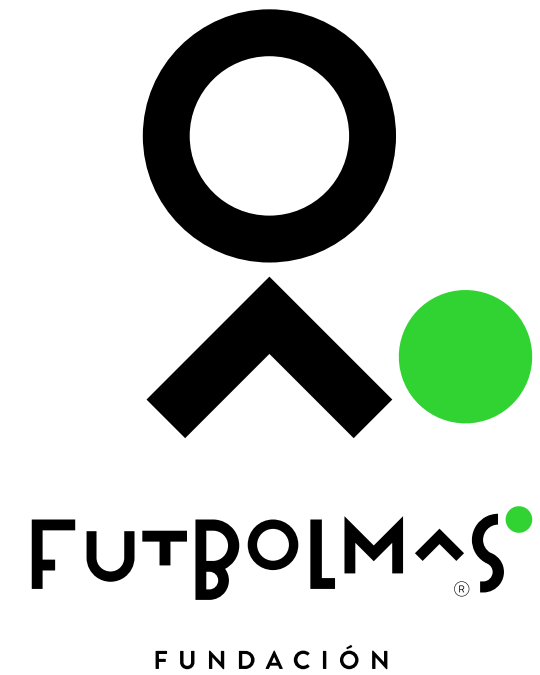


GLOBAL REPORT 2025







GLOBAL REPORT

2025

GENERAL EDITING AND WRITING: Felipe Narváez, Communications Director of Fútbol Más

RESULTS AND SCOPE: Perrine Mardiné, Director of the Innovation Lab at Fútbol Más, and Sebastián Pellicer, Information Management Coordinator at the Fútbol Más Lab.

DESIGN: Marco Merino and Jessica Faúndez, Graphic Designers at Fútbol Más.



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LETTER FROM THE EXECUTIVE DIRECTOR



Dear friends, allies, collaborators, children, and communities of Fútbol Más:

In a world marked by increasing levels of complexity, human mobility, social fragmentation, and various forms of violence that directly affect children, sport and play are more necessary than ever. Not as a complement, but as fundamental spaces for protection, encounter, and rebuilding relationships. In this context, presenting Fútbol Más' 2025 Global Report is an opportunity to reflect on our role, our responsibility, and the path we have chosen to take as an organisation.

The past year has been a period of profound learning. We continue to develop programmes in communities across Latin America, Africa, and Europe, reaffirming that our methodology can adapt to diverse cultural, social, and territorial contexts without losing its essence. This expansion, however, has served as a powerful reminder that growth not only means reaching more places but also strengthening the foundations that underpin our work. When working to protect children, consistency, rigor, and transparency are not optional: they are part of the ethical commitment we embrace every day.

In this vein, during 2025 we strengthened our internal processes, review systems, and compliance standards. This effort stems from a clear conviction: social impact is only sustainable when accompanied by solid structures, responsible processes, and management that lives up to the trust placed in us by communities, partners, and all those who believe in our mission. Strengthening our processes is, ultimately, a concrete way to care for children and honour the collective work that sustains us.

At the same time, we remain an active part of an innovative ecosystem that is transforming the way the world understands sport and physical education. Based on our experience and the results we have reached, we have seen how sport can become a powerful tool for socio-emotional well-being, community cohesion, and human development. Fútbol Más has established itself as an organisation that



contributes evidence, methodology, and practice to this global shift, demonstrating that play and connection can generate profound and lasting transformations, especially in challenging contexts for children.

This year also allowed us to move forward with greater clarity on the path we have charted toward 2030. Our vision is not a static statement, but a compass that guides decisions, priorities, and learning. Consolidating teams, strengthening the quality of our programmes, deepening our rights-based and gender-focused approach, investing in innovation and financial sustainability, and expanding our impact are all part of a process we understand as collective and progressive. Every step we take seeks to balance expansion with care, impact with depth, and ambition with responsibility.

On this journey, an expression we learned more than a decade ago in Kenya continues to accompany and inspire us: Tunasonga Pamoja, "moving together." This concept, born in the territories where Fútbol Más has built real and lasting relationships, has become a principle that permeates our entire organisation today. Moving together means advancing as a network, learning from each other across countries, recognising cultural diversity as a strength, and understanding that real change is built on collaboration and mutual trust.

This idea is also expressed in the shared epic that each of our programmes experiences. Although Fútbol Más's methodology is shared, its implementation is enriched by the cultures, languages, and local realities of each community. What unites us does not erase our differences; on the contrary, it integrates and strengthens them. It is in this combination of global identity and local roots that we find the legitimacy and strength of our work.

This report compiles data, lessons learned, milestones, and challenges that reflect the efforts of committed teams in different corners of the world. But above all, it tells the story of an organisation that continues to believe that sport can be a concrete tool to protect children, strengthen communities, and contribute to a more just and humane world.

Thank you to everyone who walks alongside Fútbol Más. The trust you place in us inspires us to continue dreaming, learning, and moving forward together toward 2030, convinced that connection, respect, and joy will continue to be at the heart of our work.

With genuine gratitude and deep conviction,

Guillermo Rolando
Global Executive Director and
Co-founder, Fútbol Más

ABOUT FÚTBOL MÁS

ABOUT FÚTBOL MÁS



Fútbol Más was founded in Chile in 2007 with the conviction that sport transforms realities. Using the Sport for Development strategy, the organisation promotes the well-being and empowerment of children, youth, and their communities, creating safe spaces where sport and play become tools for learning and development.



The programmes are implemented by teams of social and sports professionals who facilitate and support each activity with a pedagogical and community-based approach. This work unfolds through socio-sports sessions, which include group challenges, safe play experiences, and opportunities for family and community participation.



The Fútbol Más methodology adapts to diverse contexts—public space, schools, shelters, situations of human mobility, and disaster relief efforts—and has supported more than

200.000 children and young people in Latin America, Africa, and Europe, promoting holistic development, meaningful connections, and more inclusive and resilient communities.



WHAT CONTEXTS DO WE WORK IN?



NEIGHBOURHOODS

The Neighbourhoods programme implements the Fútbol Más socio-sports methodology on fields located in public spaces, promoting learning through sports and play with children and youth in the area. It focuses on strengthening communities through participatory activities and regular socio-sports sessions. Together with families and community members, we create safe spaces that foster the well-being and development of children.



SCHOOLS

The Schools programme incorporates the socio-sports methodology into the school environment, using physical education classes to strengthen the well-being and socio-emotional skills of students and school communities. Through socio-sports sessions and events, we promote positive school climate, the positive use of play and sports, and the development of teaching and educational teams, building capacity within the schools. The purpose is to contribute to the creation of safe educational spaces, with relationships based on respect and learning environments where each participant can develop holistically.





RESIDENCES

The Residences programme applies the socio-sports methodology in child protection contexts, working with children and youth in homes or residential centres. It seeks to promote the well-being and protection of the rights of children and youth in temporary or permanent residential settings and to strengthen skills, creating safe spaces through play and sports. The socio-sports sessions and activities are tailored and adapted to the specific characteristics of each centre and its support processes.



MOBILITY

The Mobility programme supports children, youth, and their families in situations of migration, displacement, or refugee status, promoting inclusion, resilience, and well-being in host communities. Through socio-sports sessions and community activities, bonds, skills, and positive relationships are strengthened, integrating work with caregivers and specialized networks. The programme offers a safe space for support during migration, facilitating inclusion, a sense of belonging, restoration of rights, and the creation of support networks.



NATURAL DISASTERS

The Natural Disasters programme implements the Fútbol Más socio-sports methodology in natural disaster contexts, promoting the well-being, protection of rights, and resilience of affected children and youth. Through sports and play, protected spaces are created that foster socio-emotional support, strengthen life skills, and help participants reframe adverse experiences. This is achieved by working with community networks, local institutions, and specialized actors to support the social and emotional recovery processes of children, youth, and their communities.



CAPACITY BUILDING

The Capacity Building programme strengthens the capacities of professional teams, and organizations working with children, promoting the holistic well-being of children and youth through the Sport for Development strategy. Through training, support, and the transfer of theoretical and practical tools, the sustainable adoption of Fútbol Más's socio-sports methodology is promoted in organizations, educational institutions, sports clubs, and community groups, contributing to the creation of safe environments and care practices in diverse contexts.



EXPERIENCE AND RESULTS 2025

GLOBAL EXPERIENCE AND RESULTS 2025

> **18.429**
TOTAL
BENEFICIARIES

> **14.319**
CHILDREN AND YOUTH
WORLDWIDE

> **171** NUMBER OF
PROGRAMMES



53%
MALE
PARTICIPATION



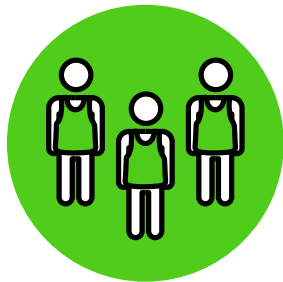
47%
FEMALE
PARTICIPATION



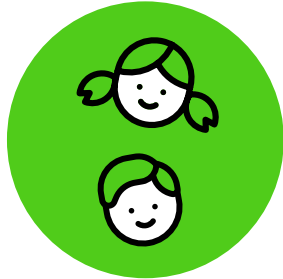
EXPERIENCE AND RESULTS 2025



CHILE



3.916
TOTAL
BENEFICIARIES



3.739
CHILDREN AND YOUTH



51
PROGRAMMES

27 SCHOOLS

24 NEIGHBOURHOODS



In Chile, 2025 was a year that allowed us to reconnect with the essence of our social programmes and our purpose of utilizing sports spaces. Furthermore, we had the honour of celebrating 18 years of transforming the lives of children and their communities in diverse contexts, demonstrating organizational consolidation and maturity. This milestone fills us with pride and motivates us to continue challenging ourselves.

With 51 programmes deployed across nine regions, 3,739 children and young people benefitted from socio-sports sessions based on the Sport for Development strategy. The Schools programme has been consolidated with a high level of participation from students and teachers, who seek to collaborate in promoting a healthy school climate by using physical education classes as a relevant space, beyond their value for physical health. Meanwhile, the Community programme created protected and safe spaces for children, integrating families as agents of social cohesion.

Finally, the relationship with the Chilean Football Federation was strengthened by creating the "Cheering is Believing" campaign, to foster hospitality and connection with the families who follow the different national teams: men's, women's, and youth. Thanks to the campaign, we were able to return with the Green Card to the matches against Uruguay and Peru, and to a training session with the women's national team players at Juan Pinto Durán, where children from different communities were able to play and meet role models.



2025 was a year that confirmed that Fútbol Más's impact in Chile is not measured solely in numbers, but in the quality of the relationships built, the trust of the communities, and the capacity to sustain meaningful processes through sport. This journey reaffirms a way of intervening, relating, and being present that today constitutes an essential part of Fútbol Más's identity in the country.



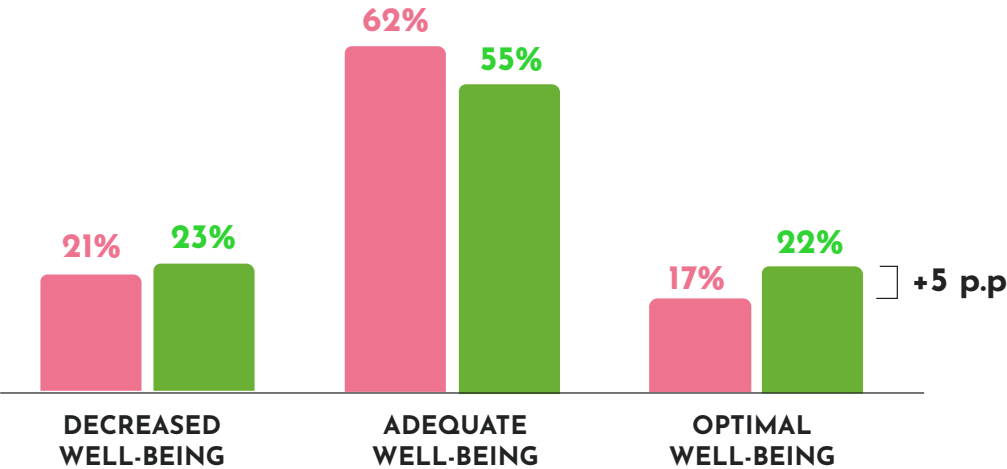
Through its programmes, Fútbol Más seeks to improve the well-being of children, youth, and their communities, fostering the development of life skills, promoting physical activity, improving mental health, and generating meaningful connections and learning experiences for its participants. In Chilean schools, the work carried out with the Physical Education teachers at each school allows not only the achievement of the subject's learning objectives, but also the strengthening of mental health and socio-emotional skills.

An improvement in the mental health of the children who participated in the programme was observed. The results show a 5 percentage point increase in the "Optimal Well-being" category between the beginning and end of the programme.



Change in the well-being level of participating children between the beginning and end of the Schools in Chile programme (2025), assessed using the WHO-5 instrument.

N: 1204 (Match)



PRE POST

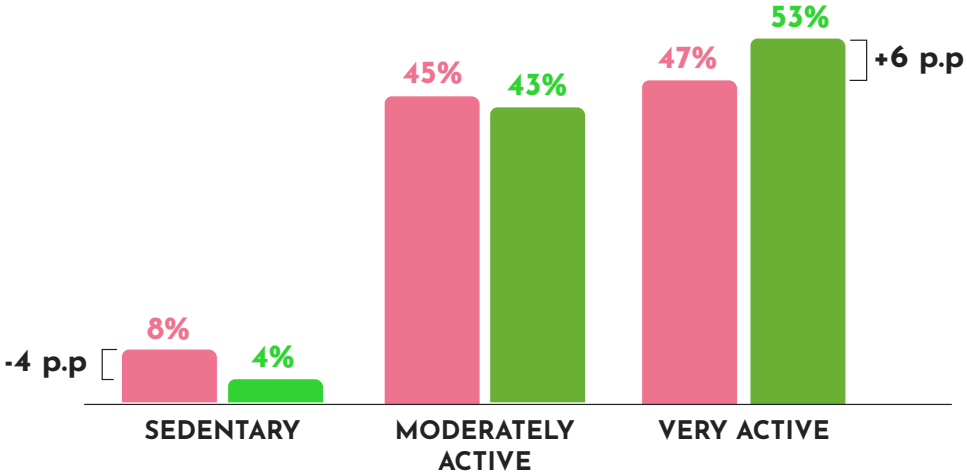
The Neighbourhoods programme aims to promote physical activity, reduce sedentary behaviour, and encourage healthy lifestyle habits among participating children and youth.

The 2025 results in this area indicate that in Chilean neighbourhoods, the proportion of children in the "Very Active" category increased by 6 percentage points; that is, those who engage in physical activity at least three times a week. Similarly, the "Sedentary" category, corresponding to children with low levels of physical activity at the end of the programme, decreased by 4 percentage points, reflecting a positive change in healthy lifestyle habits among the participants.



Evolution of the activity level of participants in the Neighborhoods programmes in Chile in 2025, measured by the APAL-Q instrument.

N: 195 (Match)



PRE POST

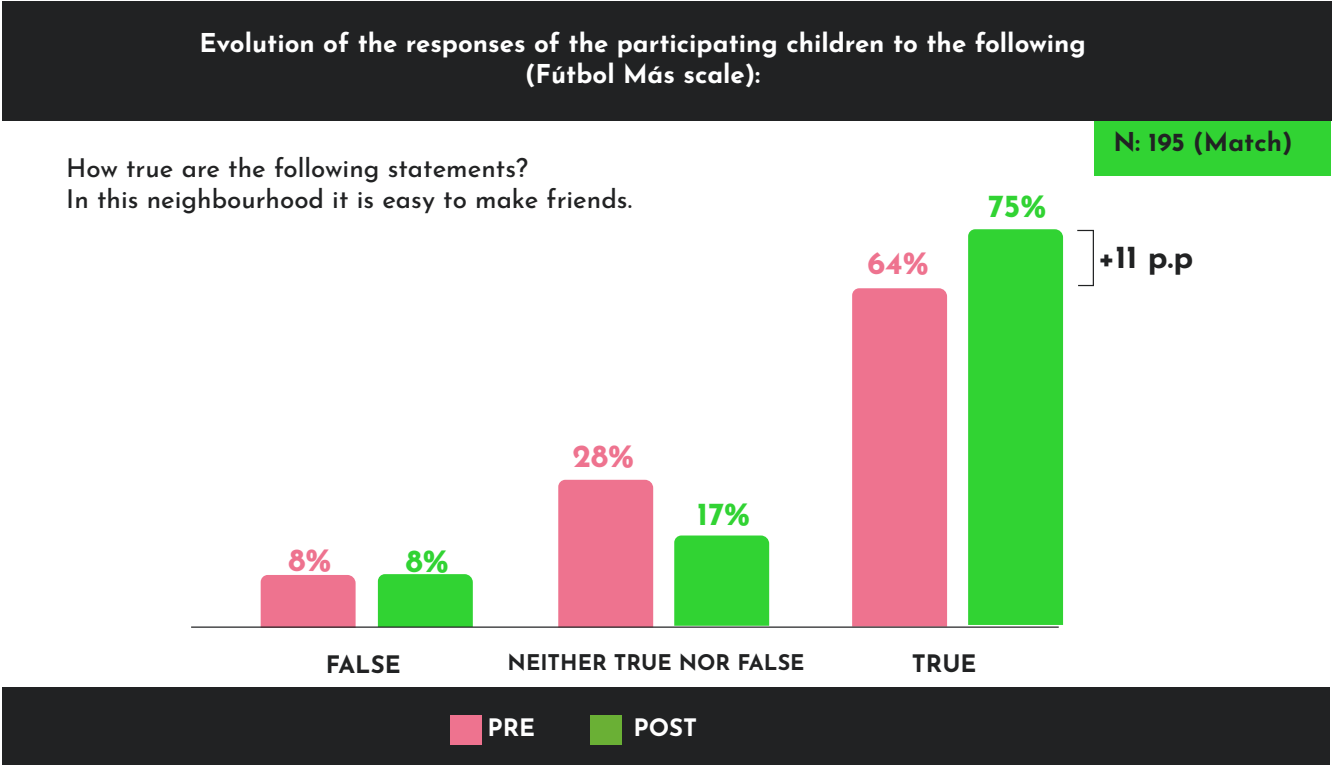
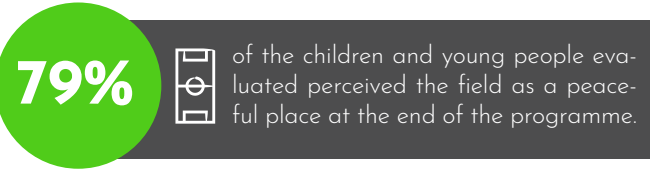




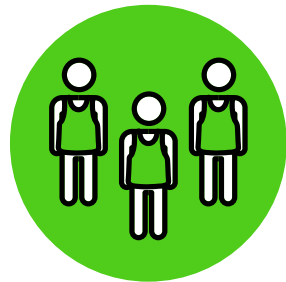
Another objective of the Neighbourhoods programme is to contribute to improving participants' perception of safety in the public spaces where the programme is implemented, through direct work with communities, both on and off the field.

In neighbourhoods across Chile, 79% of the children and youth evaluated perceived the field as a safe place at the end of the programme, representing a 6 percentage point increase compared to the initial measurement. This result reflects a positive effect on children's and youth's perception of safety in public spaces.

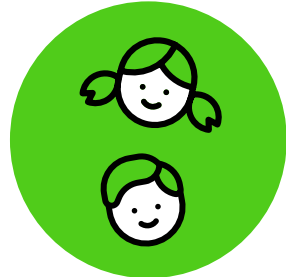
Improvements were also observed in the relationships among participants, reflected in an 11-point increase in the proportion of participants who consider it easy to make friends in their neighbourhood, reaching 75% of responses in this category. This increase reflects the programme's contribution to the communities, fostering connections and creating safe spaces.



EXPERIENCE AND RESULTS OF 2025



2.842
TOTAL
BENEFICIARIES



1.986
CHILDREN AND YOUTH



26
PROGRAMMES

10

SCHOOLS

16

NEIGHBOURHOODS

2025 was a year of growth, consolidation, and learning that profoundly strengthened the work of Fútbol Más in Peru. We celebrated 10 years of presence in the country, supporting children and adolescents in their communities and reaffirming the power of play and sport as tools for social transformation and building well-being.

Throughout the year, we renewed and strengthened strategic alliances that boosted the reach and sustainability of our interventions, coordinating efforts with private companies, public institutions, civil society organizations, and the academic sector, from a collaborative and community-based perspective.

One of the year's milestones was the strengthening of our Schools programme through the Champions Without Barriers project, developed in partnership with UNESCO. This initiative allowed us to implement the Fútbol Más

methodology in 10 educational institutions in Lima, integrating it into Physical Education classes and working collaboratively with teachers, promoting more equitable spaces and strengthening the leadership and socio-emotional skills of more than 300 adolescents.

2025 was also a year of exploration and innovation. We ventured into new sports disciplines, shared meaningful experiences with professional soccer clubs, and developed new lines of action related to the revitalization of public spaces, corporate volunteering, and team-building experiences, bringing communities and companies closer together through play.

Looking ahead to 2026, we renewed our commitment to continue playing, learning, and making an impact, expanding opportunities for children and adolescents in more areas of the country.



10 YEARS



OF EXPERIENCE

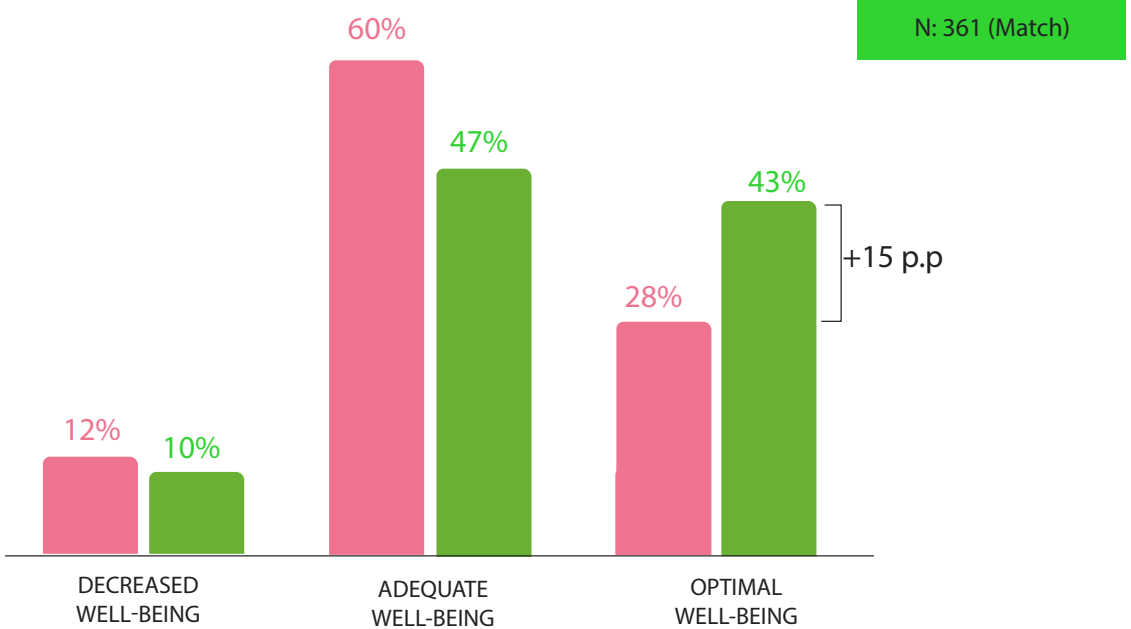
The evaluation of the programmes reveals significant improvements in physical and mental health indicators, as well as positive results at the community level and in addressing gender stereotypes. In neighbourhoods in Peru, for example, a significant improvement in the mental health of the children who participated in the programme was observed.

The results show a 15 percentage point increase in the "Optimal Well-being" category between the beginning

and end of the programme, reaching 75% of participants in the optimal category of the WHO-5 instrument at the end of the programme.



Evolution of the well-being level of participating children between the beginning and end of the Neighbourhoods programme in Peru (2025), evaluated with the WHO-5 instrument.



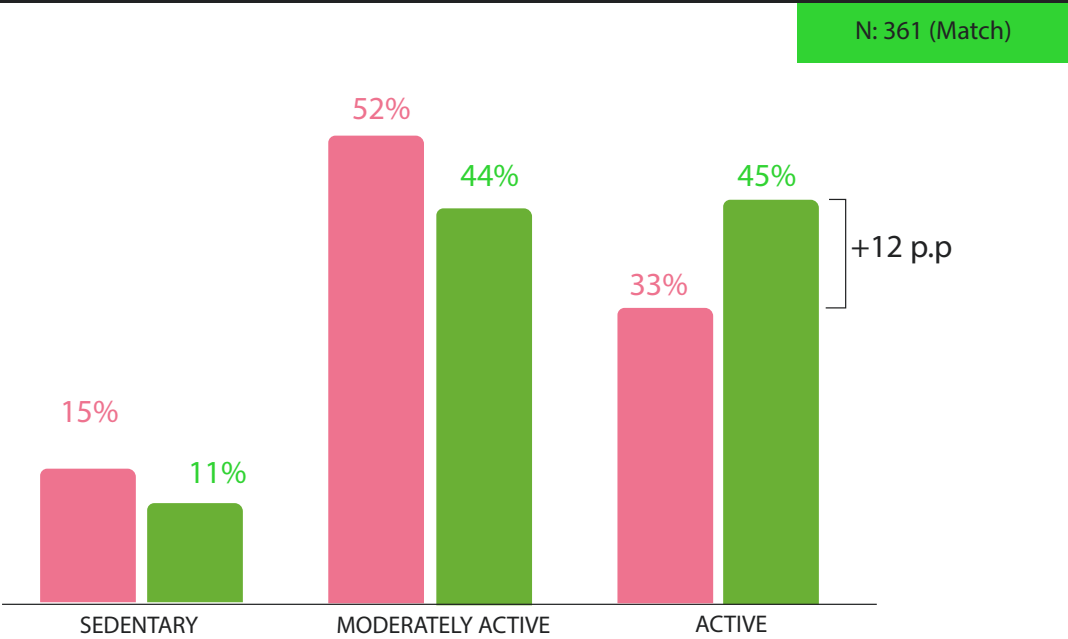
PRE POST

Regarding physical activity indicators, the year's results indicate that in the neighbourhoods of Peru, the proportion of children considered "Very Active" increased by 12 percentage points, meaning they are active at least 3 times a week.

Similarly, the "Sedentary" category, corresponding to children with very low levels of physical activity at the end of the programme, decreased by 4 percentage points.



Evolution of the physical activity level of participants in the Neighbourhoods of Perú programmes in 2025, measured by the APAL-Q instrument

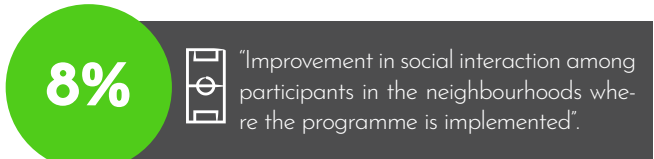


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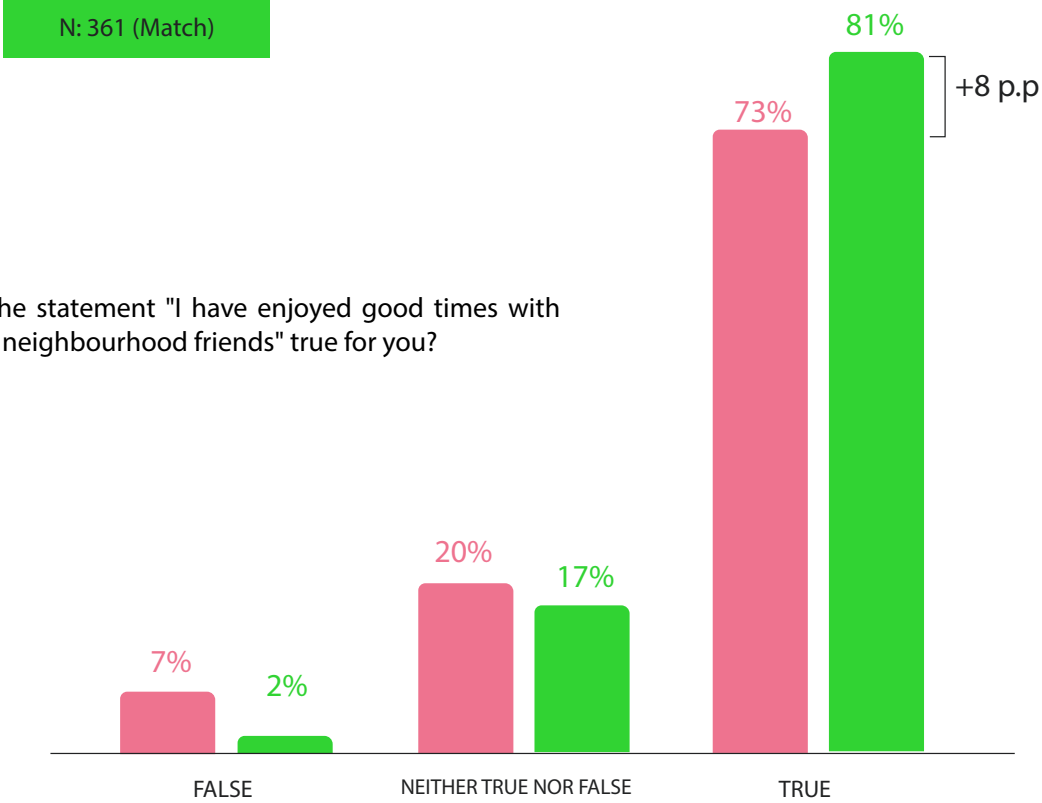




Improvements were also observed at the community level among participants, reflected in an 8-point increase in the proportion of children and young people who reported having enjoyed good times with their neighbourhood friends between the start and end of the programme. This reflects an improvement in social interaction among participants in the neighbourhoods where the programme is implemented.



Evolution of the responses of participating children to the following statement (Fútbol Más scale)



Is the statement "I have enjoyed good times with my neighbourhood friends" true for you?



The Fútbol Más programmes promote the equitable participation of boys and girls in sports, seeking to reduce gender stereotypes and empower girls and young women in sports spaces. The results show significant progress in the participants' perceptions of practicing different sports.

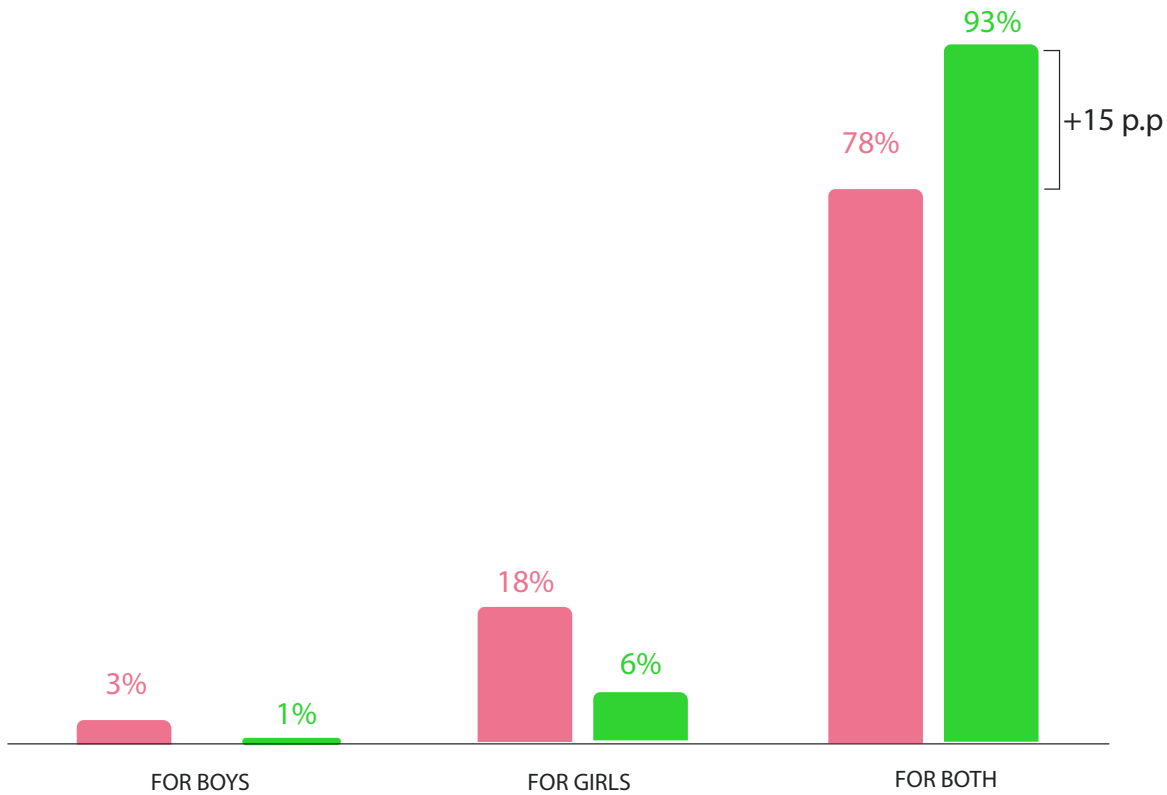
In neighbourhoods across Peru, there was a 15-point increase in the proportion of children and young people who consider volleyball an appropriate sport for both girls and boys, accompanied by a decrease in the idea that it is an exclusively female sport.

"Reduced gender stereotypes around the practice of sports."

Evolution of the responses of the participating children to the following statement (Fútbol Más scale)

Who is volleyball for?

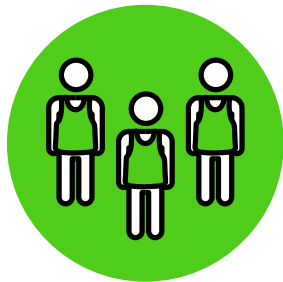
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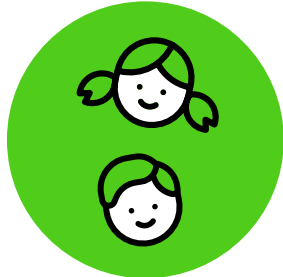
2025 EXPERIENCE AND RESULTS



MEXICO



6.095
TOTAL
BENEFICIARIES



4.215
CHILDREN AND YOUTH



65
PROGRAMMES

20

SCHOOLS AND
OTHER INSTITUTIONS

3

VIRTUAL
SPACES

42

NEIGHBOURHOODS

2025 was a very special year for Fútbol Más México. We finished with 65 projects implemented in 11 states across the country. We reached more and new territories, such as the State of Mexico, Ciudad Juárez, and Guanaceví (Durango). We also maintained other projects that, over the years, have become flagship programmes for the organisation, such as our neighbourhoods in Oaxaca and Mexico City.

One of our goals was to position ourselves as a leading NGO in sport for development and peace. One of the key factors was our participation in the international campaign with Common Goal and adidas: "It Starts With a Ball," where, through photographs and videos, we showcased the essence and beauty of our neighbourhoods and projects, accompanied by the official World Cup ball.

We also partnered with major professional soccer clubs like Club América Femenil and Club Tigres, creating unique learning and experience opportunities for our communities, highlighting our Green Card in each of these initiatives. With the Amazonas, we implemented a nationwide training programme based on our methodology, reaching over a thousand girls.

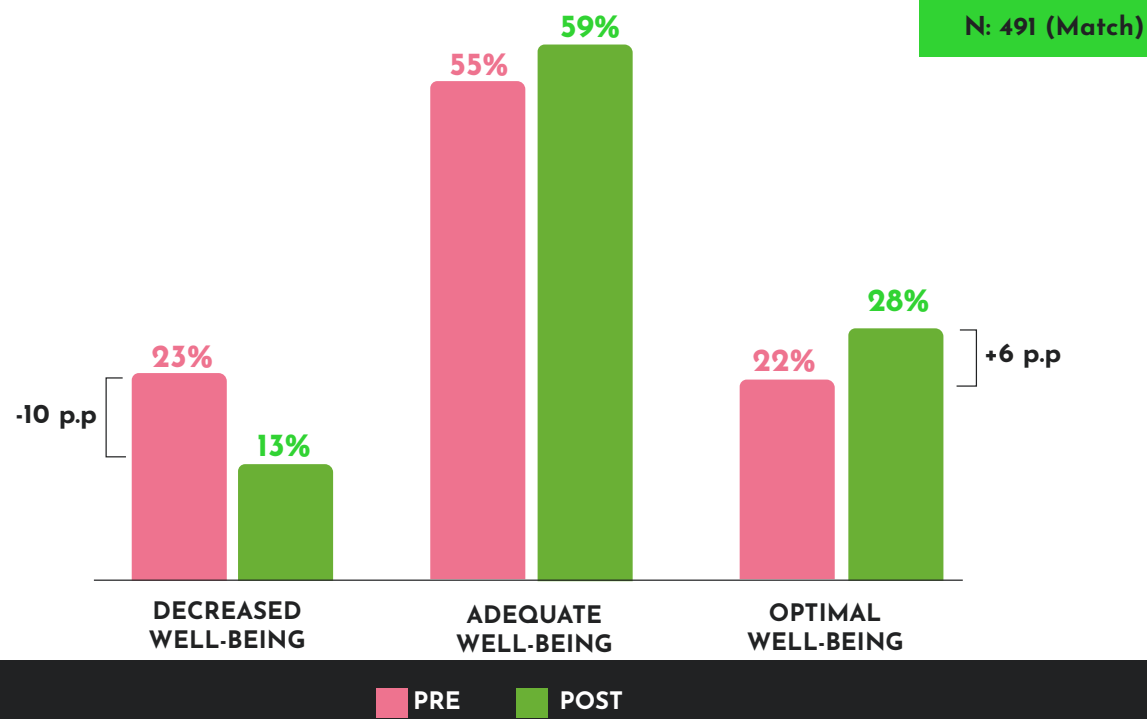
These were more than 5,000 hours of play in safe spaces, which we hope will multiply in 2026, a year that brings many challenges. The World Cup puts the spotlight on Mexico, and we, as an organisation, will ensure that this light shines on children and on soccer as a tool for social change. We approach this year with great enthusiasm, but above all, with the responsibility to continue growing, reach more areas, and be an example of how soccer can transform reality.



Regarding the results obtained by the Fútbol Más programmes in Mexico, we can observe an improvement in the mental health of children in the country's schools, expressed as a 10 percentage point reduction in the "Decreased Well-being" category between the beginning and end of the programme. This category corresponds to participants at risk of depressive symptoms. This demonstrates how, through play and sport, positive effects can be generated on overall well-being.



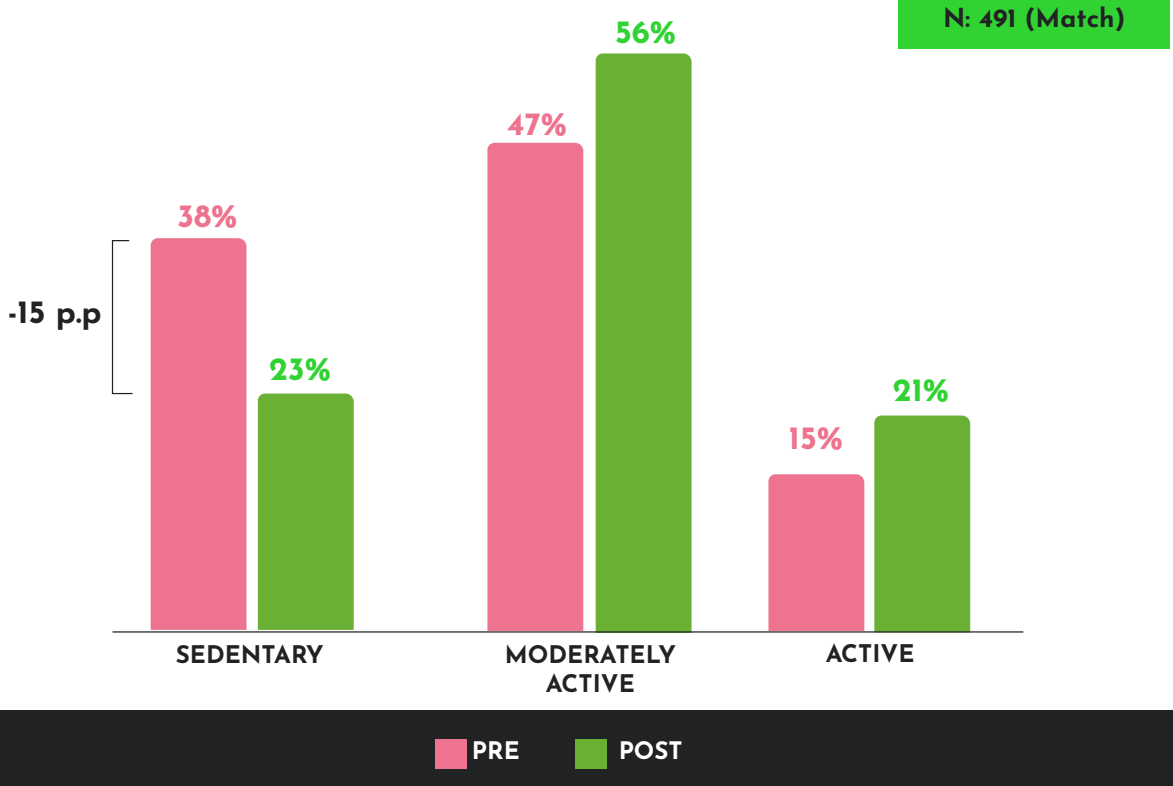
Evolution of the well-being level of participating children between the beginning and end of the Neighbourhoods in Mexico programme (2025), evaluated with the WHO-5 instrument.



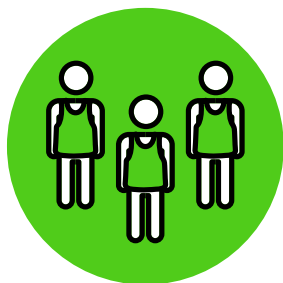
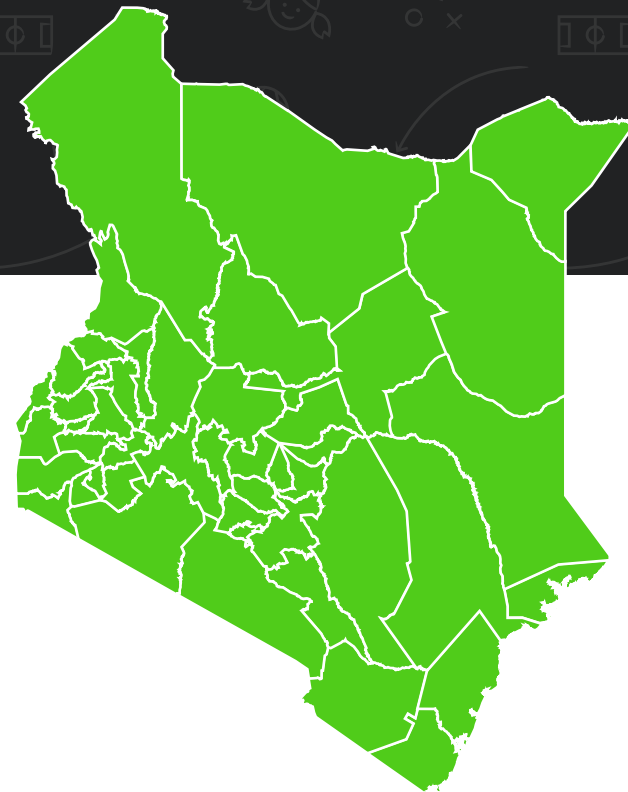
In the area of physical health, the results indicate that, in Mexican schools, the "Sedentary" category, corresponding to children with low levels of physical activity, decreased by 15 percentage points at the end of the programme. This reflects a positive change in healthy lifestyle habits among the participants.



Evolution of the physical activity level of participants in Mexican schools in 2025, measured by the APAL-Q instrument



2025 EXPERIENCE AND RESULTS



663
TOTAL REACH
BENEFICIARIES



540
CHILDREN AND YOUTH



6
SCHOOL PROGRAMMES

As Fútbol Más Kenia approaches ten continuous years of developing programmes in the country, its trajectory continues to demonstrate how the simple act of playing can help children thrive in complex and vulnerable realities. Working in the informal settlements of Mathare and Kibera, and alongside refugee communities in Kakuma, the organization creates safe spaces where children can feel protected, express themselves, and strengthen their confidence through sport.

In these contexts, many children face social pressures, emotional stress, and risks to their well-being. Through its sport-for-development methodology, Fútbol Más responds by promoting social-emotional skills, fostering awareness

of children's rights, and strengthening support networks among schools, caregivers, and community members. Each session is designed not only to encourage play but also to cultivate confidence, resilience, and positive relationships.

Over the past year, the team in Kenya has continued to strengthen its model with local leadership, empowering young community leaders, teachers, and coaches to lead and sustain the programmes. This approach reflects a long-term commitment to building cohesive communities where children feel valued, connected, and hopeful, demonstrating that consistent, joyful play can become a powerful foundation for well-being and lasting social change.



In 2025, a total of 491 children and young people completed the evaluation process with initial and final measurements, with a virtually equal gender distribution: 50.1% identified as male and 49.9% as female, reflecting the programme's commitment to equal participation in sports.

The Fútbol Más programmes work on the recognition and empowerment of children's and young people's rights. The 2025 results in Kenya demonstrate significant progress in this area.

491

children and young people completed the evaluation process with initial and final measurements.



50,1%



49,9%

The proportion of participants who reject the idea that it is normal for adults to yell at children increased by 14.8 percentage points by the end of the programme, rising from 61.3% to 76.1%.

The proportion of children and young people who recognize children's right to choose what to play increased by 17.5

percentage points, reaching 84.3% at the programme's conclusion.

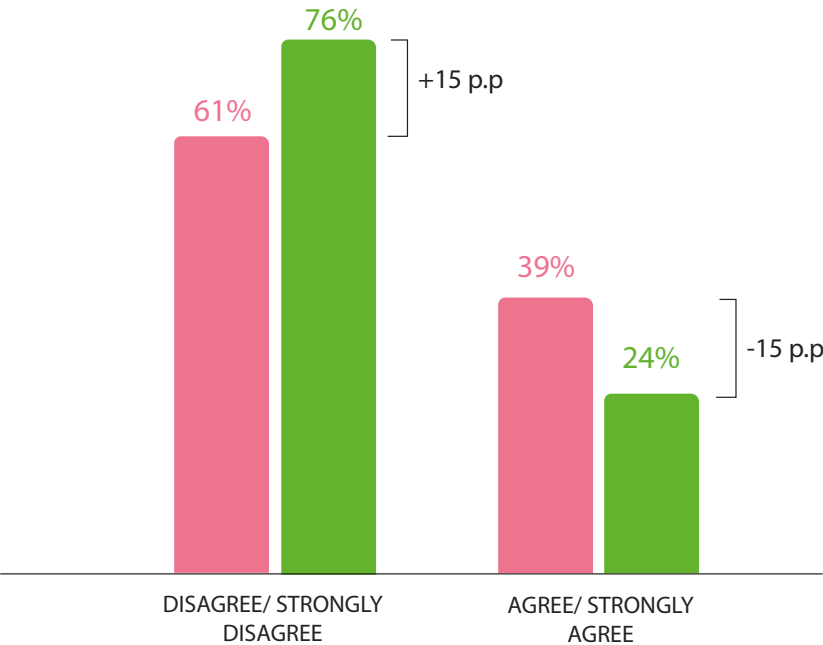
Furthermore, the percentage of participants who validate all children's right to share their opinions on topics that interest them increased by 6.3 percentage points, reaching 79% in the final measurement.

Evolution of the responses of participating children to the following statement (Fútbol Más scale).

How much do you agree or disagree with the following statements?

N: 491 (Match)

It is normal for adults to yell at children.



PRE POST

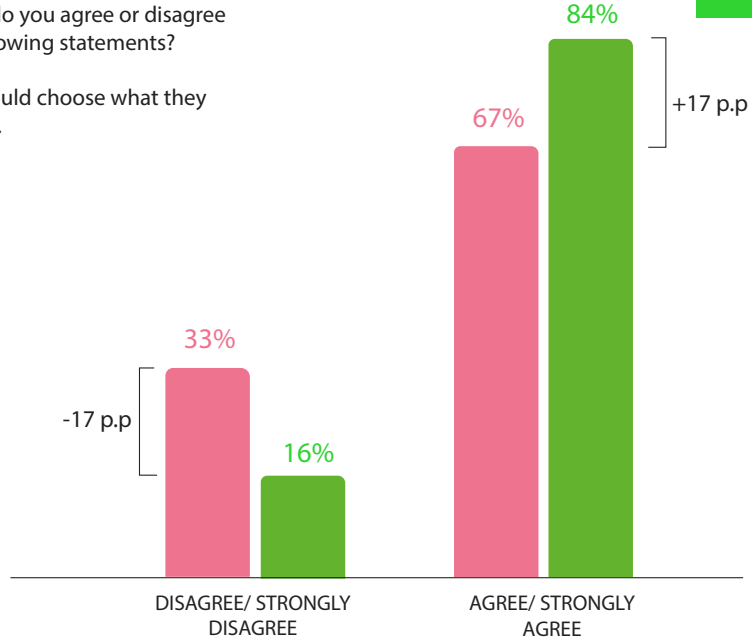


Evolution of the responses of the participating children to the following statement (Fútbol Más scale)

N: 491 (Match)

How much do you agree or disagree with the following statements?

Children should choose what they want to play.



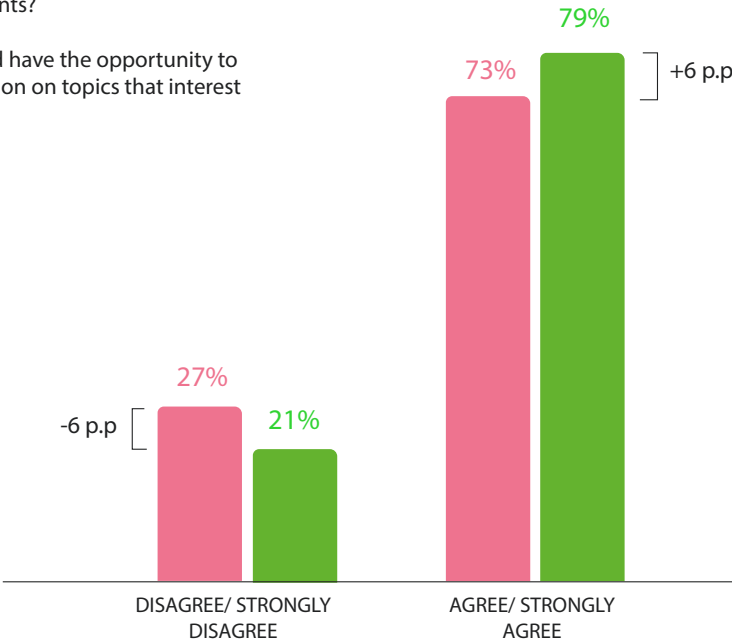
PRE POST

Evolution of the responses of the participating children to the following statement (Fútbol Más scale)

N: 491 (Match)

How much do you agree or disagree with the following statements?

All children should have the opportunity to express their opinion on topics that interest them.

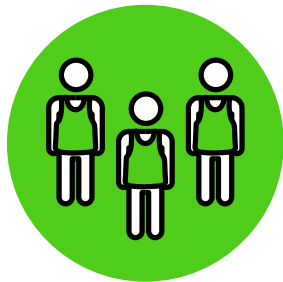


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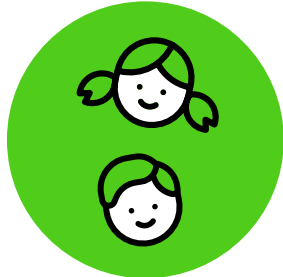
2025 EXPERIENCE AND RESULTS



SPAIN



4.443
TOTAL
BENEFICIARIES



3.531
CHILDREN AND YOUNG PEOPLE



17
PROGRAMMES

12

SCHOOLS

5

CAPACITY BUILDING

2025 has been a year of expansion, impact, and consolidation for Fútbol Más España. We have broadened our territorial reach with the opening of Navarre and strengthened our presence in educational communities, neighbourhoods, sports clubs, and dialogue spaces, supporting children, young people, and families through sport as a tool for holistic development.

Programmes like Más que Campeonas (More Than Champions), within the framework of the W-EURO 2025 legacy, have facilitated access to sport for more than 120 girls and young women, creating spaces where they can grow with confidence and have relatable role models like Laia Codina and Mariona Caldentey. At the same time, mentoring models like Icehearts Europe, recognized by the OECD as a best practice in mental health, have reaffirmed the importance of building stable relationships and teams that go beyond sporting results, reaching more than 900 children. Furthermore, we have strengthened strategic alliances such as the one with Laureus, which not only focuses on direct work with children but has also brou-

ght professional sport closer to the social sphere with the participation of role models like Jude Bellingham, Thiago Alcântara, Cafu, and Nadia Comaneci.

We have also consolidated the innovative SPRING model in Europe, launching the SPRING 3.0 project on the Syrian-Turkish border and expanding our intervention in crisis contexts.

This year, we took our experiences and lessons learned to key spaces for dialogue and advocacy: we presented Sport for Development in the Senate, received a visit from the Minister of Children and Youth, and were recognized with two awards that validate the impact of our methodology. Furthermore, we actively participate in public forums and working groups to place children at the heart of sports, education, and social policies.

We closed the year with a greater territorial presence, stronger alliances, and a firm conviction: transforming communities through sport is not an aspiration, it is a collective responsibility.



The results obtained in Spain during 2025 show improvements in key dimensions of the well-being and development of participating children and young people. In particular, improvements are observed in the perceived safety of spaces for practising sports, in levels of well-being, and in the reduction of gender stereotypes. These indicators show that Fútbol Más programmes create safe, inclusive, and supportive environments for the holistic development of their participants.

Fútbol Más assesses the development of socio-emotional skills through the 'Emotions First Questionnaire', developed by the organisation Educación 2020, which measures the ease or difficulty perceived by participants in relating to their own emotions and those of the people around them. Among the participants, the percentage of children and young people who considered it "easy or very easy" to share their emotions with others increased by 5 percentage points in 2025. Similarly, an increase of 4.2 percentage points was recorded in the empathy dimension.

Promoting inclusive sports spaces free of gender stereotypes is a central component of the Fútbol Más intervention model, which seeks to foster the equitable participation of boys and girls in different sports disciplines.

Percentage of participants who responded that the following sports are "for both".

	Pre	Post	Evolution
FOOTBALL	93%	97%	+4 p.p
BASKETBALL	87%	95%	+8 p.p
ATHLETICS	83%	95%	+12 p.p
BOXING	66%	85%	+19 p.p
GYMNASTICS	71%	81%	+10 p.p

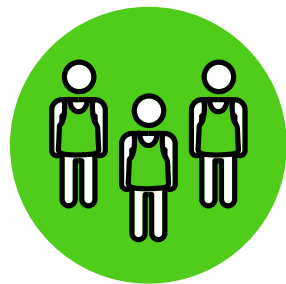
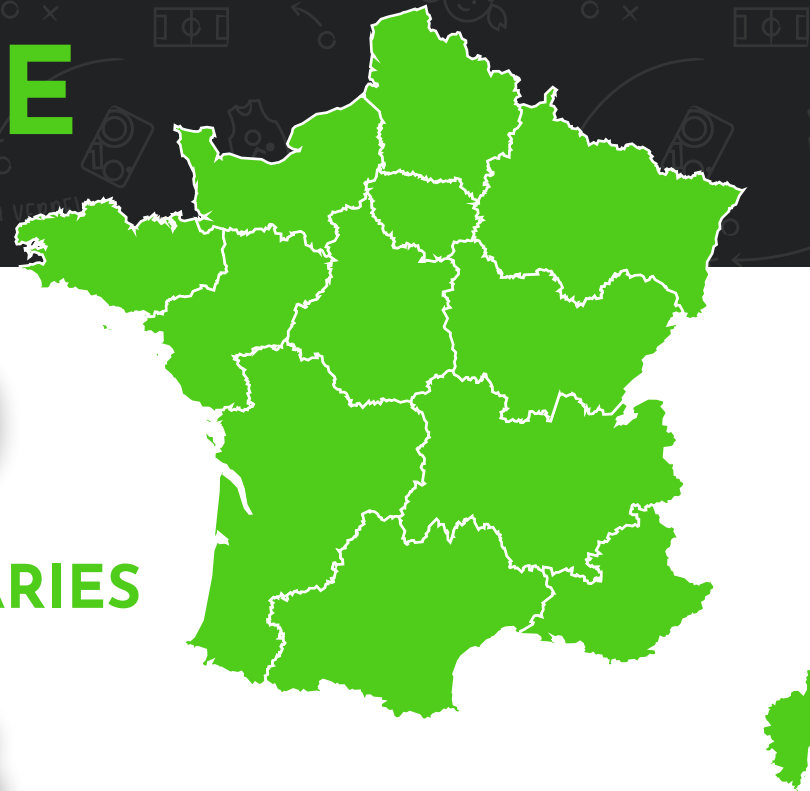
The most significant progress was seen in boxing, a discipline historically associated with the male gender: at the start of the programme, 66% of participants considered boxing to be for boys and girls equally; by the end of the programme, that proportion had increased to 85%, a rise of 19 percentage points. The proportion of those who considered it exclusively for boys decreased by 19 points, from 32% to 13%.

The same positive trend was observed in soccer, basketball, athletics, and gymnastics, reflecting the programmes' success in reversing gender stereotypes among participants.

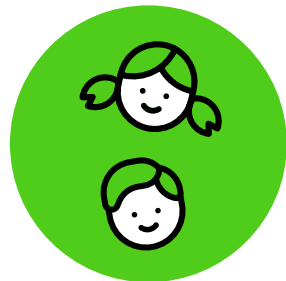
The results regarding willingness to engage in physical activity, measured through a custom-designed survey, show that the feeling of safety and comfort in participating in sports sessions increased by 7 percentage points by the end of the programme. Furthermore, 90% of the children and young people evaluated identified the Fútbol Más sessions as a safe space, and 94% indicated that they could talk to their coach if they had a problem. These results reflect that the programme has successfully established itself as a safe and trusting environment, a fundamental condition for the holistic development of children and young people.



2025 EXPERIENCE AND RESULTS



470
TOTAL
BENEFICIARIES



308
CHILDREN AND YOUNG PEOPLE



6
PROGRAMMES

2

NEIGHBOURHOODS

1

CAPACITY
BUILDING

3

MOBILITY

After 2024, marked by the intensity of the Olympic activities and the complex context of the social unrest in Paris, 2025 has been a year of deep reflection and strategic redesign for Fútbol Más France. Beyond expansion, the organisation has focused on rethinking its role in the region, consolidating six key projects that prioritize inclusion and well-being, maintaining a significant female participation rate of 61% among all beneficiaries. This post-Olympic period has allowed for strengthening its work through socio-sports sessions and ongoing training, reaffirming sport as a necessary tool for resilience and cohesion in the face of social uncertainty.

The intervention has been structured around three fundamental pillars: the inclusion of young refugees through the initiatives "Terrains d'Avenir," "Sportives sans Frontières," "Parcours d'accueil par le sport," and the formation of clubs; local engagement with neighbourhood projects such as l'École de sociofoot and District Spot; and an international dimension through the Erasmus+ "Planet Ball" project. In the latter, we successfully trained young people from Finland, Turkey, Romania, and Estonia, exploring the

power of our methodology for conveying content about environmental protection and reducing the carbon footprint in European clubs. Furthermore, the organization of six local socio-sporting events has allowed us to reclaim public spaces as places for meeting and sharing values.

Looking ahead to 2026, Fútbol Más France is facing new challenges with an adapted and ambitious strategy, focused on continuing to build safe and secure spaces where every child and young person can find a solid path toward holistic development within the European context.

Terrains d'Avenir is a collaborative programme that helps young refugees and displaced persons (aged 10 to 24) build a new life through sport. It seeks to promote well-being, interaction, and inclusion, while strengthening ties with host communities. The results of the programme's external evaluation (conducted by Emoha) showed positive outcomes in the development of healthy lifestyle habits, psychological well-being, and social relationships among the young participants. One of the young participants stated, "Before, I wasn't an athlete. But here I discovered that I am."



CONSOLIDATED RESULTS OF THE FÚTBOL MÁS PROGRAMMES IN CHILE, PERU, AND MEXICO IN 2025

To understand the impact of the programmes beyond each national context, Fútbol Más implemented a consolidated evaluation in Chile, Peru, and Mexico during 2025, using standardized instruments that allow for comparison of intervention results on a regional scale.

The first instrument (WHO-5) is used to measure the levels of mental health and subjective well-being of the participants. The second instrument (APAL-Q) is used to assess levels of physical activity and sedentary behaviour in children and young people. The instruments were applied at the beginning and end of the programmes, allowing for the identification of changes attributable to the intervention.

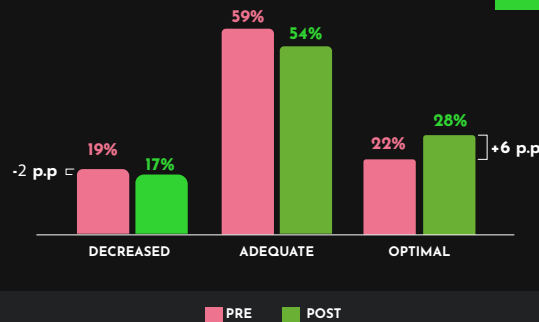


WELL-BEING / MENTAL HEALTH

In 2025, children participating in the Fútbol Más programmes in Chile, Peru, and Mexico improved their well-being levels, with a 6 percentage point increase in the Optimal Well-being category (assessed using the WHO-5 instrument with 2,247 children).

Evolution of the overall well-being level of participants in the programmes in Chile, Peru, and Mexico, 2025, measured by the WHO-5 instrument:

N: 2.247 (Match)

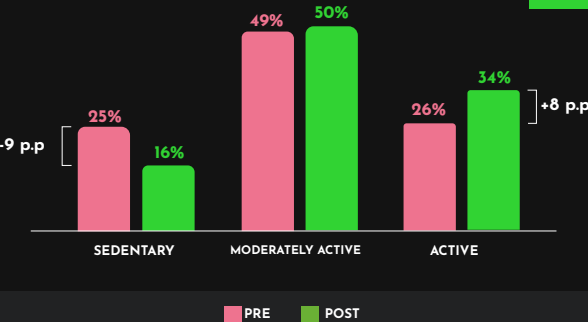


PHYSICAL ACTIVITY LEVEL / REDUCTION OF SEDENTARY BEHAVIOUR

In 2025, children participating in the Fútbol Más programmes in Chile, Peru, and Mexico improved their physical activity levels: we observed an 8 percentage point increase in the proportion of children in the "Active" category, and a 9 percentage point reduction in sedentary children. (Assessed with the APAL-Q instrument; N=995)

Evolution of the level of physical activity of participants in the Barrios programmes in Chile, Peru, and Mexico, 2025, measured with the APAL-Q instrument.

N: 995 (Match)



SUMMARY: GLOBAL REACH

Fútbol Más has reached a total of 18,429 beneficiaries, of which 14,319 are exclusively children and young people. Regarding this latter figure, the gender distribution is 47% female and 53% male.

COUNTRY	TOTAL REACH (ADULTS + LEADERS + CHILDREN AND YOUTH)	CYP* REACH	NUMBER OF PROGRAMMES	PROGRAMME TYPES
	3916	3739	51	SCHOOLS (27) AND NEIGHBOURHOODS (24)
	2842	1986	26	SCHOOLS (10) AND NEIGHBOURHOODS (16)
	6095	4215	65	SCHOOLS AND OTHER INSTITUTIONS (20), NEIGHBOUR- HOODS (40) AND VIRTUAL SPACES (3)
	4443	3531	17	SCHOOLS (12) AND CAPACITY BUILDING (5)
	470	308	6	NEIGHBOUHOODS (2), HUMAN MOBILI- TY (3) AND CAPACI- TY BUILDING (1)
	663	540	6	SCHOOLS (6)

*Children and young people.

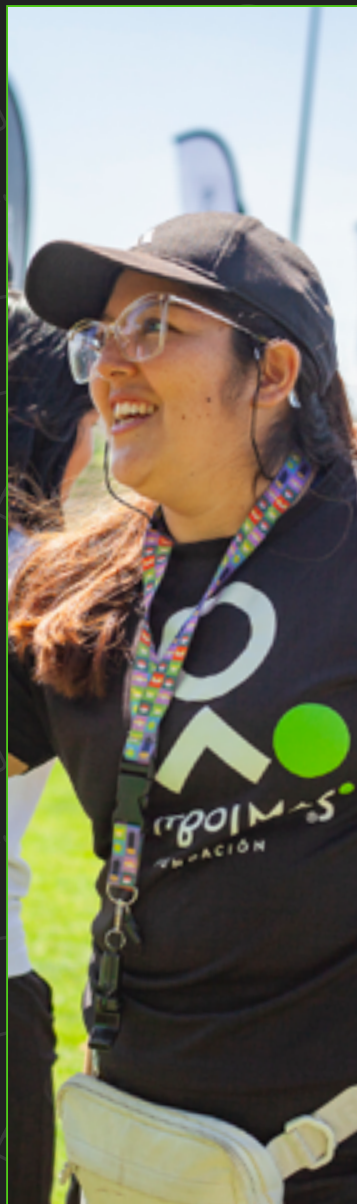
VOICES THAT CARE, GUIDE AND EDUCATE

VOICES THAT CARE, GUIDE, AND EDUCATE

Forming through sport and play to transform lives

The professionals who are on the fields every day in the communities where we carry out our programmes are the heart of Fútbol Más. They allow our methodology to permeate the lives of the thousands of children and young people they work with. Sports and social professionals are deployed in sports facilities across hundreds of cities simultaneously, and through the Green Card programme, they assess the positive aspects both on and off the field.

Below, professionals from different countries review Fútbol Más's 2025. This territorial perspective is essential to understanding where we are, what we did well, and where we can improve...



CONSTANZA GARNICA

Territorial Coordinator / Metropolitan Region, Santiago, Chile.

Some of the challenges we faced were related to safety. To try to improve this aspect, we worked together with the communities, where neighbourhood councils were key. We discussed and organized with parents to develop strategies so that children would feel safer in the space.

The next challenge was to expand out of some neighbourhoods where we ended the programme. Undoubtedly, this remains a very important issue for us because the entire community feels that the programme is fundamental, regardless of how many years we've been there. While we are always looking for alternatives that allow us to continue working, in many cases it is important to promote sustainability and close the loop. It is something that, in any case, we feel we can improve.

Regarding the changes we've seen compared to 2024, I believe the tutors who remain on the team are increasingly committed to the programmes, which is extremely important because they feel valued in their work and dedicate all their knowledge and creativity to the children and young people.

Another crucial development is the establishment of a 'Girls' category in

all the communities where we worked. This is fundamental, as many girls don't participate in these activities, either due to embarrassment or a lack of interest in sports. We've been able to reach them through various means, motivating them to see the field as a space for them as well.

In 2025, many communities formed teams to work for and with their children in their territories. This is important because they were able to organize themselves to provide support, conduct activities, and participate in family games. Undoubtedly, the participation of parents is extremely important to us, as it fosters trust in the programme and in themselves, demonstrating that significant changes can be made together through sports.

For the children, participating in the programme is often their only opportunity to play sports and socialise with their peers. The methodology has a significant impact on them, as at the beginning of the year it's challenging for them to understand the different parts of the session, but as time goes on, they grasp what we're aiming for and how our approach is different. It's gratifying when they manage to so genuinely convey the programme's objective to those who are joining for the first time.

CÉDRIC ROMIEN

Socio-Sports Coordinator / Paris, France.

The year 2025 has been marked by necessary adjustments following the conclusion of the Olympic Games in France. While that period fostered strong civic engagement and facilitated access to funding, its end has forced us to rethink our work and resources.

To mitigate the impact of the end of certain projects, we have strengthened our ties with local Parisian stakeholders to re-engage our audience. This strategy has borne fruit:

Ecole de Sociofoot (Social Football School): Since the start of the course in September 2025, we have tripled the average number of participants compared to last year.

Terrain d'Avenir (Land of the Future): Despite the completion of the initial programme, we have secured new funding sources. However, the daily challenge remains retaining young people, who are often transferred to other cities.

District Spot: After a decrease in attendance due to several players leaving for university, we relaunched the programme in December 2025. Currently, we have about ten girls per session.

Today, the impact of Fútbol Más is undeniable: we intervene where our beneficiaries would not have any other daily sports opportunities without us.



JOHN RINCÓN

Methodology and Innovation Coordinator, Lima, Peru.

In 2025, the programme faced significant challenges in its communities. The national political context generated uncertainty and affected the stability of the programme's activities. The feeling of insecurity in several regions limited community participation and the involvement of children and young people. The team also faced difficulties traveling to the neighbourhoods to carry out activities, as the transportation sector has been the most affected in this context.

I have observed significant progress compared to 2024. The creation of the methodology area has allowed us to provide greater support and guidance to the field teams, strengthening their organisation and capacity for action. Thanks to this, the teams report feeling more prepared and cohesive, which facilitates our transition to an approach that emphasizes methodological quality in each intervention.

During 2025, I feel that the Fútbol Más programme transformed the reality of the communities in two ways: firstly, sport became a tool for fostering fundamental values. These spaces provided them with not only a physically safe environment, but also an emotional one, where they strengthened meaningful bonds.

At the community level, parents and guardians understood the importance of creating safe spaces for children and the role each person can play in this endeavor. Positive coexistence was also fostered, highlighting the good deeds not only of children but of all citizens, thus strengthening the social fabric and building more inclusive and supportive communities.



ISABEL URIBE CRUZ

Social Monitor / Mexico, State of Morelos, Municipality of Jojutla de Juárez, Tlatenchi neighbourhood.

During 2025, the programme faced several challenges related to social conditions and healthy habits for children and youth. We began in an area with a low culture of community and sports participation, very marked gender stereotypes, constant exposure to violence, substance abuse, and school dropout in the community, informal work, family responsibilities, and a lack of support for children.

Faced with these challenges, we strengthened our support to create a safe and inclusive space, reinforcing the development of values and children's rights, and fostering life skills for the benefit of the community.

This required ongoing awareness-raising work with mothers, fathers, and guardians.

I have witnessed firsthand how the sport and the programme have transformed the reality of our community. Through the activities and challenges, mothers, fathers, and guardians feel extra support in achieving changes in attitudes and emotions, improving school performance, and keeping children healthy—something they didn't think was possible to change with games and soccer. The field became a safe space where everyone can express themselves freely and feel heard.



RAFAEL PAREJA

Project Coordinator at Fútbol Más Spain.

This year we began several new initiatives, many of them novel for our team, which presented a significant challenge in terms of adaptation, learning, and ability to respond. Despite all these difficulties, the year also highlighted the team's resilience, commitment, and ability to overcome adversity, as they responded responsibly and with dedication to a highly complex situation.

Despite the challenges faced during the year, Fútbol Más made significant progress. First, we consolidated our position as a leading organisation in Spain in the field of Sport for Development. This was accompanied by a clear growth process, which allowed us to expand our presence into new territories while continuing to strengthen those where we already had active programmes.

Likewise, we worked with a large number of children and adolescents in different parts of the country, reinforcing our reach and our capacity for intervention. We also promoted particularly innovative lines of work with young people and strengthened community processes within our interventions, fostering a more comprehensive, participatory, and transformative approach.

Another of the most significant advances was the widespread transfer of our methodology, which allowed us to multiply

the organisation's impact at both the national and European levels. In this sense, 2025 was also a year in which we began to reap the rewards of the work developed in previous stages, achieving a high degree of impact and influence at various levels.

During 2025, the Fútbol Más programme contributed to transforming the reality of the communities where it worked. In the communities with a longer history, a legacy has been built based on training young people within the methodology, the growing involvement of families, and the strengthening of solid ties with key stakeholders in the community, such as schools and other community partnerships. In the newer communities, the first meaningful connections began to form, and sports facilities began to consolidate as safe, protective, and inclusive spaces where children and young people can feel like they belong.

It was a pivotal year in which Fútbol Más demonstrated that sport is also a socio-educational tool; in which social intervention stems from networking and collaboration; and in which key partnerships were forged at all levels. A year in which our groups shone for their inclusivity, joy, and respect. A year in which families, coaches, and schools are all part of the team. A year in which it was shown that the ball has no gender and no borders.

ELIJAH MWANDIKWA

Social Coordinator / Nairobi, Kenya

We managed to maintain the programmes in the same communities where we have been working in previous years. The small change is that we now have an alternative location to hold them. We also made some minor adjustments to the session schedule. However, the challenges continue.

The children have increased their knowledge thanks to the life skills they learn. We have seen a reduction in cases of conflict and violence in our community since we began involving the youth and

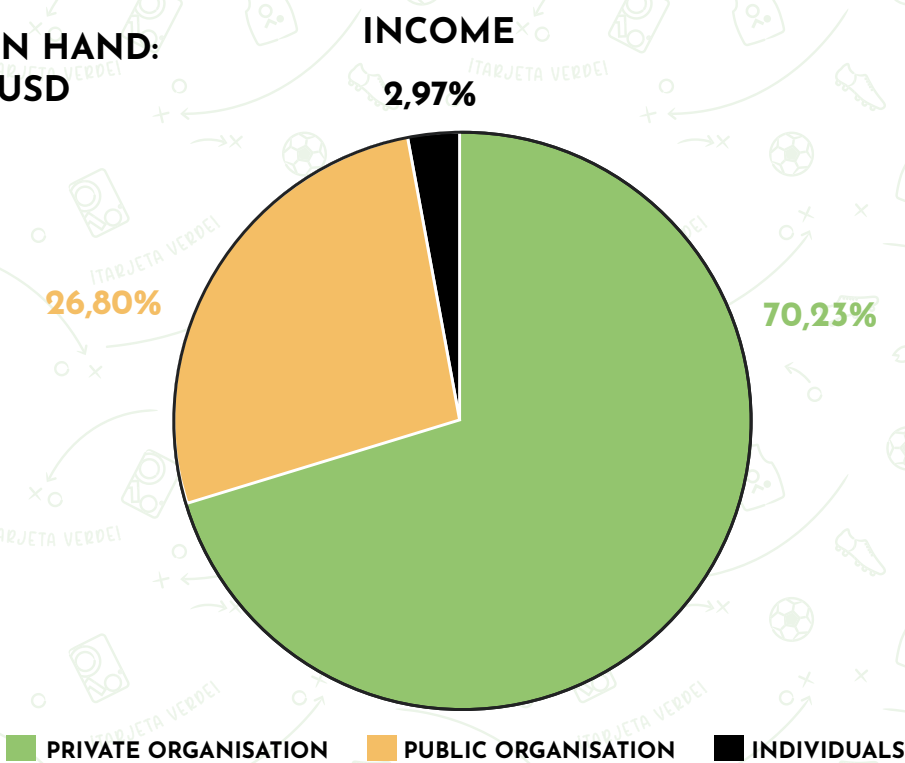
the coordination team. The community has adopted the Fútbol Más methodology and can now organize events on its own. We have created a safe space for the children and young people of our community.

Thanks to Fútbol Más, some young people have found employment, and others have even started their own businesses. Furthermore, we have former participants who used to attend the sessions and who now return to contribute and support other children in our sessions, both in Kibera and Mathare.



FINANCIAL REPORT

CASH ON HAND:
679.044 USD

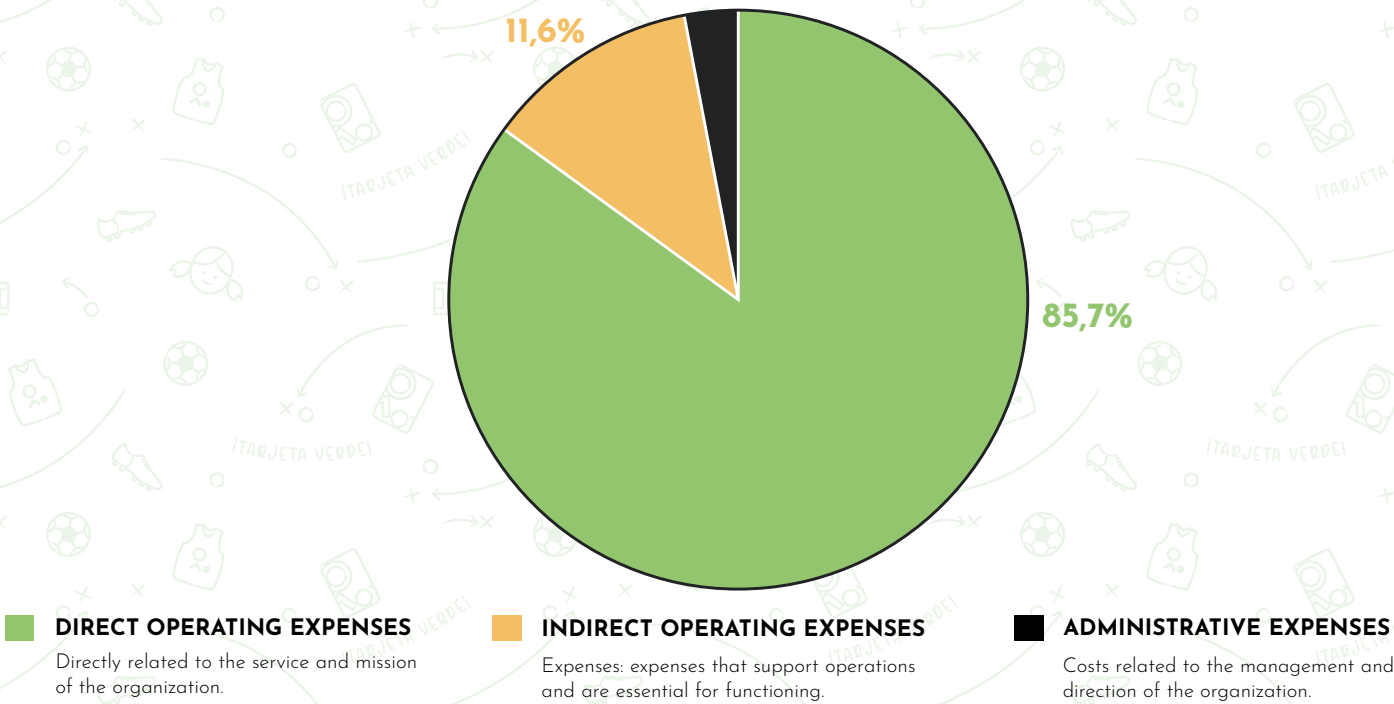


USD \$3.810.686

The figures shown in the graphs correspond to the annual net cash flow. Including the USD 679,044 cash on hand, the net result for the year is +USD 380,301.

EXPENSES

2,7%



USD \$4.109.428



YEAR HIGHLIGHTS

JUNE

FÚTBOL MÁS MEXICO HIGHLIGHTS THE ROLE OF FOOTBALL ON GENDER EQUALITY AT THE WORLD FOOTBALL SUMMIT 2025 IN MONTERREY

Fútbol Más México had the honour of participating as a speaker at the World Football Summit 2025, one of the most important gatherings in the global football industry, held in Monterrey.

Sergio Guerrero, Co-Founder and Business Development Director of Fútbol Más México, was part of the panel entitled: "Playing Together for Gender Equality in the Americas," where he shared the stage with prominent voices in the sector such as Isabella Echeverri, representatives from She Wins MX, Movimiento Somos Equidad, and Common Goal. The panel addressed the potential of football as a powerful tool to promote gender equality, inclusion, and community development.



IT STARTS WITH A BALL: THE ADIDAS AND COMMON GOAL CAMPAIGN THAT HIGHLIGHTS FÚTBOL MÁS FIELDS IN MEXICO

As part of the global 'It Starts With a Ball' campaign by adidas Football Collective x Common Goal, Fútbol Más is taking on a strategic role as an ally, joining an initiative that promotes equality, sustainability, and football as a tool for social transformation. The collaboration aims to raise the profile of Sport for Development organisations worldwide, focusing on gender equality, LGBTQ+ inclusion, and access to sport. In this context, the work of Fútbol Más Mexico stands out. The campaign was photographed by Sarah van Rij, who captured the programme's impact on communities with an intimate and documentary style.



WINNERS AND FINALISTS: FÚTBOL MÁS IS PART OF THE #BE-INCLUSIVE EU SPORT AWARDS 2024 ORGANIZED BY THE EUROPEAN COMMISSION IN BRUSSELS

Fútbol Más France was one of the organisations awarded at the European Commission's #BeInclusive EU Sport Awards, which recognize initiatives that promote inclusion and diversity through sport. It stood out thanks to District Spot, a programme that fosters inclusion and social cohesion in vulnerable neighbourhoods. Its focus is on girls and women, offering free sessions based on its socio-sport methodology to strengthen their resilience. In the Sport for Peace category, Fútbol Más Spain was among the finalists along with two other initiatives.



JULY

CHILDREN FROM FÚTBOL MÁS PERÚ EXPERIENCE UNFORGETTABLE DAYS WITH ALIANZA LIMA

Fútbol Más Perú strengthened its bond with Alianza Lima through two unforgettable experiences for children. On one hand, the winners of the Champions Cup, from the Champions Without Barriers project in partnership with UNESCO Peru, walked onto the field at the Alejandro Villanueva Stadium alongside the women's team before an official match. On the other hand, nine children from La Victoria accompanied the men's team as they entered the field at Matute Stadium. Both events reflect the value of this partnership, bringing children closer to sports role models and creating meaningful experiences that inspire and strengthen their development.



SEPTEMBER

GREEN CARD AT THE NEST: AN UNFORGETTABLE DAY WITH CLUB AMÉRICA AND FC BARCELONA IN MEXICO

Children participating in the Fútbol Más México program in Mexico City had the opportunity to visit the Nido Águila Coapa, Club América's training center, where the various age groups of the Azulcrema team live and train together.



During the visit, attendees participated in an on-field activity, toured the facilities, and witnessed a very special training session: that of FC Barcelona Women, the current Spanish champions, whose roster includes world-class players like Aitana Bonmatí and Alexia Putellas. This took place as part of their tour to Mexico, where they played friendly matches against the stars of Liga BBVA MX Femenil and Club América.

CHEERING IS BELIEVING: THE CAMPAIGN PROMOTED BY THE CHILEAN FOOTBALL FEDERATION, ANFP, AND FÚTBOL MÁS

The "Cheering is Believing" ("Alentar es creer") campaign was launched, an initiative that promotes respect at sporting events, including all national teams: men's, women's, and under-20. In this context, the Green Card returned to the National Stadium, a symbol promoted by Fútbol Más for the past 18 years to recognize positive actions by children and young people. In this way, the Green Card is consolidated as an emblem of healthy coexistence, also impacting professional soccer as a gesture of respect between countries.





MEXICO ANNOUNCED AS HOST OF THE 2026 STREET CHILD WORLD CUP, AND FÚTBOL MÁS WILL HOST THE EVENT THAT WILL BRING TOGETHER 30 TEAMS FROM AROUND THE WORLD

Street Child United, in collaboration with Fútbol Más México and in partnership with the Mexican Social Security Institute (IMSS), announced that the 2026 Street Child World Cup will be held in Mexico City between May 5 and 15, 2026, weeks before the FIFA World Cup. The event brings together 30 teams—17 women's and 13 men's—uniting young people through soccer, art, and social impact. Within this framework, 17 team leaders from different countries participated in workshops and familiarisation tours, strengthening their preparation for this transformative experience.

REAL MADRID PLAYER JUDE BELLINGHAM ANNOUNCED AS NEW LAUREUS AMBASSADOR AND VISITS ONE OF MADRID'S LEADING FOOTBALL PROGRAMMES

In the Villaverde neighbourhood, the children of Fútbol Más experienced an unforgettable day with a visit from Jude Bellingham, Real Madrid footballer and newly announced Laureus ambassador. In a friendly meeting, he spent time with the children and families of the project, reflecting his commitment to the power of sport as a tool for social transformation. Away from the pressure of competition, he actively participated in games, listening activities, and learning sessions, strengthening the bond with the community and highlighting the value of football and play as avenues for promoting life skills.



NOVEMBER

FÚTBOL MÁS PARTICIPATES IN THE SEMINAR 'CHILE-AFRICA: COOPERATION FOR A SHARED FUTURE', ORGANISED BY THE MINISTRY OF FOREIGN AFFAIRS

With the aim of strengthening collaboration between Chile and the African continent, the Ministry of Foreign Affairs, together with the Pontifical Catholic University of Chile, held the seminar "Chile-Africa: Cooperation for a Shared Future," a meeting that brought together authorities, academics, experts, and civil society organizations. Fútbol Más was represented at this event by its co-founder and executive director, Guillermo Rolando, who spoke about the organisation's work and its nearly 10 years in Africa contributing to the development and well-being of children and their communities through sport and play.



DECEMBER

CAPTAINS OF COLO COLO AND UNIVERSIDAD DE CHILE WEAR THE RESPECT ARMBAND FROM FUNDACIÓN FÚTBOL MÁS TO LEAVE A LEGACY FOR CHILDREN DURING THE CHILEAN WOMEN'S FOOTBALL FINAL

During the Chilean championship final between Colo-Colo and Universidad de Chile, players Yanara Aedo and Daniela Zamora, captains of their respective teams, wore the armband designed by Fútbol Más and the National Association of Professional Football (ANFP) to promote sportsmanship in football.



FÚTBOL MÁS RETURNS TO ECUADOR

Fútbol Más returns to Ecuador with renewed momentum through its Schools programme. In partnership with 'Fe y Alegría' and thanks to the support of 'Grand Challenges Canada', the project "United for Sport and Healthy School Coexistence" was launched to work in five educational institutions in Guayaquil. This initiative addresses the challenges faced by school communities through a comprehensive strategy that combines teacher training, the implementation of our Physical Education methodology, and collaborative work with youth organisations. The project thus centres on the transformative power of sport and play to strengthen the overall well-being of students, promoting safer, more protective, and more cohesive school environments.



ORGANIZATIONAL CHART



ORGANIZATIONAL CHART



GUILLERMO ROLANDO
CO-FOUNDER AND CEO,
FÚTBOL MÁS GLOBAL



RODRIGO ABARZÚA
CO-FOUNDER AND
DEVELOPMENT DIRECTOR



VÍCTOR GUTIÉRREZ
CO-FOUNDER AND
EXPANSION DIRECTOR



JUAN ARAYA
CO-FOUNDER AND
METHODOLOGICAL
ADVISOR IN EUROPE



PERRINE MARDINÉ
DIRECTOR OF THE
INNOVATION LAB



SEBASTIÁN SALAZAR
INTERNATIONAL LEGAL
COORDINATOR



DANIELA INOSTROZA
ATTORNEY



VIRGINIA ABARA
GLOBAL PARTNERSHIPS
DIRECTOR



DANIELA BARRERA
ADMINISTRATION AND
FINANCE DIRECTOR



JESÚS VEGA
MONITORING AND EVALUATION
COORDINATOR



FELIPE NARVÁEZ
COMMUNICATIONS
DIRECTOR



MARCO MERINO
GRAPHIC DESIGN
COORDINATOR



JOSÉ GAETE
DIRECTOR OF
TRAINING



SEBASTIÁN PELLICER
INFORMATION MANAGEMENT
COORDINATOR



KATHERINE HORMAZÁBAL
METHODOLOGY COORDINATOR







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