

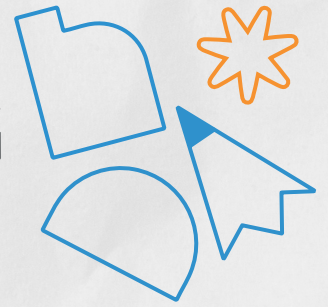
# CHANGING LIFE OUTCOMES.

Expanding our reach while strengthening our foundation, Christel House is preparing to serve more students than ever before. From classrooms to life, we are creating lasting impact for generations to come.

2025 ANNUAL REPORT



# TRANSFORMING LIFE OUTCOMES FOR MORE STUDENTS



Dear Friends and Supporters,

2025 marked a milestone for Christel House – one that set the stage to serve more students in 2026 and beyond. It was a year of momentum and growth, rooted in the dream of our Founder, Christel DeHaan: that Christel House schools would deliver critical full-circle support from pre-kindergarten through careers for more students around the world.

This vision continued to take shape through a commitment to increasing our capacity to serve more than 18,000 students each year. In India, we are advancing phased growth at our Bangalore campus, with two additional schools opening in India in 2026. Mexico is preparing to open a second school, and with a new high school facility, South Africa has expanded its student capacity by 50%.

At September's Clinton Global Initiative, we announced plans to expand into Colombia and Nepal, extending the Christel House model to new communities with significant need. In the pages that follow, you'll see how a thoughtful, partnership-driven approach is guiding our growth.

*South Africa students present a robotics demonstration for David and school CEO Adri Marais, showcasing future-ready learning in action.*

Of course, none of this progress happens without exceptional leadership at our schools. Our CEOs lead with vision and accountability, and our principals, teachers, counselors, social workers, healthcare professionals, and College & Careers teams carry out the steady, often unseen work that turns potential into achievement. That work empowers our graduates and is reflected in our alumni success stories.

We are deeply grateful to our global partners and donors, like you, whose trust and generosity continue to make Christel DeHaan's vision a reality.

Because of your belief in the transformative power of education, Christel House is set to reach more students, in more places – changing life outcomes around the world.

Thank you!

David Harris  
President and CEO  
Christel House International



# CHRISTEL HOUSE: GROWING OUR GLOBAL FOOTPRINT



Dear Friends of Christel House,

As we reflect on 2025, I am grateful for the collective commitment that continues to drive Christel House forward. On behalf of the Christel House International Board of Directors, thanks for your continued belief in our mission and in the potential of every child we serve. This year brought important momentum in our global expansion. The Board remains deeply committed to supporting this growth while preserving the quality and impact that define our model.

A highlight of the year was our Joint Board Retreat to Mexico with Endless Success Foundation, hosted by Christel House Mexico. Board members visited students' homes, connected with alumni and teachers, and participated in classes to see our transformative work firsthand. We were welcomed with music, student performances, and meaningful gifts reflecting our students' creativity and spirit. The visit concluded in Tlalpan at the site of Christel House Mexico's second campus, planned to open in 2026. The retreat reaffirmed our shared mission to help students achieve upward mobility, become engaged citizens, and reach their full potential.

We were pleased to welcome two new members to our Board: Kai Kung and Rod Ward III. We are grateful for the experience and perspective they bring to Christel House International. At the same time, we extend our deepest thanks to Gail Shiel Mahoney, Lucas Montarce, and Matthew B. Murphy III for their years of dedicated service to the children of Christel House. Their leadership and generosity have helped shape our organization and strengthen its impact across continents.

As we look ahead, the Board is energized by our growing global footprint and inspired by the promise of our students. Together with our partners and supporters, we will continue expanding access to high-quality education and changing life outcomes for generations to come.

With sincere appreciation,

Martha Lamkin  
Board Chair  
Christel House International



## 2025 CHRISTEL HOUSE INTERNATIONAL BOARD OF DIRECTORS

**GORDON GURNIK**  
Senior Executive Vice President & Chief  
Operating Officer, Hilton Grand Vacations

**MAURICIO MANJARREZ**  
Chief Financial Officer  
Gowan Company

**JUAN IGNACIO RODRIGUEZ**  
Managing Director RCI,  
Travel + Leisure Co.

**DAVID HARRIS**  
President & CEO  
Christel House International

**MARK MILES**  
President and CEO  
Penske Entertainment Corporation

**KAMEELAH SHAHEED-DIALLO**  
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**DONALD E. KNEBEL**  
Board Vice Chair & Secretary, CHI  
Of Counsel, Barnes & Thornburg LLP

**SHIV O'NEILL**  
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General Counsel & Corporate Secretary,  
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**AWAIS SUFI**  
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Managing Partner, Yield Creative

**KAI KUNG**  
Chief Executive Officer  
San Joaquin A+

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Retired President & CEO  
Christel House International  
Former Mayor of Indianapolis

**ROD WARD III**  
President and CEO  
CSC

**MARTHA LAMKIN**  
Board Chair, CHI; Retired President & CEO  
Lumina Foundation for Education, Inc.



## A YEAR OF EXPANSION: WHERE WE ARE GROWING

### INDIA

Christel House India is advancing a bold, multi-campus expansion to meet growing demand for high-quality education. In Bangalore, phased growth at the existing campus will increase annual enrollment from approximately 800 students to nearly 1,400 at full capacity. This momentum continues with new campuses opening in 2026 joining our schools in Bangalore and Atal Nagar. In April, a third school launched in Pune through a partnership with Zilla Parishad Pune and Fiat India Foundation and will eventually serve 1,560 students. In May, a fourth campus will open in Thane, located in the Mumbai metropolitan region, in partnership with the Thane Municipal Corporation, providing a pre-constructed school facility. Once fully operational, the Thane campus is projected to serve approximately 780 students, extending Christel House's proven model to hundreds more children across India.

### SOUTH AFRICA

Christel House South Africa is expanding opportunity on its Ottery campus by doubling the size of its high school, addressing South Africa's critical shortage of quality secondary school seats. The first phase, completed in 2025, welcomed a new class of Grade 8 students and marked the beginning of a multi-year growth plan. A newly constructed high school building is adding classrooms to serve more students, with enrollment ultimately reaching 600 more high schoolers than current capacity.



### MEXICO

For the 2026–2027 school year, Christel House Mexico will open its second campus in Mexico City, located in Tlalpan on the site of a former private school with existing academic buildings and athletic fields. The campus will be renovated to meet Christel House standards and will open with pre-kindergarten, adding grade levels each year until serving up to 900 students through high school.



# EXPANDING TO COLOMBIA AND NEPAL

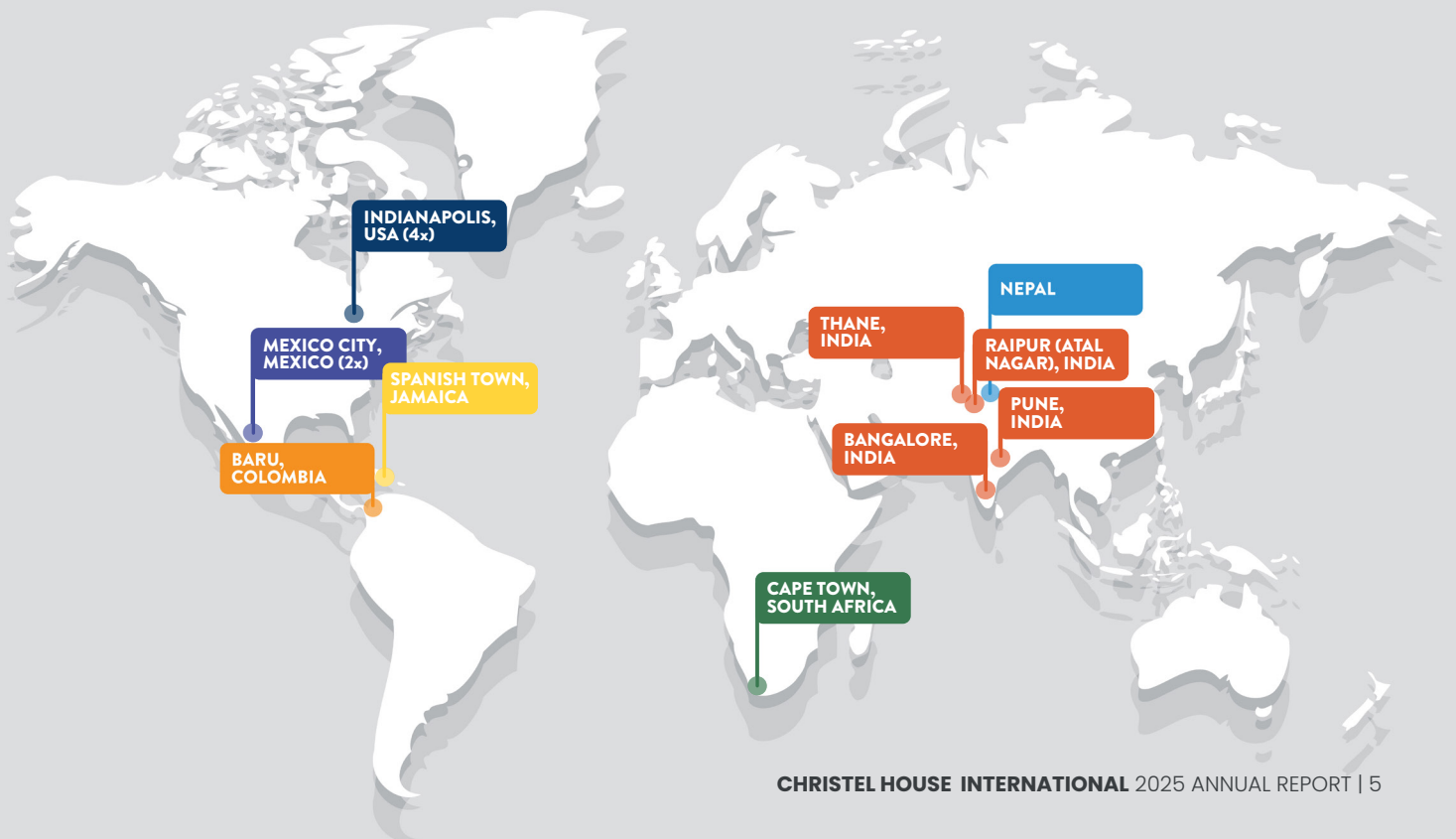
## COLOMBIA

Christel House Colombia will be an alliance between Christel House International and Fundación Santo Domingo (FSD), an established foundation with deep local relationships. The partnership will begin with Colegio Barbacoas, an existing school where Christel House and FSD will work closely throughout 2026 to prepare for a full transition to the Christel House model in January 2027 that will include rigorous academics, nutritious meals, healthcare, and five years of post-graduation college and career support. Throughout the transition process, students and families will continue to receive education and comprehensive wraparound services free of charge. The school is projected to serve 950 students at capacity.



## NEPAL

Christel House is proud to welcome Surya Karki as our inaugural Global Pathbuilders Fellow, selected from over 2,300 candidates from around the world. A bold and mission-driven education entrepreneur, Surya brings deep community ties, proven leadership, and a lifelong commitment to transforming education in Nepal. Surya is now embarking on his most ambitious chapter yet: launching Christel House Nepal through the Global Pathbuilders Fellowship. Plans are underway to open a Christel House school in Nepal as early as 2028. The school will open with 180 children, adding a grade each year, to grow to a total of 840 students.



# MORE THAN A SCHOOL

The Christel House model empowers students experiencing poverty to achieve upward economic mobility, demonstrate good citizenship, and identify and realize their goals, dreams, and human potential.



LEADERSHIP & CHARACTER



PARENT/CAREGIVER ENGAGEMENT



COLLEGE & CAREERS



HEALTH & SOCIAL SERVICES

## THE CHRISTEL HOUSE MODEL

We provide a robust support system to our students from early childhood through high school graduation, and we continue to support them through a five-year College & Careers program as they navigate post-secondary education and launch their careers.



NUTRITION



ACADEMICS



LIFE OUTCOMES

## COLLEGE & CAREERS COLLABORATION: EXPANDING OUR IMPACT



To support a greater number of students in their transition from high school to careers, for the first time Christel House expanded the reach of our College & Careers program. The College & Careers Collaboration is a partnership with four Indianapolis high schools serving non-Christel House students with economic need. Christel House Career Coaches embed at partner high schools to provide career guidance, coaching, assistance with post-secondary enrollment, and work-based learning experiences.

- ★ 982 students and graduates served
- ★ 82 community partners/C&C connections
- ★ 1,607 coaching meetings held with students
- ★ 57 field trips, college and industry tours

# 18+ YEARS OF SUPPORT

By providing a comprehensive support system that extends beyond the classroom, our students have achieved remarkable success, rising above their life circumstances, and breaking the cycle of poverty. Christel House's steadfast commitment to every child's long-term success is creating lasting and generational change.

**25,500+**

TOTAL STUDENTS  
SERVED SINCE OUR  
FOUNDING IN 1998

**8,557**

TOTAL STUDENTS  
SERVED IN 2025

**94%**

GLOBAL ON-TIME  
GRADUATION RATE

**92%**

YEAR-OVER-YEAR  
RETENTION

**89%**

POST-SECONDARY  
ENROLLMENT RATE

**67%**

POST-SECONDARY  
COMPLETION

**96%**

GRADUATES WORKING  
OR STUDYING

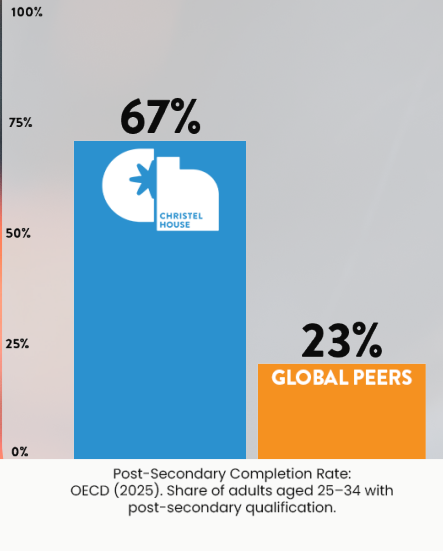
**71%**

HIGH-QUALITY EARLY  
CAREER JOB RATE

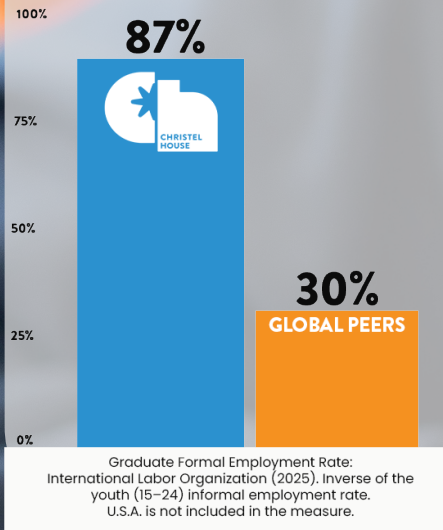
# DELIVERING REAL IMPACT

## CHRISTEL HOUSE OUTCOMES COMPARED TO THEIR LOCAL PEERS

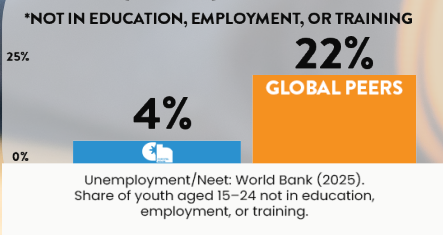
### ALUMNI POST-SECONDARY COMPLETION RATE



### GRADUATE FORMAL EMPLOYMENT RATE



### UNEMPLOYMENT (NEET)\* RATE



To derive our global peer comparator rate, we calculate a weighted average of each country's performance, using the number of graduates we serve in each country as the weighting factor.

# CHRISTEL HOUSE INDIA COST AND IMPACT STUDY:

A benchmarking study evaluated Christel House India's performance against five leading nonprofit education models. The analysis examined academic outcomes, cost structures, and alumni career trajectories. While academic outcomes remain similar across the five schools in the study, three key findings show what sets the Christel House model apart to deliver distinct long-term value.

## RETENTION & POST-SCHOOL TRANSITION DEFINES THE CHRISTEL HOUSE EDGE

Christel House India's defining advantage lies in retention and post-school outcomes. The program sustains a 97% year-on-year retention rate and 95% higher education enrollment, with 84% of Bangalore alumni achieving upward economic mobility and 80% securing high-quality early career jobs. Together, these results make post-school continuity the clearest indicator of overall program effectiveness.

## EARLY CAREER EARNINGS SHOW A CLEAR ADVANTAGE FOR THE CHRISTEL HOUSE MODEL

Early career earnings further distinguish Christel House India's graduate outcomes. Alumni earn an average of Rs.25,000 per month (\$294 USD) in their first three years—well above the typical Rs.15,000–20,000 (\$176–\$235) range for comparable entry-level roles. Where direct comparisons are available, our India graduates consistently command a meaningful early-career wage premium.

## CHRISTEL HOUSE SPENDS MORE BECAUSE IT FUNDS WHAT OTHER MODELS DON'T

Christel House India's higher cost reflects a broader, more comprehensive model. At Rs.2,25,250 (\$2,650 USD) per student annually—roughly 4–5 times Public-Private Partnership models—the difference is driven by investment in non-teaching supports, including counseling, healthcare workers, transportation, and College & Careers services. These elements, largely absent in peer models, underpin Christel House India's stronger retention and post-school outcomes.

## OUR MODEL DELIVERS RESULTS WITH IMPACT:

Although high standardized exam pass rates have become the norm among Christel House India's peer schools, only Christel House India demonstrates the sustained, post-graduation impact capable of truly changing life outcomes.

Source: CH India Cost and Impact Benchmarking Study conducted by Rajalka Consulting/Rahul Gupta

David Simon T  
2019 Cohort, Christel House India-Bangalore  
R&D Engineer - Nokia Solutions Network India



# CHANGING LIFE OUTCOMES: ALUMNI SUCCESS STORIES

The success of our graduates embodies our mission. Their stories are an inspiration for all.



## ALEJANDRA OLGUÍN

Christel House Mexico

Class of 2011

Psychologist/Organizational Development – dmX

Alejandra has fond memories of starting at Christel House Mexico. “My first day was emotional, full of hope...and honestly, I never imagined the transformation it would bring to my life.” Today Alejandra is a proud professional, a psychologist specializing in Organizational Development at a leading financial institution in Mexico. “Christel House taught me, and keeps teaching me, that your origin does not define your destiny.” Alejandra is grateful to the Founder of Christel House. “Today I can thank Christel DeHaan for believing in the talent behind the need. Thank you for changing lives with love and vision.”



## KATIE DOLAN

Christel House Indianapolis

Class of 2021

Future Doctor – Marian University

When Katie received the call that she had been accepted to medical school, the moment was overwhelming. “I just started sobbing,” she recalls. One of her very first calls afterward was to her College & Careers advisor, whose support had been a steady guide through the years.



## VIMAL RAJ

Christel House India

Class of 2012

Fraud Prevention Mgr. – Mynta

“Considering my family’s financial background when I was growing up, I am very certain I would not be the person I am today without the foundation of Christel House.”

**DIVYA S**

Christel House India  
Class of 2019  
Development Engineer - NOKIA

“Christel House wasn’t just my school. It was my second home,” says Divya. “It has given me stability.” She remembers starting at the school in kindergarten with “quiet hope and very few opportunities.” And she can’t forget the attention teachers and staff provided for all the students. “What makes it most special is that genuine care and support that we received.” Today she is proud to be working at NOKIA as a Development Engineer. And she makes a point to express gratitude to Christel House donors. “With your support, you’ve not just changed my life story, but thousands of children’s stories. Thank you for believing in us.”



**LATASHA HAWKINS**  
Christel House DORS  
Class of 2025  
CNC Machinist - AMPG

Just one day before her birthday, LaTasha graduated from Christel House DORS, the adult high school, earning a diploma. It was, she says, the best birthday gift she could have given herself. Today, she says she loves her new career.



**JESSE STELLMACHER**  
Christel House South Africa  
Class of 2020  
Attorney

Jesse proudly announced on LinkedIn her admission as an Attorney of the High Court of South Africa. “Being the first in my family to attend and graduate from university has been challenging and rewarding.”



**AURELIO MARTINEZ**  
Christel House Mexico  
Class of 2020  
Payroll Analyst - LATAM

Aurelio says learning English and honing his technology skills at Christel House helped him get better job opportunities. With a successful career, he’s proud to share, “Now I can contribute financially at home.”

# CHANGING LIFE OUTCOMES: ALUMNI SUCCESS STORIES

## **NATHANIEL LUCAS**

Christel House Indianapolis

Class of 2024

Electrical Apprentice - ETI

Nathaniel excelled in academics and athletics during his time at Christel House Indianapolis. "Going into my senior year, I was unsure what I wanted to do after high school. I thought about college, but I realized that was not the route I wanted to take." Through the College & Careers program, Nathaniel identified an interest in construction/electrical work. His career coach helped him explore options and set up school visits. An electrical apprenticeship "just felt right," said Nathaniel. And as part of his apprenticeship, he's taking college courses to earn an associate's degree in construction management. For Christel House graduates, the support doesn't stop with a diploma. "It's not just a school you graduate from," says Nathaniel. "Christel House will always be there if you need them."



## **ABIGAIL STEWART**

Christel House South Africa

Class of 2009

Digital Marketeer - TRIMM

Currently employed at one of the leading internet agencies in the Netherlands, Abigail described attending Christel House South Africa as a privilege. "I felt loved, cared for, and safe."



## **PAVITHRA M**

Christel House India

Class of 2020

Grant Thornton Associate

Pavithra felt warmth when she started Christel House as a child. "The teachers were so kind and welcomed every student with a bright smile. They didn't just educate me, they showed the power of compassion."



## **MITZI SALINAS**

Christel House Mexico

Class of 2012

Entrepreneur - Vogma

Mitzi works for a marketing agency and is an entrepreneur running her own shoe brand. "Christel House gave me more than an education. They gave me values, empathy and confidence!"



**PRINCESS CHIEZUGO**

Christel House DORS

Class of 2025

Nursing Student – Ivy Tech Community College

When Princess Chiezugo relocated from Nigeria to the United States, she carried with her a completed high school education and aspirations for college. But like many students navigating an international transition, she faced unexpected barriers when her credits did not transfer. That detour led her to Christel House DORS, the adult high school program in Indianapolis. “It was a good, accommodating and grounded program – yet very engaging, inspiring, and just fun,” Princess recalls. With the support she received, she completed her requirements to earn her diploma and today, she’s enrolled at Ivy Tech Community College, pursuing her dream of becoming a nurse. “This program has not only opened doors, but it has also really made a huge difference.”

**DR. NATHAN DANIELS**

Christel House South Africa

Class of 2015

Medical Doctor

From a community marked by poverty, crime, and violence to a career in medicine, Dr. Nathan Daniels represents what is possible when opportunity meets determination. A graduate of Christel House South Africa, Nathan went on to study medicine at Stellenbosch University and is now a practicing medical doctor. Dr. Daniels reflects on the risks he and his family faced growing up and the decisive role Christel House played in changing his trajectory. “My experience at Christel House has been life changing. In hindsight, I can say that I would not be at this point without the help of the school. Receiving a dedicated education from world-class educators and having the opportunity to follow my dreams has been a major highlight for me.”



# CHRISTEL HOUSE HIGHLIGHTS

A LOOK BACK AT WHAT HAPPENED IN 2025



## Across Christel House, student achievement continues to set the standard

For the seventh consecutive year, **India's** Class of 2025 achieved a 100% pass rate, while in **Mexico**, 14 students earned acceptance to National Autonomous University of Mexico—the country's most prestigious university. **South Africa's** Class of 2025 reached a 96% matric pass rate, with 70% qualifying for university degree programs. In **Indianapolis**, Watanabe High School celebrated its largest graduating class ever, including the first cohort from Christel House Academy West. **DORS**, the adult high school also set a record for graduates. And in **Jamaica**, 51 sixth-grade students marked an important milestone, with a transitional ceremony moving forward to Grade 7.



## Christel House announces global expansion at Clinton Global Initiative

Christel House International shared exciting news on a worldwide stage at the Clinton Global Initiative's annual meeting, announcing expansion of our proven education model to Colombia and Nepal.

## College & Careers Collaboration honored as nonprofit program of the year

The Christel House **College & Careers Collaboration** was recognized as *New Nonprofit Program of the Year* at the Indianapolis Business Journal's Inaugural Nonprofit Excellence Awards.





### Celebrating five years in Jamaica, Christel House opens high school

Christel House Jamaica brings together students, families, staff, and distinguished guests to celebrate the school's fifth anniversary and the opening of its STEM-focused high school.



### Alliance announcement will bring Christel House to Colombia in 2027

During the 2025 graduation ceremony at Colegio Barbacoas in Barú, Christel House officially announced a new alliance with **Fundación Santo Domingo**, to bring the Christel House model to Colombia. Students created artwork to celebrate the new partnership.

### Tennis champ joins as Christel House Global Ambassador

Six-time Grand Slam tennis champion and two-time Olympic medalist **Rajeev Ram** joined Christel House as a Global Ambassador.

"I believe all children should have the opportunity to receive an education, and what this organization does is extraordinary."



# FINANCIAL TRANSPARENCY



## CONSOLIDATED FINANCIAL STATEMENTS OF CRISTEL HOUSE INTERNATIONAL INC. AND ITS AFFILIATES <sup>1</sup>

Breaking the cycle of poverty requires tenacity and determination. It requires adherence to rigorous educational and business practices, high measures of accountability and complete transparency. Every Cristel House entity's financial statements are audited annually.

### 2025 COMBINED REVENUE

Government <sup>2</sup>	\$29,968,000	33%
Endless Success Foundation <sup>3</sup>	42,772,000	48%
Corporations/Foundations	15,750,000	18%
Individuals/Board Members	1,212,000	1%
Virtual Walk/Events	354,000	0%
<b>TOTAL</b>	<b>\$90,056,000</b>	<b>100%</b>

### 2025 COMBINED EXPENSES\*

\*Cristel House's overhead and fundraising costs are funded annually through charitable grants from Endless Success Foundation, a private foundation established by our Founder. That means 100% of your donation will be used to directly support programs and services for Cristel House students.

#### EDUCATION & OTHER PROGRAM SERVICES

Education	\$54,787,000	81%
Nutrition	2,421,000	4%
Health, Outreach & Social Services	1,987,000	3%
	<b>59,195,000</b>	<b>88%</b>

#### GENERAL & ADMINISTRATIVE

Management & General	4,408,000	6%
Fundraising	4,035,000	6%
	<b>8,443,000</b>	<b>12%</b>
<b>TOTAL</b>	<b>\$67,638,000</b>	<b>100%</b>

1. Financial data is unaudited. When completed, audited financial statements ("AFS") will be available on our website. The AFS exclude Cristel House Academy, Inc. (a network of U.S. based charter schools) as explained in Note 2 to the AFS.
2. Primarily U.S., state, and federal charter school funding.
3. Funds received from Endless Success Foundation were used to cover program expenses, management and general expenses, fundraising expenses, and capital improvements, where other donors were not able to support.

Note: Cristel House International, Inc., EIN 35-2051932 is an IRC Section 501(c)(3) organization. The Cristel House registration number with the Florida Department of Agriculture & Consumer service is CHI0875.



# THANK YOU TO OUR SUPPORTERS



See a full list of donors online at [www.christelhouse.org/2025donors](http://www.christelhouse.org/2025donors)

Our partners enable our mission helping us to change life outcomes of our students and make a systemic impact on the communities we serve.



Lilly Endowment Inc.  
A private foundation since 1937



GRAND PACIFIC RESORTS  
Time Away...Time Together...



**BlackRock**

DELL Technologies

**RCI**

WestRock

NOKIA



**TRAVEL+  
LEISURE**

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FOUNDATION  
CHANGING LIVES BUILDING DREAMS

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CAPITALVACATIONS<sup>®</sup>  
Travel. Gather. Smile. Repeat.





# A WORLD WHERE POVERTY DOES NOT LIMIT POTENTIAL

## - CHRISTEL HOUSE VISION

Fewer than 1 in 10 children born into extreme poverty transcend it without sustained intervention. For 28 years, Christel House has been redefining what's possible for children born into poverty. Now, we're scaling our impact — we will open five new schools by 2028, deepening our work in India, Mexico, South Africa and expanding into new geographies with schools in Colombia and Nepal.

This growth carries forward our Founder Christel DeHaan's belief that a child's destiny should never be defined by poverty. She envisioned Christel House schools wherever children need both opportunity and unwavering support.

As we expand, we remain anchored in the model that has proven effective for nearly three decades — strong academics, comprehensive care, and long-term commitment so more students, in more communities, can move confidently from classrooms to life.



**CHRISTEL HOUSE INTERNATIONAL**  
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INDIANAPOLIS, IN 46208  
EMAIL: [CHILDREN@CHRISTELHOUSE.ORG](mailto:CHILDREN@CHRISTELHOUSE.ORG) | PHONE: (317) 464-2030

Christel House's overhead and fundraising costs are funded annually through charitable grants from Endless Success Foundation, a private foundation established by our Founder. This means that 100% of your donation will be used to directly support programs and services for Christel House students.



TO LEARN MORE ABOUT CHRISTEL HOUSE  
SCAN OR VISIT OUR WEBSITE AT:  
[WWW.CHRISTELHOUSE.ORG](http://WWW.CHRISTELHOUSE.ORG)

