

2025 was a year of significant progress and achievements for the Associação pela Propriedade Comunitária (APC).

In October, we had the privilege of celebrating APC's 10th anniversary. Over the past decade, we have strengthened our work both in advancing access to housing — through FICA — and in promoting access to land — through FUA. For the second time, APC was recognized as one of Brazil's **100 Best NGOs** through the *Melhores ONGs* Award, which recognizes organizations that demonstrate excellence in governance, management, transparency, and social impact.

Throughout 2025, we consolidated the institutional transformations initiated in 2024 while further expanding our network of partnerships and increasing our impact. We continued strengthening our organizational structure with the support of the **Wealth Inequality Initiative** of the Julius Baer Foundation. One of APC's key institutional priorities during the year was the engagement of a specialized fundraising consultancy to develop and implement a new fundraising strategy. This investment has already produced tangible results, both in expanding our funding base and in strengthening relationships with our supporters. Internally, we continued investing in team development through career pathways, onboarding procedures, process monitoring, and improved information management systems.

For FICA, 2025 was marked by remarkable achievements, public recognition, and significant progress across our programs and initiatives. We received an **Honorable Mention** at the **Betinho Award for Democracy and Citizenship**, organized by the São Paulo City Council to recognize organizations that excel in projects addressing hunger, poverty, social exclusion, and violence. Among more than 50 initiatives submitted, FICA's **Housing First** program was selected as one of only six projects to receive this distinction.

We were also selected to exhibit at the **14th São Paulo International Architecture Biennale**, held between September and October 2025 at the Oca Pavilion in Ibirapuera Park. Our exhibition brought the Housing First approach into a Biennale dedicated to the climate crisis. We recreated a full-scale model of a Housing First apartment and highlighted the urgent need to address access to housing in the context of accelerating climate change, particularly for people experiencing homelessness. During the Biennale, we organized a public discussion with representatives of the Brazilian Federal Government to debate the challenges of scaling Housing First as a public policy. Later in October, the **Climate and Housing** event, co-organized with TETO Brasil and Somauma, brought together representatives from government, the private sector, civil society, and academia, further strengthening the dialogue on the essential connection between housing and climate resilience.

FICA's work also received extensive media coverage throughout the year. Highlights included the opinion article "**A Home Is Only the First Step**," published in *Folha de S. Paulo* by our President, Simone Gatti; a feature in *Veja* magazine; coverage by GloboNews' *Cities and Solutions* program on our installation at the São Paulo

International Architecture Biennale; and a feature in *Projeto* magazine discussing how adaptive reuse (retrofit) has become a central strategy in our housing programs, allowing us to transform existing buildings into long-term Social Housing Services.

Across our housing programs, we continued strengthening our **Social Housing Service**. The **Apartments Program** experienced several important developments. Construction is nearing completion on the apartment acquired in the Tebas Building — a retrofit project developed by Somauma in downtown São Paulo — as well as on **Casa da Concórdia**, the property donated to FICA in downtown Recife, which is expected to provide housing for approximately 30 migrants in the near future.

We also received, through a long-term loan agreement from the family of our Board Member Emil Lewinger, an apartment on **Cásper Líbero**, in downtown São Paulo, which has now joined the Apartments Program and is expected to welcome its first resident family shortly. We also celebrated an important milestone as one family who entered Apartment 01 in 2022 successfully purchased their own home. By accessing affordable rent through our program, the mother and daughter were able to save enough to purchase a home through the City of São Paulo's **Pode Entrar** affordable housing program.

Within the **Housing First Program**, we continued navigating complex challenges alongside participating families while celebrating meaningful progress, particularly as the program approaches its third anniversary in early 2026. During the year, we received valuable support from **Moradia e Cidadania**, a social organization founded by Caixa Econômica Federal employees, which sponsored one Housing First family and has already confirmed the renewal of its support for 2026. Our multidisciplinary team has remained committed to helping residents build autonomy, reconnect with social and professional opportunities, secure access to essential rights, and participate in cultural and recreational activities.

We also strengthened our partnership with the NGO **Entrega por SP**, which operates its own housing initiative for people experiencing homelessness. One Housing First apartment is now dedicated to residents referred by the organization, while both organizations provide coordinated social support to promote long-term housing stability.

Through the **Student Housing Program**, new students from the University of São Paulo (USP) moved into **Caburé**. We also welcomed scholarship students from the School of the City (Escola da Cidade) to a new shared residence established in the Jaraguá property, previously part of the **Compartilha Program**. Students pay only utility expenses while benefiting from secure, well-located housing and ongoing support from FICA's social team in managing shared living arrangements. We also continued supporting residents of the **Conselheiro Ramalho** tenement building, another property within the Compartilha Program, while carrying out important building improvements to enhance residents' safety and living conditions.

Advocacy and public policy engagement remained central to our work throughout 2025. We worked closely with government agencies and partners to support the development

of public housing programs, strengthen the integration of housing within the climate agenda, and promote robust methodologies for implementing Housing First as part of Brazil's federal housing program, **Minha Casa Minha Vida**. We are particularly proud that FICA was highlighted as one of Brazil's leading Housing First programs in a landmark study published by the **Ministry of Human Rights and Citizenship** in 2025, conducted by researcher Luiz Kohara, a member of the Gaspar Garcia Center for Human Rights.

Finally, 2025 was also a year of building numerous strategic partnerships whose full impact will become even more evident in the years ahead. Among the institutions with which we have established or strengthened collaborations are the Ministry of Human Rights and Citizenship, Caixa Econômica Federal, Habitat for Humanity, TETO Brasil, Entrega por SP, Moradia e Cidadania, Grupo SOMA, the International Organization for Migration (IOM), the City of Recife, UNICAP, UNINOVE, and many others.

FUA also has many important achievements to celebrate, as detailed throughout this report. We conclude this letter by announcing that, beginning in 2026, FUA will become an independent organization, separate from APC. This transition reflects the maturity and continued growth of the initiative, which will now become part of **Bauhinia**, the organization that currently hosts its team. Over the past several years, FICA and FUA have evolved in increasingly distinct directions, making it appropriate for each initiative to pursue its own institutional path. While operating independently, both organizations will continue collaborating on their joint food security initiative for FICA residents and will remain united in the pursuit of a more just society where everyone has access to adequate housing and healthy food for both people and the planet.

With appreciation and unwavering commitment,

The FICA and FUA Boards and Teams