

## A new cycle, new springs

They say that our life is made up of cycles, some even warn that these cycles have a defined time. Jesus-coincidence (I don't like the word coincidence) or not, I have seen and heard that the most important cycles are the ones of 7 years. The number 7, also known as the number of perfection, has always been with me: I was born on the 7th, my idol Ayrton Senna's first gokart had the number 7, 77 is the number I use in my racing cars, and even a company with the name 77 Sol was co-founded by me in recent years. And so, after 7 years, we built the first cycle of Grupo Pacto.

Seven years ago, completed on the last October 24th, I co-founded, along with my partner Eduardo Constantino, what would become nowadays Grupo Pacto. During this first 7-year cycle, other people joined our family, not only as employee but also as partners. Today, there are already 9 executives who have become partners and several hundred direct and indirect employees who have contributed significantly to our growth and consolidation in an extremely challenging sector.

As a son of a teacher and a great intellectual, even after completing my university graduation, I never had to distance myself from books, which also led me to complete, last November, my degree at Harvard's OPM. There, I learned the importance of **"making decent profit decently"** and could understand a purpose like this in a university whose mission is **"to educate leaders who make a difference in the world"** at the end of this 7-year cycle, it was undoubtedly something that made me reflect a lot to make the decision I make today.

Despite being controversial, I greatly admire Elon Musk for the vision he has for humanity; I even believe that this may be the only "uncontroversial" point of his personality. As a Christian, I believe in the importance of the parable of talents in the Bible's book of Matthew. This teaching emphasizes our responsibility for the gifts God has given us and highlights that our actions with these talents will impact our future when we are called to give an account to Him.

As the husband of a fantastic woman and father of two wonderful children, I believe that the greatest legacy I can leave to them goes far beyond material possessions or the education I provide them but to be remembered at the end of all my cycles as someone who did something for the Planet and Humanity. I was very happy, in another Jesus-coincidence, to receive, during my participation in COP 28 last week, a photo that my wife took of my daughter's computer, in which she, when answering a question, wrote: "Instead of conversations about what sounds zoo animals make, my dad explained the wind power cycle to me when I was only five years old". Just as we learn in leadership classes that we should "lead by example," I concluded that inspiration is also a very important legacy.

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More than two decades ago, just two days after receiving my civil engineering major, I had the opportunity to meet and start my professional career in the electric sector, where, after a little over 3 years as a public employee at ANEEL - National Electric Energy Agency, I decided to venture into the renewable energy sector. Five years ago, in my first year at Harvard, in another Jesus-coincidence, I had the opportunity to meet two fantastic human beings, Carlos Pellicer and Lucas di Grassi, and together we founded Zero Summit, something that has made me look at the world and the future from a new perspective.

Thus, the civil engineer who never thought of working with energy and the entrepreneur who never thought of working with climate change I concluded that God, in His infinite wisdom and owner of all things, had already prepared this whole path for me to grow, not only intellectually but also spiritually. Thus, I aspire to be ready one day to contribute meaningfully to humanity. Inspired by the wisdom shared by my friend Ronaldo Koloszuk, I've come to understand that God, who effortlessly manages the entire planet, can even create another if needed, as He has done before; his unwavering commitment remains with humanity, "His people".

A company that does not change does not grow. Recognizing that not all that has brought us to this point will necessarily propel us forward is a challenging yet crucial realization. This awareness demands an exercise in humbleness and, above all, in cultivating a sense of "detachment." So, in this exercise, I announce that as of today, I leave the position of the CEO of this company that I created and helped grow. But I also announce that the creator will not "abandon" his creation, as I will continue to occupy the position of Chairman of the Board, where I will have more conditions to contribute to the company's growth and more time to develop the business strategy - how we can be useful to the Planet and Humanity. It is another cycle of 7 springs that ends and highlights that new and different seasons are necessary.

Usually, moments like this are more structured in companies, some even with documented processes for such. In fact, this transition is not following a policy, or a process written by men, but I am sure that it was completely programmed, documented, and established in the Kingdom of Heaven by the One who is the Lord of my life and this company, for this process is the result of much prayer and divine guidance.

Taking my place as the CEO is Carlos Eduardo Fontoura, who, together with our excellent team of partners and employees, will take our company to even higher levels, always keeping the principles and fundamentals that brought us here. Carlos Eduardo has been in the sector since 1996. He held leadership positions in banks for over 10 years, focusing on mergers and acquisitions, Capital Markets, and Project Finance, mainly for sectors such as Infrastructure, Energy, Telecom, and Technology. For more than 17 years, he has held high leadership positions in large companies in various sectors such as EDP, Echoenergia/Equatorial Group, ContourGlobal, Apollo Energy, Sol Copérnico, Braskem, Dow

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Chemical, and Simpresp/Samsung. With a background in economics, he holds a Master's degree in Corporate Finance from FGV - Getúlio Vargas Foundation.

We have a well-designed growth and action strategy that will be executed to allow our business group to be, as I always say, the best, and perhaps the largest (exactly in that order) in its areas of operation.

Olive Baimba, an African immigrant, my colleague at Harvard, confided in her graduation speech that when asked by the immigration officer why she should be granted a US visa, she reportedly replied that he would be proud of her one day, and so he was. My son, passionate about soccer, showed me a photo on his phone these days that had on the back of a soccer jersey with his name, the number 10 and above it was written: "Dad, one day I will make you proud." Harvard, although you did not ask me why you should give me my diploma, I want to answer that I received it because I hope to be a leader capable of **making a difference in the world** and, consequently, also making you proud.

I do not say goodbye because this letter is not a farewell but a celebration: a new cycle, a new era, with new results! May the next 7 years come, and may God bless and protect each one of us in this new cycle.

Sincerely,

**Rodrigo Ferreira Fonseca Pedroso**

Chairman of the Board

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