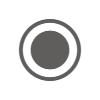
**Interview with Tiago Caseiro-20250317\_163009-Meeting Recording**

March 17, 2025, 3:30PM

34m 56s

 **Pija Chmieliauskaité** started transcription

 **Pija Chmieliauskaité** 0:03  
So just to begin, could you tell us a little bit more about your professional?  
Professional position and what does it entail?

 **Tiago Caseiro (LATAM)** 0:13  
OK, very good. I'm the CFO, the Chief Financial Officer responsible for Latin America and the related to Mexico, so I oversee all the administrative financial activities of the group in Mexico; Related to the construction business, the energy business, the concession business and any new business that we think of developing and trying to see if it makes sense or not to have in these geographies. So if there is any new business area that we would like to explore.  
That would be under the specific team that we have, the business development that answers directly to the CFO and then the CFO is generally the same activities as any CFO does in any company, administrative, financial accounting, treasury, tax, all those things that are very boring.

 **Pija Chmieliauskaité** 1:14  
Right. I'm sure it's not that boring.  
So.

 **Tiago Caseiro (LATAM)** 1:20  
It depends if you really like it or not.

 **Pija Chmieliauskaité** 1:25  
I feel like that's kind of similar to PFAS.  
And I can take this chance to maybe share with you a little bit.  
More about what it is that we're working on because.  
As I understood, you don't really work with PFAS or.

 **Tiago Caseiro (LATAM)** 1:47  
But I don't know if we work or not to PFAS, because what Joana was explaining to me is kind of agglomerate plastic derivative that we apply in several construction areas. I would say that since we are a construction company, probably we do apply that, but we are not really civil construction. We are much more infrastructure, so roads, ports, airport. Truth is that maybe it's a little bit more applied when you're talking about buildings, but obviously I'm sure that we have also our sense, so don't worry.

 **Pija Chmieliauskaité** 2:35  
Alright then, I I'm gonna maybe tell you a little bit more about our project and.

 **Tiago Caseiro (LATAM)** 2:42  
Mm hmm.

 **Pija Chmieliauskaité** 2:43  
We're working on a project that's trying to develop a website for companies that are using PFAS and a little bit more about the PFAS. It's the main challenges or the reason why it is an issue that we need to look at is because of their widespread contamination.

 **Tiago Caseiro (LATAM)** 2:54  
Mm hmm.

 **Pija Chmieliauskaité** 3:06  
Literally right now, everywhere from cookware to firefighting forms and like water resistant.  
Products.

 **Tiago Caseiro (LATAM)** 3:18  
Mm hmm.

 **Pija Chmieliauskaité** 3:19  
So it's quite also in makeup and a lot of other fields are also in construction. So it is very widely used. It's also very hard to identify and measure in, in water or in any other.  
Material.  
It's also very hard to identify where they're coming from. The source identification, who is the one that was admitting the PFAS that are detecting it? They're also one of the main reasons why they are such a big problems is because of their persistence, their because of their chemical structure, they're almost.

 **Tiago Caseiro (LATAM)** 3:37  
Mm hmm.

 **Pija Chmieliauskaité** 3:56  
They're they breakdown very slowly in the environment and then also the accumulate accumulate in our bodies and in animals.  
And it's also very hard to clean them up, but also really hard to regulate them. And there they also pose a lot of health risks to us.

 **Tiago Caseiro (LATAM)** 4:09  
Mm hmm.  
Mm hmm.

 **Pija Chmieliauskaité** 4:16  
So I had that. That's just a little bit of context.  
But what we're trying to understand with this interview is how we can push for that change within companies. And I feel like that's where you come in.

 **Tiago Caseiro (LATAM)** 4:31  
Mm hmm.

 **Pija Chmieliauskaité** 4:32  
Where your expertise can help us. So what do you think could drive a company to reduce PFAS or start phasing out?

 **Tiago Caseiro (LATAM)** 4:41  
Basically, in all the companies at the end of the day, it's a question of competitiveness in the market. At the end of the day, if anything that you do will have a financial impact. Especially in business that are a little bit more dirty as construction. If you have a business that you can't sell that you are green, it's different. So when you have a business that you sell, we are very green. So actually it makes a difference and though the customer, the final customer pays for the greenish of your product, that can be an option. But in construction specifically in the business that our work, I don't think that will be that easy if there is no regulations. So regulation will be very important in order to impose those on the company. Obviously you can start with trying to convince the construction organisations.  
That might be more sensible and sensitive, and somehow they might try to convince the biggest companies to start having certain measures in order to improve that in order not to use the help or reduce that or phase out that.   
I think that it depends on the sector, or sometimes the company or one of the big companies can make a difference if the customer actually feels in that way. I think in the construction the customer doesn't really relate with that. The customer values price and therefore it's different.  
And once again, don't forget to point out what I said initially, my final client's not.  
people general, I don't sell houses. I don't sell departments to people. I sell big projects to governments. At the end of the day, unless the government really fails that and makes that a condition on the tender documents, no one will. No one will do that because everyone will recognise that will have a price impact that will make your proposal less competitive and then you lose the tender. So it doesn't really make sense. So at the end of the day.  
What we have to see is that when there is a tender process, it can be the the government itself that says, you know what, you'll get extra points if you have reduced emissions. I would say that when we're talking about reducing PFAS in construction business and big projects, you have to be on the side of the government that imposes it, would be an option.

 **Pija Chmieliauskaité** 8:07  
Yes.

 **Tiago Caseiro (LATAM)** 8:20  
The second, the 2nd on the tender process, if we are talking about construction of houses and apartments, obviously you can somehow sell it. So basically, if we're talking about infrastructure and big projects and government related projects that the government is doing, the procurement, I would think that that will have to come from the government itself. So in the tender documents, the government has to impose these limitations or give extra points in the tender qualification in order for the companies to be motivated to actually respect and incorporate those measures in order to mitigate and reduce the consumption in their construction works. If we're talking about civil works and companies that work with departments on them, building apartments, housing for the final customer. Obviously, that can be an education on the final customer in the sense of saying to the final customer, you know what there is this ABCDE products that should somehow be considered.  
You should take that into consideration and maybe the final customer will be willing to pay an extra price for an apartment that respects that. The same thing as you have for electricity usage. The lead for buildings and everything, you can somehow have this kind of stamp that will give you, for example, this apartment is apartment PFAS three. People will be motivated in order to pay a little bit extra price to have that stamp, same thing as you have with the with the office buildings with the stamp and things like that. Certifications saying that a building did not use any PFAS or reduce less 50% PFAS. It has rating ABC and you can be doing that in order to motivate the final company that has with the customer to actually improve that.

 **Pija Chmieliauskaité** 11:13  
Yeah.  
That's right. This is very interesting. I see that like one of the main issues then is financial aspect of it that you know you it would be changed. People were willing to pay more. But do you think there is any way in which companies could prioritise the environmental impact over the financial aspect?

 **Tiago Caseiro (LATAM)** 11:41  
That's very good, I would say that if you were working and as we that we work mainly for the government, so public works, if the government doesn't ask for it.  
If we are doing something with the government in a tender process, the tender process is very detailed. The government really says what they want for the construction works to be included, if at the end of the day the government is not the one that is demanding, that is giving an extra points for PFAS reduction, our price increase 5 or 10%, we will not win the tender, the person or the company that did not apply those same rules (except for PFAS reduction) would be the one winning it. So at the end of the day it would not work out 'cause the one has the lower price will be the one that will be winning unless PFAS reduction is imposed by the government.  
I think at the end of the day, it's always on the side of the client. So if the client is the one that is related; because the fact that you and me follow doesn't mean that the rest of the population will value that. You have to convince the population and the final customers of the importance of this.  
So that they will start implementing something like this that came from the industry. The industry was the one saying, you know what? We are not going to use this because this is bad. It has always been imposed by governments and the final client. So I think maybe I'm being a little bit naive, but I don't think it will be very easy for the companies to come together and one of the companies say I will not use any or I'll be reducing the consumption of PFAS in my business. It will be very difficult for the company to be competitive in the market. If there are no other countermeasures that help them benefit on this, it will be very difficult for the companies to take that decision. Unless you deal with the final customer.  
Because you value that and you don't want to be in a apartment that is not PFAS-free. So that's something that when you deal with the final customer and if you are able to get campaigns that actually get the final customer to have that feeling and have that concern, it will be easier than you don't need regulation because as a final customer that will be actually imposing that to the companies.  
When we are talking about tenders, if the government that is the client is not doing that, I don't think any of the companies will self-impose that.

 **Pija Chmieliauskaité** 15:57  
All right. That's very interesting for me that you mentioned one thing about the industry set like coming together and then setting its own sort of standard.

 **Tiago Caseiro (LATAM)** 16:07  
Yeah.

 **Pija Chmieliauskaité** 16:08  
That is something that I I could see a potential here. What what. What do you think about that or or what?

 **Tiago Caseiro (LATAM)** 16:15  
Yeah, I think.

 **Pija Chmieliauskaité** 16:16  
What makes it and?  
Develop this sort of standard.

 **Tiago Caseiro (LATAM)** 16:23  
But what I can see is that all these industries have associations that try to have kind of policies and define policies, strategies for each of the industries. So I think that these associations of companies might also be a way of getting and convincing the companies of the importance of this and obviously, if you are able to convince the top notch companies of each industry that they should do this and that they might impose or be able to impose to the whole industry, or if, like I would say top ten construction companies are doing this at the end of the day, it gets a little bit the market standard and therefore it's easier to convince everyone else to start doing the same.  
And obviously, because those top ten companies will be the ones keep on being the top ten companies because for certain purposes the projects they are competing with each other, they make a kind of agreement saying that we will do this independently if it's required or not at the end of the day, it's a commitment between the companies to respect these rules and at the end of the day it will impose a standard on the market.  
That that could be an option.   
But that could also be an alternative. I think that there are countries that this will be easier to implement because they are much more sensitive to the to this environmental issue, there are other countries that will not really give that much importance to that so it will be a process and obviously the easiest process of all will be that would be imposed by the regulation, because that would be the easiest way to actually impose that.  
But I guess that that is not easy either, so there is no easy way to port, so we may may have to have different ways and try to see if all of them combined can make a difference.

 **Pija Chmieliauskaité** 18:49  
Yeah, that's actually why I think that's a good way to move on to what we're doing is our website, because the reason we are doing it is because the regulation is not being passed and it's very hard to have a standardized regulation for banned for all people's. So I'll tell you a little bit more about our website and maybe get some of your insights about it. We what we are aiming to do is to showcase the best practises within and showcase studies of some companies that have adopted some sort of ways of either reducing their emissions, going for alternatives or.

 **Tiago Caseiro (LATAM)** 19:07  
Mm hmm mm hmm.

 **Pija Chmieliauskaité** 19:29  
Cleaning PFAS from there the water that they are emitting before letting it out into the system.  
So what we're kind of aiming to do is to lead by example. What do you think about this? Do you think this could actually push a change?

 **Tiago Caseiro (LATAM)** 19:46  
I don't think that's really an option.  
When you talk individually with every one of us, we are very nice people. When you talk to us as a group and as a company, we're very bad people. So I don't think that that really works. To be absolutely honest with you. But and you know that world is changing, environmental issues are no longer as important as they were before, and you can see the most important country in the world taking positions that are a little bit against everything that we have been fighting for the last few years. So I don't see that this is actually a way.  
And that will work.  
With the current situation, I think you have a very challenging work. Because of the macroeconomic situation you have is very challenging work because it will be another hurdle or another, another obligation that you will impose on European companies because don't forget that I think the three of you are thinking but very much about with the European concept.  
And the problem is that what we are imposing in Europe, other countries elsewhere, are not imposing them. So at the end of the day it will be very difficult for us to be competitive and then will end up in a in a much larger discussion that is not PFAS, it’s about where Europe wants to position itself, or where the companies that will implement these want to position themselves.  
I'm negative today in relation to this position of Europe, I think that this has different implications, not just on the good nature of what we want to do here. That is to actually make PFAS is that at the end of the day.  
It's it has to be something that, that, that has to work in the in the long run so.  
I think that's obviously it's always good that you can get companies, IKEA had to do something like this. That says all our products are PFAS free, it's very good and probably if you go to IKEA, they would do an effort to do that. But the question is that it gave a very particular case when people in charge think about generalising this, it will be much more difficult.  
It will be a very few companies that that that will have the capacity I would say to do that, but at the end of the day it takes time. This is something that will take time to be imposed.  
Obviously as in many situation we are running against time now because if you take too long to impose this, this will as you were saying and if I understood correctly, this is something that will be in the environment for many, many years. It will take even more time for us to clean the environment from PFAS. But I think that that all options are good but if you tell me that because the case is doing this, everyone will start doing this. I don't think so.  
And obviously it will also depend a lot on the company, the sectors that that we are talking about.

 **Pija Chmieliauskaité** 23:59  
Yes. So there are alternatives to PFAS. PFS is something that there are alternatives to do. You think companies would be willing to change the way they do things and go because like as we mentioned before, one of the big issues with PFAS is that it's really hard to trace where it comes from in terms of in the supply chain. So what product in the supply chain is the one that's bringing people's into the.  
Into the production process of everything. Do you think companies would be willing to go and investigate this?  
And then change it for the credit of being better and doing like being a front runner on the issue.  
Or with this.

 **Tiago Caseiro (LATAM)** 24:38  
I think there are a few companies that would be willing to do that. If you want to eliminate PFAS, I think that there are a few companies that would do that. When we're talking about generalising this, I think it's very difficult. I don't think that without regulation, it will be easy to impose this

Other option is to invest in alternatives to so that the alternative technology will become as competitive as the pipas and so that could be another option. It would be said instead of investing money of trying to convince the companies to change just invest money in alternatives, and it will be as competitive as PFAS, so everyone and at that point would be very easy to impose regulations on PFAS, companies change because there will not be a financial issue.

The question here is and when we're talking about financial, it is the survival of the company. I always give this example, a very dirty example. Taxes on cigarettes; I'm a smoker, and you impose taxes on cigarettes and the cigarette companies earn more and more money every year. It's not a question of profit and the and the benefit or not and the consumption of cigarettes is lower and lower every year, so that's good. The objective of the tax is besides giving extra money to the governments, are increasing the price of cigarettes and by increasing the price of cigarettes, people consume less cigarettes and therefore it's good. The truth is that the cigarette companies is earning more per cigarette than they were earning before, they sell less, but they earn more. So at the end of the day, when we're talking about profit and the cost is not just itself by each of the companies. What we have to see is that when we have competitive industries that they are competing with very low margins; if one of them wishes and say, OK, I will be the one imposing this, then they will not earn the tenders. So they will not have the projects and they will not develop the parcel it didn't make any difference for the environment because the company that actually awarded the tender, probably using PFAS, does not have that concern. We need to have something that is applied to everyone, with the example that is when I was giving previously, if alternative costs 5%, 10%, 20% more, assume that extra cost.  
The possibility of us winning a tender is lower. The person that won the tender will not be applying PFAS-free techniques, so it will not have a positive impact. So once again I think it has to be on the side of the government to impose PFAS free solutions or projects.  
And on the other side, when you have the final customer, I think that the final customer might be willing to pay an extra price to have a PFAS free product for the environment. So at the end of the day that could be easier to implement.  
As many other things like organic products, consumers are willing to pay more for organic products.  
It's a little bit the same thing as we are doing here is saying, OK, let's put a quality stamp saying this is a PFAS free product and therefore the customer will be willing to pay 10%, 20% more for that specific product.

 **Pija Chmieliauskaité** 29:22  
These have been very interesting answers. Yes, definitely the perspective we were missing. Yeah.  
The first thing is that this is not working. This is not working.

 **Tiago Caseiro (LATAM)** 29:33  
I don't. I don't think it works. Maybe I'm the one wrong 'cause I don't think anyone has the right answer, but to truth that I don't think today the world, the world in general is too focused on this.  
On environmental issues, so I think that that will be something that will be more difficult to implement; if we're talking about 3-4 years ago, I think it would be maybe the macroeconomic environment was easier. Now I think it's more difficult because Europe is questioning a lot, its positioning in World Trade and the things we are doing business and the ways we are doing business. It's something that I think President Trump has been very disruptive on the macroeconomics policies in the world and so.  
We are going to see some changes that will be very interesting in the next few years. And once again I think that you should think that the world is not Europe.

 **Pija Chmieliauskaité** 31:05  
That's very valuable for us to think about it. Really. Mm hmm, definitely. We don't take any more of your time, so.

 **Tiago Caseiro (LATAM)** 31:13  
Before it's a holiday so you can take as long as you want. I'm not in a hurry.

 **Pija Chmieliauskaité** 31:19  
All right. Well, I mean, if you have any more insights, comments that you would like to share with us, we would definitely appreciate them. But I think that's all from us.

 **Tiago Caseiro (LATAM)** 31:28  
Yeah.  
I think that's all the points and I think that I was able to tell you what I think. Nevertheless, I don't think there is the correct answer for any of these. So we have to work together in order to improve our environment, but once again I think it's a little bit difficult to it's not the best time for our environment outside.

 **Pija Chmieliauskaité** 32:02  
Actually, I do have one more question and it's about based on your experience. Have you ever spent like any like something in your besides regulation or client desires to change the behaviour of a company as a whole?  
Like not specific to do with environment, but just yeah.

 **Tiago Caseiro (LATAM)** 32:25  
Yeah, yeah.  
Well, I think that obviously there are things that don't. I don't have an example, but I'm sure that has happened. When that happens, I think that there are 2 situations. I would say one that is a monopolistic company having a control of the market. So it doesn't really make a difference, because they don't have any competition and some other times it's companies that will be able to be the those idea champions that that you were talking about at the beginning.  
And giving back and going back to the IKEA example, I'm sure the IKEA has taken the decision of doing these issues much sooner than anyone else in the market. It was a decision saying we don't want to have any waste in the in our stores. That would be something that was that that is important and that they were able to implement.

 **Pija Chmieliauskaité** 33:35  
Yes.

 **Tiago Caseiro (LATAM)** 33:38  
OK, so I think there are certain companies that were able to do things that were changing, but if they were monopolistic or because they had a new idea that they were going through a different path that was not the common path, when you have to compete in the market, it's very difficult because if we're talking about something that is just a small percentage of investment to get to the return, maybe the companies will be able to do that, but if it's something that has a significant impact, it will be very difficult for companies to implement that because they will stop being competitive, thus un-marketable.

 **Pija Chmieliauskaité** 34:08  
Yeah.

 **Tiago Caseiro (LATAM)** 34:17  
And if we are not competitive, we don't sell products and so all the effort we need to have a new, better idea is not really working out. And I don't think companies are altruistic, so the companies are here to make profits. When they have to choose one or the other, whether the time is, they will choose profit.

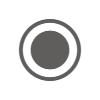
 **Pija Chmieliauskaité** 34:40  
OK, great. Thank you.  
Yeah. Thank you for your answers.

 **Tiago Caseiro (LATAM)** 34:45  
No, thank you. Have a nice day. Nice evening. Take care.

 **Pija Chmieliauskaité** 34:50  
You too.

 **Tiago Caseiro (LATAM)** 34:51  
OK. Bye. Bye. Thank you.

 **Pija Chmieliauskaité** 34:53  
Bye.

 **Pija Chmieliauskaité** stopped transcription