

Helping People Save Money And Live Better

An Interview with Guilherme Loureiro, Regional CEO, Walmart Canada, Chile, México and Central America

EDITORS' NOTE *Guilherme Loureiro is regional CEO for Walmart Canada, Chile, Mexico and Central America. He leads the operation and growth strategy of eight countries, with the purpose of being a people-led, tech-powered, omnichannel retailer, dedicated to helping people save money and live better. Prior to his current role, Loureiro was President and CEO of Walmart Mexico and Central America. During his tenure, Loureiro and his team led one of the company's most transformative periods, focusing on consolidating leadership on everyday low prices, evolving the omnichannel shopping experience, and creating the Walmex ecosystem, with innovative solutions that integrated products, services, and experiences, fostering meaningful connections and lasting relationships with customers and members. He also previously led operations in Brazil. Prior to Walmart, he worked for Unilever performing several roles in different markets including Global Head of M&A, CEO México, Global Head of Strategy, Chairman of Unilever Ventures and CFO for Americas. Loureiro serves as Chairman of the Board of Directors for Walmart México, also known as Walmex. Loureiro holds a bachelor's degree in business administration from the Fundação Getulio Vargas University in São Paulo, where he also earned his master's and PhD degrees. He completed the General Management Program (TGMP) and the Management of Executive Boards, both at Harvard Business School.*



Guilherme Loureiro

business administration, and a master's degree and doctorate in business as well. I started my career in Unilever Brazil as a management trainee and worked for Unilever for around 25 years. I have lived around the world: Brazil, the U.K., the U.S., Chile, Peru, and Mexico. I held varied roles in the organization, from CFO in Brazil and Latin America; CEO Mexico; the global head of M&A; the CFO for the Americas region; global head of strategy; and chairman of Unilever Ventures. At the end of 2012, I joined Walmart in

Brazil, and led the company for almost three years. In 2016, I moved to Mexico to become the Walmex CEO, and in 2024 I became the regional CEO for Canada, Chile, Central America and Mexico. In October 2024, I was nominated chairman of the board for Walmex.

Will you provide an overview of Walmart's business in Canada, Central America, Chile, and Mexico?

The four businesses combined had sales of about \$80 billion in 2024 and have around

350,000 associates. We serve more than 7 million customers every day and operate in eight countries.

How critical has Walmex's data-driven, customer-centric business transformation been for the retailer to stay ahead in today's digital economy?

The transformation has allowed an already successful brick and mortar business to become truly omnichannel. It's allowing us to serve our customers whenever they want, wherever they are, at our Every Day Low Prices. And this has allowed us to know our customers even better as we work to serve them in a competitive way. Our entry into Mexico's digital economy, for example, has allowed us to expand beyond traditional channels. We serve customers there by offering services such as internet and phone, health, and education at prices they can afford. For example, we sell internet up to seven times cheaper than the market leader.

How important has it been to connect this transformation to a meaningful purpose?

Since our foundation, we've had a very strong purpose that resonates with our associates

COMPANY BRIEF Walmart Inc. ([walmart.com](https://www.walmart.com)) is a people-led, tech-powered omnichannel retailer helping people save money and live better – anytime and anywhere – in stores, online, and through their mobile devices. Each week, approximately 270 million customers and members visit more than 10,750 stores and numerous eCommerce websites in 19 countries. With fiscal year 2025 revenue of \$681 billion, Walmart employs approximately 2.1 million associates worldwide. Walmart continues to be a leader in sustainability, corporate philanthropy, and employment opportunity.

Will you discuss your career journey?

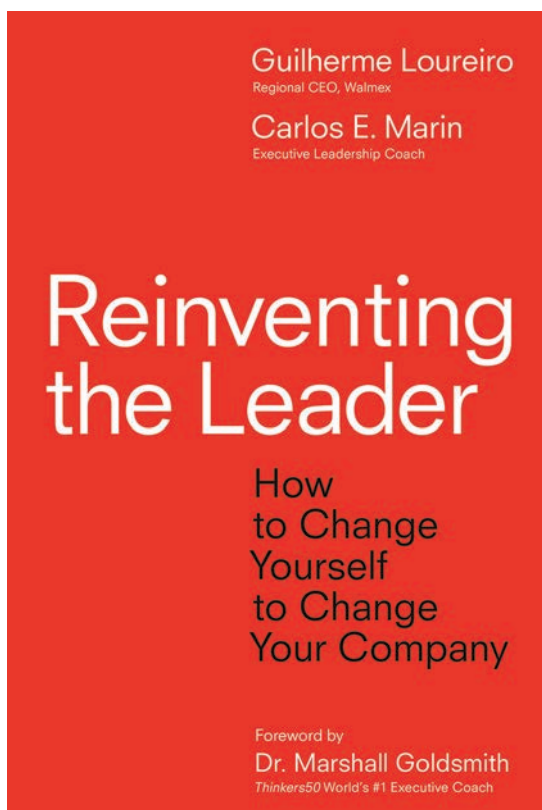
I was born and raised in Brazil, where I attended Fundação Getulio Vargas, obtaining several degrees: I got an undergrad degree in



Bodega Aurrera is one of the most valuable brands in Mexico, with more than 2,500 stores nationwide. Through its Every Day Low Prices value proposition, Bodega Aurrera offers great prices in the market, including On Demand purchases and through its website, with same-day delivery and an Extended Assortment.



Through an extensive product catalog, Walmart Express offers quality in perishable, grocery, consumables, and selected general merchandise departments. With more than 100 stores, this format also offers services and solutions focused on making customers' lives easier through competitive prices and the easiest shopping experience.



and customers: We help people save money and live better. In my experience, when you have a meaningful purpose, people work harder to get there. We aim to enhance our business continually to better serve our customers. Embracing digital transformation is essential to that progress.

What are the three crucial questions to ask team members to discern if they're ready to contribute to a transformation?

Do you understand it – what we are doing and why are we doing it? Do you like it – do

you think it's worthwhile? Do you have the capabilities and skills to be part of it?

What interested you in writing the book, *Reinventing the Leader*, and what are the key messages you wanted to convey in the book?

Both Carlos (Marin, executive leadership coach and co-author) and I wanted to transmit our learnings to others, to share. We have both benefited a lot from people who taught us, who mentored us, and we believed our knowledge and experience could be useful



With more than 170 clubs in Mexico, Sam's Club offers products in volume at attractive prices. On Demand service with home delivery or pickup service and an Extended Assortment are enabled in all clubs.

to others. A key message from the book is that it does not matter how successful you are – you are not necessarily ready for your next task. You must be able to recognize it and to embrace change. The transformation journey is never easy, but is very rewarding. A second message is that companies that are customer- and associate-centric can identify the need to change earlier, but still need to be able to promote the change. A purpose-driven company excels because its high purpose motivates people to overcome transformation challenges.

What do you see as the keys to effective leadership, and how do you approach your management style?

I heard a phrase about leadership that I like a lot: A good leader takes people to places they cannot go alone. People need to be better under your leadership, achieve more, and be happier. I also believe people should trust their leader, and that to be trusted, you need to be honest, reliable and caring.

I consider myself a strategic leader who can help design and construct the future of the company. People always say that I am a very human leader because I care about our associates. I am also very purpose-driven – I did an exercise with coach Pedro Langre and my coach and partner, Carlos, and the result is that I like to live, love, and generate impact. I do things with intensity; I love what I do and focus on generating results. This, combined with caring about people, is what defines my leadership style.

What advice do you offer to young people beginning their careers?

Be curious, be open to learn, work for companies with a purpose that you share. Never stop learning, work harder, and be a caring person. And it is very important to enjoy the ride and have fun. ●