

THE SHELBY REPORT *of the West*

OCTOBER 2025

NORTHGATE CELEBRATES 45TH ANNIVERSARY

*Our Family Legacy
& Our 100 Year Plan*



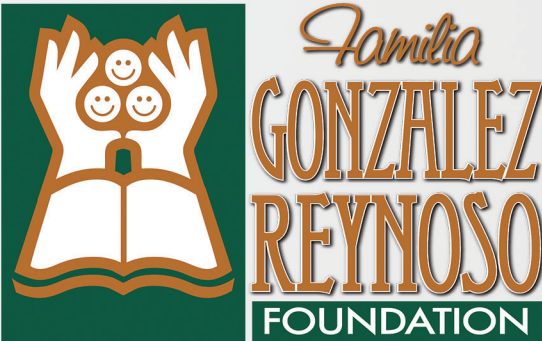
As one of Southern California’s most recognized grocery brands, Northgate González Market has built a legacy of giving back to the communities it serves. From back-to-school giveaways and free holiday turkey vouchers to toy giveaways and scholarships, Northgate Market generously supports local families year-round that celebrate culture, education, and wellness.



Bringing smiles to kids’ faces is what Northgate Market loves most! To celebrate El Día de los Niños in April, the company recreated the iconic neighborhood from the beloved Mexican TV show, “El Chavo del Ocho.” The event featured arts and crafts, music, dancing, and other fun activities for children, complete with appearances by classic characters like Chesperito and Doña Florinda.



During National Nutrition Month in March, Northgate Market invites local elementary school students into stores to learn about healthy eating and the importance of staying active. The fun, hands-on experience helps inspire kids to make smart food choices and live happy, healthy lives.



Now in its second year, Northgate Market hosts a Día de los Muertos 5K Race at Angels Stadium in Anaheim, bringing together families and fitness enthusiasts to raise funds for the González Reynoso Familia Foundation.

This year, the Foundation awarded more than \$250,000 in scholarships to deserving students pursuing their educational dreams.

Left to right: Miguel Gonzalez, Congressman Lou Correa, Lupillo Ramirez, Oscar Gonzalez.

The Shelby Report salutes Northgate González Market on **45 years** of excellence



Third-generation González family members now serve on the Northgate González Market Board of Directors.



Emerging young leaders poised to carry founders' legacy forward

Oscar González serves as COO and co-president of Northgate González Market. Brother Miguel had served alongside Oscar at the helm of the company until his recent retirement. Now brother Jesús has moved into the co-presidency slot with Oscar.

As other members of the second generation begin to retire, Oscar believes that one of the top imperatives is to make sure the emerging third-generation leaders – the G3s – continue to honor the legacy set down by the family's patriarch and matriarch, Don Miguel González and Doña Teresa Reynoso González.

"In a family enterprise with such deep-rooted values and culture, honoring those and honoring the legacy really becomes foundational for any emerging leader," Oscar said. "It's a sign of respect. It's a sign of feeling proud of the work that has been accomplished."

Miguel González emigrated from Jalostotitlán, a town in Jalisco, Mexico, to the United States in 1966. His shoe shop, La Elegancia, had burned down in 1952, and he eventually realized that in order to support his large family, he needed to go north.

He and his oldest sons, Ramon and Francisco, moved to the U.S. in search of work and opportunity. Miguel came home to visit a couple of times each year. In 1976, Teresa and many of their kids moved to the U.S., too.

Though the extent of his retail experience was the shoe shop, Miguel decided that he'd like to



Oscar González

start a business where he could employ his children. A grocery store fit the bill.

It would be a fortuitous move, as the opening of the first Northgate Market in 1980 coincided with a growing need for stores serving the needs of the growing number of Mexican immigrants.

"There was absolutely no strategy behind it," Oscar said. "My father had been a merchant in Mexico for many, many years in the shoe business. In his mind, owning a business and being able to provide a job for his kids was really the primary reason, the impetus, of the first store. There was never the idea that we would build a large business."

Miguel Sr. and Miguel Jr. mortgaged their home to open the first store in Anaheim in a converted liquor store. About half of the 13 siblings left their jobs and started working at the store.

"They put in sweat equity for a number of years, and that was the way the first store was born," he said.

Oscar described his father as a very giving man, acting as a philanthropist before even knowing what the word meant.

"He was always trying to figure out how to help people; in particular, his employees. I guess the term now is 'people first' ... I remember back in the day when he would make a full meal for lunch every day.

"My brother and sisters and the 10, 15 employees would all eat at the same table and rotate [turns eating]. More importantly, I remember the way he treated people and how people would reciprocate, whether that was children or employees early on."

His mother also had a major impact on the family business, though she did not work directly at the stores.

"She was really sort of the driving force behind keeping the family united, keeping everybody on task and making sure that any frictions or issues that arose

About this section

It started as a place for an immigrant from Mexico to provide jobs for his children. But over the years it, has become so much more. Not only a place for his family to work but for scores of others in Southern California communities to find employment and often a second family. That one store in Anaheim, California, is now a 45-location success story spanning 45 years – Northgate González Market. And with continued determination, the family-owned grocery company is charting its course for a future that will extend to the 100-year mark and beyond. Congratulations to Northgate González Market! Don Miguel González would certainly be proud.

would be addressed," he said. "She really played a key role in the unity of our family.

"Not that my dad didn't, but my dad was, frankly, very old school. It was all about hard work, it was all about being honest. He didn't say a whole lot, didn't show a lot of emotion, but his example of hard work – being an honest man and his humility, always thinking about his family first – that was a big deal."

Building on a strong foundation

The strong foundation set by Miguel and Teresa has been carried on through their 13 children, who continue to jointly own Northgate González Market. As the second

Northgate González Market 45th Anniversary



Northgate at 45 – focused on family, faith, fresh opportunity

When Jesús González reflects on the story of Northgate González Market, he doesn’t talk first about sales figures or square footage. He talks about family and faith. “Two things have always guided us,” he said. “From my father, we learned hard work. From my mother, we learned faith and unity. Those are still the values that drive the company today.”

Those values are more than sentiment. They have shaped the strategic and cultural foundation of one of Southern California’s most influential Hispanic-owned grocery chains – a 45-year-old company that has grown from a small market in Anaheim to a network of 45 super-markets across the region. Now, as the next generation of leaders steps forward, Northgate is proving that the same principles that launched the business can sustain it for the next half-century.

Passing of the torch

This milestone year also marks a leadership transition. Thirteen siblings have long shared ownership of the company, but several



Jesus González

are entering new phases of their careers. Jesús now serves as co-president with his brother, Oscar. Jesús took over the role in the Office of the President that formerly was held by their brother, Miguel, who has moved out of his day-to-day role at the company. “I didn’t expect it,” said Jesús. “When Miguel and Oscar talked to me about the role, I told them I was happy where I was as VP of operations. But if the company needed me, I’d do whatever was asked. That’s what we’ve always done – whatever the company needs.” The appointment was finalized this summer after a brief transition period – “I’m still on my 90-day probation,” he joked – but his experience running operations made the move seamless. “It’s a different level of responsibility,” he said, “but not a whole lot different from what I was already doing.” That humility is a hallmark of the González leadership style. The company’s strength, Jesús said, lies in shared ownership and shared accountability. “Every big decision, from buying a store to expanding, has always been made by a vote of all 13 owners. The majority wins, and once the decision is made, we all get behind it.”

Growing up in the business

The González story is now the stuff of Southern California retail legend. Father Don Miguel, along with

his son, Miguel, mortgaged their home to buy that first store. That space is where Northgate González Market took root, serving the growing Latino community with authentic products and a deep commitment to service. “We started with no experience in groceries,” Jesús recalled. “But we learned fast.” Over the decades, that learning curve turned into an expanding footprint. Their now 45 stores opened over 45 years is a testament to persistence, partnership and purpose. Today, Northgate’s identity is inseparable from its family roots. Weekly Wednesday meetings bring the 13 siblings together to discuss strategy. They also share lunch at company headquarters. “Once the meeting is done, we eat together,” Jesús said. “That’s important. It keeps us close.” Even the family ranch remains part of the company’s culture, serving as a gathering place for celebrations and informal conversations. “We’ve been going there every week for more than 30 years,” he said. “It’s where we reconnect.”

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generation is moving toward passing the torch to the third generation, they recognize the need to loosen the reins a bit and allow them room to grow. “I think it’s very important that emerging leaders are given the opportunity to innovate, to really be able to dream on their own and to be able to make mistakes,” Oscar said. Trying new things sometimes leads to mistakes, but the company culture is to learn from them. And when new ideas do work, the culture is to capitalize on them and keep building. There are G3s today who attend the company’s board meetings, which Oscar believes is an important time for them. “Providing a governance structure for future family leadership on the board of directors is a must, because I think it really allows two things to happen,” he said. “It allows for current family board members to be able to cede their spot, to a certain degree, and then secondly, it also gives that future generation a great sort of foundation and a structure to be able to have the difficult conversations and make the appropriate decisions. “Frankly, that’s been one of the most important accomplishments for my brothers and sisters, and certainly to this next generation, and hopefully for generations to come.” The presence of the G3s already is being felt, he added. “In many regards, the go-forward market strategy that we have embarked on has been a combination of the two generations of leadership within the organization,” he said. But there is still work to be done. He said he and the other second-gen owners need to be intentional to create an environment where the third generation can “ideate and implement and adjust,” while the G3s need to be “curious and hungry and confident to be able to really make meaningful transformation.” Northgate also has been intentional to bring in talent from outside the family. “That’s the magic,” Oscar said of the Northgate team’s blend of family and non-family members. “Nepotism will never work, and it’s important that the sort of ‘homegrown’ talent is always included, and it’s always balanced with the family leadership,” he said. “That’s really the culture that we’ve created, where ideas and where decisions are encouraged. And they’re not exclusive to family. It really is sort of a labor of love here.”

Education’s importance emerges

Oscar said that when his dad came to the United States, there were three things he was focused on – putting a roof over their heads, making sure they had necessities like food and clothes and teaching his children to work hard. Higher education was somewhere further down the list of priorities. “In that generation, formal education beyond high school was a luxury,” he said, adding several of his older siblings – Oscar is the youngest of the 13 second-generation siblings – helped contribute financially to the family rather than embarking on educational pursuits. “Education, as I have grown up, has been so important,” he said. “Not many of my siblings have had an opportunity like I had. My brothers were working, helping support the family.” Under Oscar’s leadership and with the blessing of the second generation of Northgate owners, “investing in education in both our family leadership as well as our non-family leadership has become a strong part of who we are in our culture,” he said. Northgate has had multiple graduates of the Food Industry Management (FIM) program at USC’s Marshall School of Business. Utilizing a Western Association of Food Chains (WAFC) program, Northgate’s EVP of Marketing and Merchandising Mike Hendry has “been super passionate” about an English as a Second Language training course. Northgate also is involved in Pepperdine University’s MBA program and is connected to many community colleges in Southern California through the scholarships it presents each year. The funds for the scholarships primarily are generated by the annual golf tournament sponsored by its Familia González Reynoso Foundation. The scholarships are “part of what we do to give back,” Oscar said. “Education has become a strong fabric within our organization, and we realize that our associate base is aspirational. Many times, I think – particularly in our industry – you have a lot of young, hard-working people with a great work ethic, hungry and they need the support on the education front. “And it’s not just the financial support but also the mentorship support.” Oscar is personally involved with Cristo Rey, a new nonprofit high school in Orange County. The school’s website describes it as “a Catholic learning community that educates young people of limited economic means to become men and women of faith, purpose and service. Through a rigorous college preparatory curriculum, integrated with a relevant work study experience, students graduate ready to succeed in college and in life.” Added Oscar, “It’s about giving kids that otherwise wouldn’t have had an opportunity to have a high-quality education and also a work-study program that is a part of the Cristo Rey model that allows us to hire some of the kids from the school.”

Happy 45th Anniversary Northgate González Markets

*Congratulations to the entire Northgate Family
on 45 Years of serving the Southern California
Grocery Market.*

*Best Wishes to everyone at Northgate from your
Friends and Partners at Dreyer's Grand Ice
Cream and Nestle USA*

Cheers to the next 45!



Scooping  Since 1928
Dreyer'sTM
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Good food, Good life



Northgate González Market 45th Anniversary



Transitioning to advisory role, confident in Northgate's next chapter

It's just been a few months since Miguel González stepped away from day-to-day operations at Northgate González Market, with his brother, Jesús, succeeding him as co-president.

"Jesús is smart, and he is a very hard worker and knows a lot about the business," Miguel said. "It was my recommendation to approve Jesús as the new co-president. The brothers agreed, and now he's leading with Oscar."

Miguel actually stayed in the role five more years than he intended. In 2020, he had felt it was time to retire, but world events changed his plans.

"At 70, I said I wanted to do other things," he said. "But then the pandemic came, and I stayed another five years. At 75, I said, 'It is time for me to do something else.'"

His plans for retirement are simple.

"My hobby has always been horses," he said. "If I can ride a horse, I feel young. Thank God for this great country that allowed us to fulfill our American dream."

We've come a long way

When Miguel, the family's third-born son who was named after his father Don Miguel, looks back on the beginnings of Northgate González Market, he remembers a time defined by scarcity, risk and faith.

"The first store, the only money I had was a check for \$240 that the previous owner of the store cashed for us," he said. "That tells you how much we knew about grocery stores – we had no cash to start the till."

But González's story begins decades earlier, in Mexico City, where his father struggled to find work.

"My father was promised a job in Mexico City from one of his friends," Miguel recalled. "After five-and-a-half months, he came and said, 'You know what, our savings is gone. We need to go to the U.S.'"

The family crossed the border in early 1968 and settled in California.

"We borrowed some money from relatives and bought the bus tickets to come into Tijuana," he said. "It took us almost three days to get there."

Years later, that same perseverance would carry over into the family's first venture into retail.

A friend of his father's told Miguel, "You know what? There's a small store that has been in the market for a year, and they cut the price in half. You want to go see it?" he said. "We didn't have any experience, but we went and looked at the store in Anaheim on Anaheim Boulevard, and we liked it."

The setup was as basic as it gets.

"It was an old liquor store," he said. "It had maybe three-foot-high shelves, one 12-foot meat counter, another 12-foot produce case and one electronic checkstand – plus one of

those old ones where you punch the price and pull the handle."

The early days were about survival.

"Everything was COD," Miguel said. "The only credit we got was from the tortilla guy that said, 'Anything that I leave today, you pay me tomorrow.'"

Still, the store earned loyalty.

"We didn't have the best product or the best prices," he said, "but the community kept coming back. It was mainly the good service we were providing. They wanted to help us because we reflected them."

Dream lives on

Based on their hard work, honesty and sacrifice, the American dream continues for the González family and Northgate Market.

"What I see is that we are more united, more centered into what we want to do as a company. Choosing to really center on authentic Mexican food and products gives us an advantage in the business," Miguel said. "That's our center, because so many people love Mexican food, not only Mexican people."

A researcher from UCLA confirmed to the Northgate team that what people are looking for today is authenticity.



Miguel González

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His G3 legacy

The company's third generation, or G3, is increasingly stepping into leadership roles. Of the 53 founders' grandchildren, about 35 are working in the business, and many hold key management positions.

González's own children are part of that wave. His daughter, Lizette, works in human resources as a talent acquisition leader, while his son, José Miguel, contributes to the IT department while pursuing his master's degree. His other daughter, Paulina, has chosen a different career path, cosmetology.

Bringing in the next generation has created opportunities and challenges.

"Our kids grew up with more privilege than we did," he acknowledged. "We came from nothing. They've grown up with the company already established. So part of our job is making sure they understand the values – the hard work, the unity, the humility – that got us here."

His brother, Miguel, once described the family dynamic with a memorable line that Jesús still quotes: "In a family business, it's like marriage, except there's no divorce. We have to learn to work together, even when we don't see things the same way."

Beyond family: 'homegrown' leaders

While family participation remains central, Northgate has also cultivated an impressive group of non-family executives who began in entry-level positions. Many now hold VP roles.

"We have a lot of homegrown leaders who are hungry to grow," Jesús said. "That's a good problem to have."

This combination of family stewardship and professional management has positioned Northgate as one of the most admired regional operators in the grocery industry. It has also allowed the company to maintain a consistent identity while innovating in store design, merchandising and community engagement.

Road to 100 years

As part of its 45th anniversary planning, Northgate's leadership has begun articulating what it calls the "100-year vision." The near-term goal is clear – grow from 45 to 70 stores within the next six to seven years, reaching at least 50 by 2030.

Expansion will come primarily through organic growth, though Jesús said the company is open to acquisition opportunities that align with its culture and markets.

The current distribution center can support about 10-15 more stores, but additional

capacity will eventually be needed.

"We know we'll have to revisit our distribution strategy as we grow," he said.

Future expansion likely will move beyond California.

"We've looked at Las Vegas, Arizona, Texas, different states," Jesús confirmed. "Las Vegas we could handle from our current warehouse. Arizona might require some adjustments, but we've operated there before, so we know what it takes."

That confidence stems from Northgate's distinctive model: blending fresh, high-quality products with a sense of cultural authenticity. "Even if we go to another state," Jesús said, "we don't have to change how we do business. As long as we stay true to our service model, we can succeed anywhere."

Mercado and the next retail frontier

The company's Mercado concept store in Costa Mesa that opened a couple of years ago has become a showcase for what that future might look like – an immersive shopping and dining experience that elevates the traditional supermarket into a community marketplace.

"We're making sure this first Mercado succeeds," Jesús said. "It's going to be one of our main engines for growth."

That success hasn't come without challenges – chief among them parking.

"We knew parking would be tight," Jesús said. "We planned ahead, but it's still hard to execute when associates arrive just a few minutes before their shifts."

In typical Northgate fashion, the company responded creatively – renting additional lots, arranging shuttle service for employees and reimbursing workers who use ride-share services to get to work.

Despite those hurdles, the Costa Mesa Mercado has drawn widespread attention, and imitation.

"We've had visitors from New York, Texas, everywhere," he said. "People want to see what we've done. But whoever gets there first has the advantage, and we're first."

Staying true to mission

For Jesús, the company's longevity depends on keeping its original purpose in sight.

"We have a differentiated platform, and we know what makes us special," he said. "If we stay focused on freshness, quality and service – and keep our unity as a family – the next 45 years will take care of themselves."

From that first small Anaheim grocery to a multigenerational enterprise with national ambitions, Northgate González Market continues to embody what makes family business both challenging and extraordinary: deep roots, shared vision and faith in the future.



HAPPY 45TH
NORTHGATE MARKETS

Congratulations to Northgate Markets on 45 years of serving our communities with excellence!

We're honored to partner with you and celebrate this incredible milestone. Thank you for your trust and shared commitment to quality.

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Northgate González Market 45th Anniversary



CFO: Enriching people’s lives at core of company’s mission

John Franklin had put in 25 years with a grocery company in Texas and was serving as a senior VP in the finance department.

He was about to build a house in his hometown when a recruiter approached him about a CFO position at a grocery company over in Southern California. Franklin also had a daughter who was going into her junior year of high school – another major consideration.

Twice he tried to pull out, but the recruiter told him, “I can’t let you do that, John; you’ve got to see it through to the end. And you can still say no, but please just see it through.

“And, you know, the rest is history,” said Franklin, who has been CFO at Northgate González Markets for nine years.

Here Franklin shares his thoughts about Northgate’s culture and mission, from his viewpoint as a non-family executive.

Give me your perspective working for the González family.

It’s been one of the most rewarding things that I’ve ever been able to do in my life. It was very easy to just fall in love with the mission and the purpose and the way this family goes to market with a genuine desire to enrich the lives of people.

I immediately saw that for me to be fulfilled, I have to use the God-given talents that I have, my experience and expertise, to serve the go-to-market strategy for our company. I saw immediately that I could really help in the areas of accounting and finance and capital allocation and value-focused investing for this company without changing it, without impacting the secret sauce or trying to make it what I’m what I’m used to seeing in maybe more traditional grocery. It’s been a fun process.

This family is the hardest working family I’ve seen. And throughout the ranks – there’s 13 brothers and sisters and 53 [children in the] third generation and about 35 of them work in our company – and I’m telling you, you can’t find an entitlement bone in their body. They’re some of the most humble, hard-working, educated, just committed, dedicated people that I’ve ever worked with. So that part of it is super special.

As we know, when companies that are privately held get to the ... billion-dollar range, the third, fourth generation, you start to lose the company purpose. This family has just ... broken the mold on that. They found a way to run a business well while being family on an unending basis.

This family’s been having lunch on Wednesday for 30 years. It’s unwavering; they’re committed to it; they believe it’s important. And it doesn’t really matter who you are in the organization, as far as what your role is, you’re treated the same. I’ve been to so many of [the lunches], and I’ve never eaten anything I didn’t love here.

They love each other so much. On Thursdays, they’ll go to their ranch after work. It’s those things that are sort of unapologetic for the family to just stay united and together. That’s impacted, I believe, how the third-generation family members integrate into the business. They’ve had some of the best examples out there.

Northgate, here at the 45-year mark, has said its goal is to be around for the 100th. What does that mean to you?

One of the most liberating things for those of us in this industry – I’ve gone through acquisitions and sales and all kinds of things – is that this family is so rooted in this business, and they believe this business is so important to the unity of the family long term, that we literally

are calling this a 100-year company, with no desire whatsoever to sell. So, we get to focus on driving this business.

The other thing that’s super impressive is this doesn’t happen by mistake; there is an incredible amount of work that goes into this from Oscar and Miguel and now Jesús (co-president with Oscar), to create a structure that perpetuates family ownership.



John Franklin

We’ve got a González family council trust that’s an evergreen structure; the González family will always own this company. And now we have G3s that we’ve moved to board roles. We want the G3s in a few years to be more than the G2s on the board. That requires sacrifice and humility from an owner. They’re passing the baton, but we’re doing it in a very

The comment you made about not one of the next generation acts like they have entitlement. That really is rare.

It is rare. I’ve never seen it to this level where somehow the family has bottled it up, the way that these folks are expected to work hard, they’re expected to love other people and treat people with respect and dignity. And there’s just an intolerance for anything outside of that. The G3s, they’ve been raised well. Some of them are my age, but I love mentoring them.

Another thing I want to communicate is it’s so special, the story of Northgate’s beginning. It was born with just tremendous sacrifice and separation from a family that obviously loved each other so much. I think back on how that would have been for them – the grit, the determination, the starting from zero.

They had a fire that destroyed their income-producing opportunities in Mexico (Miguel’s shoe store). And they’ve been able – with that sacrifice, grit, determination – to maintain a rooted heritage. They preserved it, but they’ve also embraced this American dream in the land of opportunity. They love their Mexican heritage, and they love America.

It’s fun when you see really good people achieve the American dream.

I think that’s really the magic of the family, is that they truly did start with nothing, not even knowledge of the industry, and built this legacy that is extraordinary.

They leveraged/sold/mortgaged their houses. And Miguel González, who is the third oldest (and recently retired co-president), was one of the founding members with his dad.

I remember him telling me he worked in a factory, and he had a check for like \$263. He cashed that check, and that’s what started the register tills.

I’ve heard stories about Don Miguel’s wife, Teresa, who was the mother of all these

children. She used to take food from the store that was that was about to go bad and feed the whole family with that.

The best product was left for the customer.

You’re not a family member yet you’re treated like one, correct?

Yeah. It’s amazing. I feel special. I feel loved, appreciated and respected. I feel welcome. And, you know, I’m protective of them, and I feel they’re protective of me. I feel as much a part of the family as I could possibly feel without having the last name. And I represent a lot of folks that are like myself in that regard.

You’ve covered the family very well. Anything you’d like to add?

I want to hit one more thing that is really important to me. This family’s love for God and their faith is really what everything is built on, and their unwavering desire to be honoring to their parents.

I mentor the G3s on the fact that you can disagree and it’s not disrespectful. I tell them, “That’s what we need you to do. You’re smart; we want to hear from you.” But the thought of them feeling like they are disrespectful to their uncle or their aunt is too much for any one of them.

But they have been taught to have a heart and passion for enriching lives. We were the first [grocer] in the country to open early for seniors and first responders. We didn’t look at the money. It wasn’t the profit; it was serving people in their time of need.

The check-cashing business was born at Northgate Market because many customers weren’t banked. They didn’t have a way to cash their checks, so Northgate extended credit to them.

When you go in Northgate stores, you don’t just go in cinder blocks and see boxes and cans. You see some of the most gorgeous sites that are that are available out there, and so you can’t help but feel loved and appreciated when you go in the stores... the Mexican heritage comes alive, and they have a relentless focus on quality. It’s above all else; it’s a non-stop thing.

They don’t really realize how good they are to people and how honoring the way they do things are. They’ve helped suppliers with regulations and food safety. We’ve moved food trucks into Costa Mesa and helped them learn how to operate in California. There’s always a higher calling.

Miguel González has been walking in the warehouse, and someone says, “you know, Miguel, I would love to be able to take that truck driving course.” He’s reached in his pocket and given him money to go do the course. There’s so many stories like that. And the thing I love about Oscar González (co-president) is he doesn’t see pay grade; he sees people, and he treats everyone the same.

But I would finally say one of my favorite things to tell this family is – without flattery – there’s this song by Sammy Kershaw, “She don’t know she’s beautiful, though time and time I’ve told her so.” That’s the way I feel about this family. They don’t realize how amazing they are because they’re completely unassuming and humble. But I thank God that I get to be close enough to it to see it.



Teresa González



CELEBRATING 45 YEARS OF SERVICE AND 20+ YEARS OF PARTNERSHIP



COMMERCIAL SERVICES

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For 45 amazing years, Northgate González Market has delivered fresh, authentic flavors and a welcoming shopping experience. This anniversary is a celebration of dedication, care and community.

Orkin has been honored to stand alongside Northgate González Market for a momentous two decades. Together, we're celebrating a commitment to quality and safety that reaches far beyond the aisles.

Congratulations on 45 remarkable years — and here's to the journey toward 100.

Northgate González Market 45th Anniversary

Business success lies where tradition and purpose meet

As Northgate González Market celebrates its 45th anniversary, the Southern California-based grocer stands as a rare and remarkable example of a multigenerational family business that continues to evolve while staying deeply rooted in its founding values.

At the center of this success is the González family's unique approach to leadership transition – and a company-wide culture that keeps more than just profits in mind.

In an industry where many family-run retailers struggle to sustain operations beyond a second generation, Northgate has achieved what few have: a near-seamless collaboration between the second and third generations of ownership, each bringing their own strengths to the table while maintaining unity through tradition and purpose.

Unity leads to prosperity

The González family's story is well known in the grocery world: one small store that grew into one of the most respected Hispanic supermarket chains in the U.S. Over the decades, the 13 children of company founders Don Miguel and Teresa González have shared in decision-making, steering the company into a regional powerhouse that serves a vibrant and diverse customer base across Southern California.

Their unity, said Northgate SVP Tom Herman, is not just symbolic, it's functional.

"All the owners still play a vital role," he said. "Even those no longer involved in the day-to-day operations act as ambassadors for the family. They visit stores, connect with associates and stay engaged with what's happening across the business."



Tom Herman

The family's connection to the company isn't confined to boardrooms or quarterly reports. Every Wednesday, the siblings meet over lunch to discuss business updates, review progress and simply stay connected as a family. It's a tradition that began decades ago – originally over breakfast with their late mother – and it remains a cornerstone of Northgate's governance and culture.

That deep sense of unity has carried the family successfully through a pivotal transition – passing leadership responsibilities to the third generation.

Rare and considered transition

Statistically, most family businesses don't make it past the second generation. But at Northgate, the handoff to "G3," as the third generation is known, has been carefully orchestrated. Herman, who has worked closely with both generations, described the transition as both deliberate and inspiring.

"I've been really blessed," said Herman, who has been with Northgate since January 2011 after a career in retail and wholesale, primarily in the Midwest.

"What excites me and gives me purpose today is working with the third generation. I have three high-potential G3s who report to me directly – all of them serve on the company's board. They bring tremendous energy, new ideas and respect for what their parents built."

Among them are Joshua González, who leads Mercado and business development; Manuel González, responsible for food production, R&D and commissary operations; and Sergio González, who oversees the "customer

journey" – a strategic focus on evolving from "grocery missions" to "meal missions."

Together with other family members like Moisés González and Isaac Bolaños, they represent a generational bridge that blends innovation with tradition.

Herman notes that the second generation has gracefully shifted from operators to advisors, empowering the younger family members to shape Northgate's future while remaining close enough to guide.

Several of those siblings from the second generation have moved away from being involved in the day-to-day business, Herman said, "but they've become mentors. They're focused on passing down culture and values – and that's where the real legacy lies."

Power of presence: Family Days

Perhaps the most visible expression of that culture is a ritual that takes place every other Friday morning: Family Day.

They delay the opening of one Northgate store by an hour, moving it to 8 a.m. rather than 7 a.m. At 7 a.m., store associates gather, and members of the González family and other company executives – often 25 or more people, including second- and third-generation González family members – are on hand to celebrate accomplishments, share company news, answer associates' questions and, of course, share food.

"It's an incredible thing to witness," Herman said. "They move tables and displays aside to make space. There's coffee, pan dulce, juice and music. The owners and family members are there – not to lecture, but to listen."

Family Day highlights include recognizing employee milestones and anniversaries and celebrating personal achievements like college graduations or leadership program completions. Associates are invited to speak, share stories and ask questions directly to the family.

"It connects the family to the people," Herman said. "If you're an associate, you feel like you're part of something bigger. You see that the owners care. They show up, they shake hands, they listen."

For many employees, that hour every other Friday isn't just a meeting – it's a reminder of what makes Northgate unique in the retail world. In an era when many grocery companies are increasingly automated and corporate, Northgate's hands-on, human-centered approach stands out.

"It's rare," Herman added.

With more than 40 stores now, it may be every couple of years that a store has a Family Day.

"The associates look forward to it," Herman said. "It's a chance to connect, celebrate and remind ourselves why we do what we do."

Getting more authentic, not less

Northgate's commitment to family extends beyond its leadership and associates; it's woven into its brand promise and shopping experience. The grocer's evolution into what Herman calls the "authentic Mexican food experience," known in the company as AMFE, is as much about honoring cultural roots as it is about capturing market opportunity.

"Our transformation has been about becoming more authentic, not less," he said. "The third generation is leading that effort. They understand how powerful it is to stay true to our Mexican heritage."

That philosophy – to "double down" on authenticity – contrasts with how many maturing grocery chains drift toward sameness in the pursuit of growth.

"What happens to most organizations as they mature," Herman has observed, "is they start hiring outside

experts who try to make them more like everyone else. They lose what made them special. Northgate has done the opposite. We've leaned into what differentiates us."

That differentiation has not gone unnoticed. The Mercado concept, with its restaurant-style food stalls (puestos), fresh meal offerings and vibrant design, has redefined what an ethnic grocery store can be. As the company remodels stores and opens new ones, those Mercado elements are becoming integral to Northgate's brand identity.

Continuity and culture

Behind every strategic decision at Northgate is a focus on maintaining continuity – in leadership, values and community impact. The González family's belief in faith, service and unity runs deep.

"The culture here is really special," Herman said. "It's built around strong values: faith, family, serving others, enriching the lives of our associates and creating a unique shopping experience for our customers. The owners take that responsibility seriously, and they've passed it on to the next generation."

That continuity is evident in how the third generation approaches leadership.

"They take family unity very seriously," Herman said. "If you asked them what matters most, they'd say the same thing their parents would – working with family and cherishing the blessing of this business."

With more than 50 members in the third generation, many of them involved in Northgate Market at various levels – and even more of them in the fourth generation – the González family's commitment to structure and tradition likely will determine how long that culture endures.

If the current trajectory is any indication, the company's emphasis on connection, humility and service will continue to be its greatest competitive advantage.

All in the family

For the grocery industry, where succession planning often means selling to a private equity firm or merging into a larger chain, Northgate's model offers a refreshing alternative – growth through generational stewardship.

The transition between the second and third generations hasn't diluted Northgate's culture – it's strengthened it. By involving younger family members early, giving them real responsibility and grounding every decision in shared values, the company has ensured that its mission remains intact even as the market evolves. And the plan is for that to continue to 100 years and beyond.

And through rituals like Family Day, those values aren't just discussed, they're lived. They give every associate, from the newest hire to the most seasoned manager, a chance to feel seen and heard by the very family whose name is on the door.

For Herman, who has worked in large corporate settings and family-run businesses alike, the contrast couldn't be clearer.

"At Northgate, it's not just about selling groceries," he said. "It's about honoring family, in every sense of the word."

As Northgate González Markets looks ahead to its next 45 years, one thing is certain: Its foundation isn't just built on stores and sales, but on people who are connected by heritage, united by purpose and bound by family.



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Northgate González Market 45th Anniversary



Generational balancing act – preserving legacy, innovation

As the grocery industry evolves amid shifting consumer behaviors and rising competition, few companies embody the challenges and opportunities of family business continuity quite like Northgate González Market.

Founded over 45 years ago by the González family, the Southern California-based retailer – known for its authentic Hispanic shopping experience – stands at a defining crossroads: transitioning leadership to its third generation while preserving the entrepreneurial spirit that built the brand.

At the center of that transformation are the company's evolving leadership structure and its flagship Mercado concept, an innovative format that reimagines the traditional Mexican market experience for today's consumer.

Unity and shared vision key

When Don Miguel González and some of his 13 children opened the first store in Anaheim in 1980 – using the name Northgate because that was the name on the building they bought – they didn't have grocery experience, but they did have a strong work ethic and a deep understanding of what immigrants like themselves were looking for.

Over the next four decades, the company has grown into a 45-store enterprise serving Hispanic and mainstream shoppers alike across Southern California.

But as Executive VP of Marketing and Merchandising Mike Hendry noted, the company's strength has always come from its unity and shared vision.



Mike Hendry

"The owners – the 13 siblings – still meet weekly," Hendry explained in a recent conversation at the company's Mercado store in Costa Mesa. "It's really important for the family to keep continuity and be aligned on the direction of the company. That alignment is what allows us to focus on both the day-to-day and the future."

The company's Office of the President is led by

co-presidents and brothers, Oscar and Jesús González.

Preparing G3

The company in 2025 is at a point where the second generation's voice remains strong but they're also empowering emerging family leaders – the third generation, known internally as 3G – to weigh in on and execute the company's strategy.

"There are 53 members of the third generation," Hendry said. "Many of them already work in the business, holding different titles across departments. Several are part of our leadership teams."

But this transition hasn't been automatic.

"Nobody was handed a position," Hendry emphasized. "The family believes the next generation needs to learn the business as they did. Most have served in multiple roles – warehouse, operations, store level – before moving up. It's a very fair and transparent process."

That approach sets Northgate apart from many multi-generational family businesses, where succession can be fraught with tension or entitlement.

"From the outside, people might assume that if your last name is González, you're given something," Hendry said. "But it's far from that. The third generation works incredibly hard. They're bright, hungry and serious about earning their place."

The company has formalized development programs to ensure G3 members gain cross-functional experience. Mentorship, rotation through key departments and exposure to executive decision-making all form part of a deliberate plan to cultivate capable future leaders.

Carrying the torch

Hendry himself, a 13-year veteran of Northgate and former executive at Vons, understands the pressure of following in family footsteps.

"When I started in the grocery business, my dad helped me get my first job. I felt obligated to work harder because people knew my last name," he said. "I tell that same story to our Gen 3 leaders

– they know others are watching, and they take that responsibility seriously."

It's a lesson that resonates across generations. For a family that once worked seven days a week to build their dream, today's heirs face a different kind of challenge – preserving authenticity and drive in an era of scale, technology and competition.

Asked how Northgate can ensure the next generation appreciates, and perpetuates, its culture, Hendry said it boils down to humility, hard work and accountability.

While certain roles – like the Office of the President – likely will remain within the family, Northgate's leadership model emphasizes finding "the best person for the right job."

Hendry described the structure as "democratic," ensuring that family and non-family professionals collaborate effectively to guide the company's next chapter.

Mercado: tradition meets innovation

Nowhere is the balance between heritage and vision more evident than in the company's Mercado concept. Inspired by the traditional open-air markets found in towns across Mexico, the Costa Mesa Mercado blends community, culture and culinary craftsmanship under

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"The main thing I kept from what he told us was that when somebody had a question about how to prepare Mexican food, if they had the chance, they were not going to call the mom or the grandmother – they were going to call the great-grandmother," he said. "They want authentic. That told us that we need to focus on authentic Mexican food."

As immigration from Mexico is close to zero now, Miguel acknowledged that the company will need to make sure its stores appeal to not just Mexican Americans but also to other ethnicities, he said.

That is already happening at the company's Mercado format store in Costa Mesa, designed after a Mexican food market.

"Sometimes it's like a United Nations. I see people from Asia eating the hot food, Anglo people, people from Europe love what we do," he said.

Northgate appreciates all those who shop their stores and are careful to show that appreciation.

"When people come to the door, we don't see colors; we just see the green dollars in their pocket," Miguel said. "A customer is a customer, and they demand respect from us to treat them correctly."

Responsibility to its team

That respect shown to customers also extends to team members, offering them opportunities for education and career growth, Miguel said.

For associates who don't speak English, Northgate offers free classes, either online or live.

"They can learn the words they need" to interact with English-speaking customers.

Various other educational opportunities are open for those team members who want to take advantage of them.

In terms of career growth, Northgate strives to reward the employees who've grown with the company, whether members of the family or not.

"Some of them started as box boys and cashiers, then became department leaders, assistant store directors, store directors and later VPs," he said. "It's not fair for them if we just say, 'We want a family member.'"

Working the plan

Northgate is 45 years into what Miguel described as its 100-year vision – a plan designed to sustain family ownership, professional management and cultural authenticity for decades to come.

Part of that plan involves structured succession and family governance, says Miguel, who has three sons and three daughters who work in the business.

Members of the third generation of the family – G3 – who want to move up the ranks are treated like any other team member.

"We post the position, and they're going to have to compete, because we don't want just them to get a position if they cannot deliver in growing the company," he said.

While the company remains led by G2s Oscar and Jesús González, by 2030 or so, a G3 will probably be stepping into a spot in the Office of the President, Miguel noted.

As always at Northgate, great thought and deliberation will go into that decision as well as the many others that affect the company's 7,000-plus employees.

"We have to think of all those people before we make any moves," he said. "That's what will take us to 100 years."

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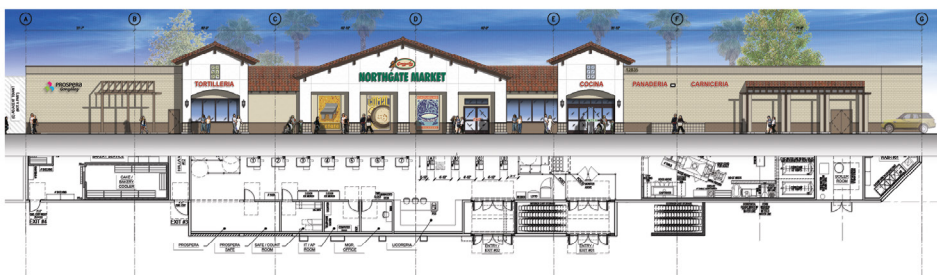
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Northgate González Market 45th Anniversary



Input from third generation being felt across grocery stores

Twenty-five-year Northgate González Market veteran Lupita Tolento has had the pleasure of working with members of the third generation of the González family in her role as director of center store. Their input has been valuable, she said.

“I’ve had the fortune of working with a lot of them in different focus groups, our new store design team meetings,” she said. “I’ve been working with them very closely, and I think the family is doing a great job in the way that they have been working them up.”

Northgate recognizes that customer needs are changing all the time, and Tolento sees the G3s (as they’re referred to internally) embracing those shifts while at the same time being grounded in the family values of hard work, humility, faith and serving their communities.

“All of them follow and live by those values, day in and day out. The family culture is definitely there. Within that is how well they take care of the associates as family members, how much they invest in us as associates,” Tolento said.

She has experienced that firsthand. Tolento joined the company in 1999 when she was in high school. Funny story, she had gone into a Northgate store with her aunt, who was applying for a job, and they both submitted applications. Tolento was called back; her aunt was not. She was young



Lupita Tolento

enough to need a worker’s permit and started part-time bagging groceries after school. She wanted to help her parents financially as well as save money for a car and for college.

Marco González, who managed store No. 11 at the time, became her mentor. A second-generation company owner, Marco “spoke to us as employees internally about this opportunity opening up, and [which] person would be a great fit. That’s how I found out about a couple of opportunities and started to apply.”

She moved from bagging groceries to cashier, then scan coordinator, then some back-office finance work.

“The beauty of it all was that they exposed me to so much within the store... I got to learn the ins and outs about the store, the perimeter,” Tolento said.

After three-and-a-half years at the store, she had the opportunity to work at corporate with Lupillo Ramirez, who was overseeing all the buying at the time. She became his administrative assistant, working on projects like vendor contracts and weekly ads.

“The family has been great to continue giving me the opportunity to grow with them,” she said. “Twenty-some years later, I got the opportunity to oversee the center store department.”

The company helped Tolento go to college, “and they continue to push me to continue education,” she added. “Education has been life-changing for many people like myself.

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one roof. “Every town in Mexico has a Mercado,” noted longtime company veteran Lupillo Ramírez, senior director of innovation and product development. “That was the inspiration. It’s totally innovative, but it’s something inspired by Mexico.”

The Mercado features restaurant-style food stalls, fresh tortillas and made-to-order meals alongside traditional grocery aisles, creating a destination experience that celebrates heritage while appealing to diverse shoppers. Hendry described it as “an example of our latest thinking. Not every store will look like this, but the strategies you see here play a big role in who we are and where we’ll be in the future.”

The model has proven both complex and rewarding. “It’s not easy,” Ramírez admitted. “But it’s really nice. And most definitely, the idea is to open more.”

Road ahead

Northgate’s expansion pipeline remains strong. “We’ve got a couple of new stores opening this year, more next year and a great pipeline over the next three to four years,” Hendry confirmed.

While most growth remains focused in California, the company isn’t ruling out future expansion beyond state lines.

“We have a strong foundation and a sound

go-to-market strategy,” he said. “Right now, California continues to offer a lot of opportunity.”

Supporting that growth is a modern distribution center designed with scalability in mind.

“Our DC still has capacity and was built for expansion,” Hendry said. “We can easily add square footage as needed, and its central location gives us flexibility to serve both Southern California and adjacent states.”

Technology with humanity

While many retailers chase the latest digital trends, Northgate’s approach to technology is more measured.

“We’re not necessarily a bleeding-edge retailer,” Hendry said. “We’re focused on foundational technology – building solid ERP systems and infrastructure that prepare us for the future.”

Rather than technology for its own sake, Northgate prioritizes tools that enhance customer experience and efficiency.

“We’re leaning into frictionless technologies – ways to make shopping easier,” Hendry said. “That includes self-checkout where appropriate, mobile ordering for made-to-order meals and better systems for catering and pre-order pickup.”

These digital integrations support what Hendry calls “trip missions” – recognizing that not every customer shops the same way.

“Some come for entertainment or a meal; others do full weekly shopping,” he said. “We want to serve all of them authentically, while staying true to who we are.”

One piece of technology Northgate has deliberately avoided so far is a loyalty card.

“We’ve held back because we’re waiting for the right reason,” Hendry said. “Our customers are already loyal. If we ever implement something like that, it will need to fit the Northgate lifestyle and add value beyond discounts. It has to mean something real.”

100-year vision

Behind every operational decision lies a deeper purpose – to sustain the González family legacy as a 100-year evergreen company.

“The family has been deliberate about



cultivating the next generation so they can carry the torch that the first 13 founders lit,” Hendry said.

That long-term perspective – combined with disciplined leadership development, authentic brand positioning and strategic innovation – may be Northgate’s most powerful differentiator in an increasingly competitive grocery landscape.

As Hendry reflected, “We’ve been blessed with strong results and a strong strategy. But what really makes us unique is our foundation – our people, our family and the way we stay true to our purpose.”

For Northgate González Market, the next generation isn’t just inheriting a business, it’s inheriting a mission: To preserve the soul of a community-driven brand while guiding it confidently into the future.





En nombre de todo el equipo de Mexilink, queremos felicitar a Supermercados González Northgate por sus 43 años de historia y legado familiar.

Este aniversario representa no solo el éxito empresarial, sino también el esfuerzo de generaciones que con pasión, respeto, trabajo en equipo, lealtad, familia e integridad han construido una marca que hoy es referente en nuestra comunidad.

Para nosotros es un honor compartir este camino con ustedes, ser parte de su crecimiento y celebrar juntos tantos logros alcanzados.

Reiteramos nuestro agradecimiento por la confianza depositada en nuestra empresa y en las marcas que representamos, apoyando su desarrollo y contribuyendo de manera conjunta al éxito de las mismas, así como por la colaboración que, año con año, nos permite fortalecer esta relación basada en valores compartidos.

Con admiración y respeto, reciban nuestras más sinceras felicitaciones en este 43 aniversario.

Equipo Mexilink

On behalf of the entire Mexilink team, we would like to congratulate Supermercados González Northgate on 43 years of history and family legacy.

This anniversary represents not only business success, but also the effort of generations who, with passion, respect, teamwork, loyalty, family, and integrity, have built a brand that today stands as a reference in our community.

It is an honor for us to share this journey with you, to be part of your growth, and to celebrate together so many achievements. We sincerely thank you for the trust you have placed in our company and in the brands we represent, supporting their development and contributing jointly to their success, as well as for the collaboration that, year after year, allows us to strengthen this relationship based on shared values.

With admiration and respect, please receive our most heartfelt congratulations on this 43rd anniversary.

Mexilink Team

Northgate González Market 45th Anniversary



Longtime employee sees exciting days ahead for company

Lupillo Ramirez remembers the exact day he joined Northgate González Market – Oct. 15, 1986. That puts him 39 years into his career with the grocer, where he serves as senior director of innovation and product development.

When he joined Northgate, he was a student at Fullerton Community College, which this year presented him with its Alumni of the Year award. Thanks to the support of Northgate, he now is officially Dr. Ramirez, having obtained his doctorate.

“This year, God willing, I’m going to be 60 years old, and next year I’m going to be 60 years old with 40 years with the company,” Ramirez said. “So, two-thirds of my life on this planet will be at Northgate.”



Lupillo Ramirez

The family invested in bringing top-notch talent, and that really is helpful with the third

Ramirez, having joined the company just six years after it was founded, has seen a lot of changes, and he’s excited about what’s to come with the new generation emerging into leadership roles at Northgate.

“I’ve seen the evolution in technology and the growth of the company and people from the outside [the family] coming in. But this is new to be in the middle of a generational evolution,” he said.

“I’m 100 percent sure that this is a great thing for the company – the new blood, the new generation coming in. They have the education, they have the passion and they have the guidance, the mentorship, of the leadership from the top talent that we have in our company. The

generation.”

Ramirez points to the uniqueness of 13 siblings owning a company together and being able to maintain harmony. He believes it’s because each of the owners has an equal say in the decision-making as well as the unity that was cultivated in the family.

Their mother, Teresa, was “so influential on making sure that the family stood together,” he said. “Business was important, but family was even more so.”

The second-generation owners brought their unique gifts and talents to the business, and now “having all those siblings multiplied by the third generation, I think it only benefits the company even more,” Ramirez said.

He works directly with some members of the third generation, or G3 as they’re known internally – Joshua, Manny and Sergio González. They all report to Tom Herman, SVP of sales.

The third generation generally is more highly educated and more tech-savvy, naturally. In Ramirez’s role as senior director of innovation and product development, he gets input from the G3s on trending products, seen on platforms like Instagram or TikTok, Northgate might want to carry.

“We are always looking to bring innovative products,” he said. “It’s kind of incongruent when we say ‘innovation’ because a lot of the time we bring products that already exist, they’re not innovative, but our customers can’t get them anywhere else.”

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Veteran exec: González’s next generation blends tradition, technology

For 15-year Northgate González Market veteran Ruben Dorado, the company’s story of faith, family and growth is as personal as it is professional.

Dorado, director of business intelligence, started with the Southern California grocer as a teenager.

“My first actual job was Northgate,” he said. “I started as a courtesy clerk, bagging groceries and collecting carts. Then I did grocery and deli, and from there, I went to the corporate office.”

Dorado leads analytics and data strategies for the organization and also is leading “a lot of the profitability initiatives, in terms of identifying where we have more opportunity for profit in the organization. I report to the CFO. I’m within the finance organization.”

He’s spent more than a decade in finance and accounting, earning his bachelor’s and, more recently, a master’s degree in accounting. Dorado said the González family, specifically Co-President Oscar González, encouraged him to continue his education.

“Oscar, he’s very big on education, and he was one of the main reasons why I ended up going back to get my master’s degree,” Dorado said, adding that the company also granted him a scholarship.

Analytics with purpose

While Northgate doesn’t use a loyalty card program, Dorado said the company is far from lacking in data.

“We have a lot of data coming from our point-of-sale system, and then we have our back-office data like our procurement and warehouse management system,” he explained. “We don’t do a lot of customer analytics. We do more of internal analytics and operations – category management, getting more efficiencies and identifying where we have gaps in profitability.”

The focus, he said, is on what the company can control – product mix, store operations and labor – rather than tracking individual customer behavior.

“It’s more on the products that we carry and our labor at the stores, things like that,” he said.

Changing of the guard

As Northgate celebrates its 45th anniversary, Dorado

said it’s an “interesting time period for all of us,” as leadership transitions from the founding González family members to the third generation, the “G3s.”



Ruben Dorado

González, as an example.

“Sometimes I’ll go walk stores with him and just get more insights into what he sees and how stores are being run,” Dorado said. “He has a completely different perspective than Miguel ... The G3s are able to get that mentality of the owners but also put it into the new lens of how to run a business differently.”

Another G3 leading the next chapter is Isaac Bolaños, VP of finance.

“They’re really good at instilling that mentality, getting the values from their parents but bringing the new lens of technology and innovation and, in this new world, AI, and seeing how it all works out,” Dorado said.

That focus on innovation aligns with Northgate’s larger vision.

“A lot of the G3s are pioneers of technology,” Dorado said. “Almost any project that we have now, a lot of it is about AI and improving our efficiency through technology.”

At the same time, Dorado said, the new generation is mindful of blending innovation with experience.

“How do we bring the experience of people that have been in this company for 30-plus years and marry that with technology?”

“It’s very easy to say, ‘Let’s just go with whatever AI tells us.’ But it’s that experience that Northgate has right

now – 45 years. How do we bring in that industry knowledge, like from Miguel, and marry that up with technology and just make it so much better?”

“I work very closely with the third generation,” he said. “A lot of them are around my age. It’s interesting to see that change of the guard, in a sense – going from the owners to the G3s. They come with a different set of skills and expectations.”

He pointed to Moises González, VP of store operations and the youngest son of former co-president Miguel

Faith, family and the future

Northgate’s leadership model continues to evolve, most recently with Jesús González joining his brother Oscar as co-president.

“It was Don Miguel and Oscar for a very long time, and now it’s Oscar and Jesús,” Dorado said. “Even that plays as a different dynamic now, and it’s good.”

Equally important, Dorado said, is that the company is creating opportunities beyond the family circle.

“I’m one of them,” he said. “I’m not a family member, but I’ve been with them for a long time. I got educated and have a good position in the organization. It’s not just family members. As the company grows, there’s going to be opportunities for everybody.”

For Dorado, Northgate’s deep-rooted values keep him motivated and grounded.

“I like the values that Northgate brings – the faith aspect – and that’s really important to me,” he said. “We start meetings with a prayer, especially big meetings, or even if we have a difficult meeting, we’ll end it with a prayer.”

He credits Oscar González for much of his professional and personal growth.

“Oscar, in particular, he’s been a big mentor of mine,” Dorado said. “One thing I always say is that Oscar, I feel like sometimes he believes in me more than I believe in myself. Even if I don’t see it, he sees it, and it just motivates me even more.”



The hand-carved conference room table was made in the family’s hometown of Jalostotitlan, Jalisco, Mexico.



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Northgate González Market 45th Anniversary



Northgate: A wellness hub giving back to community

For Northgate González Market, giving back to the community has always been more than a mission statement – it’s a way of doing business. Under the leadership of the González family, the Southern California grocer has turned its stores into trusted wellness hubs, connecting families to health resources, education and life-saving services.



Teresa Blanco

“I’ve been with Northgate now for 15 years,” said Teresa Blanco, director of community engagement and wellness. “Before Northgate, I worked for [Los Angeles] County Public Health and Nutrition, and before that I worked in nonprofits.

“The type of work I get to do at Northgate originally started with our wellness initiative ... in regard to nutrition education and chronic disease education, because the González family wanted to give back to the communities that were making them successful.”

That focus led to the creation of Northgate’s health and wellness program – a far-reaching effort that addresses everything from diabetes to obesity and food insecurity.

“They saw a lot of issues with diabetes and obesity in the communities, as well as with our associates,” Blanco said. “We started a health and wellness initiative.

“Because of my background with nonprofits and healthcare providers, I’ve been able to establish a very good program where we’re an outlet for a lot of nonprofits, healthcare providers and public health services through our stores. We’re more like a wellness hub.”

Each year, the company hosts more than 700 health-related events across its 45 stores.

“Each month, we focus on a different chronic disease, helping our customers learn how to take better care of themselves and their families,” Blanco said.

“We’ve been offering free mammogram screenings since 2010, and we know those efforts have helped save lives. Our customers trust us – not just for their groceries, but as a place they can turn to for reliable health

information and resources.” That trust has turned Northgate into a destination for community health.

“We have women come in even when it’s not the mammogram season of events that we’re doing, asking, ‘When are you going to have your next mammogram event?’” she said.

“They know to come to Northgate for flu shots. They know to come to Northgate for back-to-school events. They know that we’re always having different types of resources – mental health, I mean, you name it, and we’re doing it.”

All of these events are free to the community. Blanco’s small team – just two people – also oversees millions of dollars in grants that fund programs and partnerships.

“We partner with organizations – grantees – and help write the grants that benefit ... the communities that we serve with more resources on nutrition grants, on food insecurity grants, on health equity grants,” Blanco said. “We manage anywhere from \$6-\$7 million up to \$15 million in grant funds running through our stores that are benefiting the community.”

Fighting diabetes through food, education

Among the many health issues Northgate addresses, diabetes remains one of the most pressing.

“We work with different nonprofits and healthcare providers who provide the education as well as the screenings,” Blanco said. “We actually have two diabetes grant programs running right now.”

One of those, through Rady Hospital and University of California at San Diego, focuses on children living with diabetes.

“It’s called the produce prescription grant,” she said. “This helps the family in buying produce and legumes when they go to our store, so that they’re shopping healthier. But it’s not just for the child who has diabetes, it’s for the whole family.”

Another program, through Community Action Partnership of Orange County, helps adults with uncontrolled diabetes.

“These individuals ... have to go through a program where they are given a healthy store tour, where they

get grocery vouchers so they can purchase specific items that are going to help them live a healthier lifestyle,” Blanco said.

For many seniors, free diabetes screenings at Northgate stores offer access to services they might not otherwise get.

“They can’t afford to get the little strips to test themselves, so they’ll go to our events to get tested to see where their sugar levels are and get some free services,” she said.

Meeting people where they are

Northgate’s wellness programs are culturally responsive and bilingual, with materials in English and Spanish.

“Once it affects somebody in their family ... they get educated with all of the material that’s in Spanish and English, so it’s fully bilingual,” Blanco said. “The people who are doing the outreach are health educators, public health nurses, nonprofits, as well as medical providers.”

The company partners with major health systems – Cedars-Sinai, Kaiser Permanente, Providence, Blue Shield and others – to reach customers where they shop.



HR training for Spanish-speaking employees.

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“Thank you to the family for having that as one of their pillars, one of their main values, and continuing to invest in education. It goes a long way with us as associates, and it changes our lives.”

Northgate also offers leadership programs for associates, she said, noting that many of the G3s go through the programs alongside non-family team members.

“I feel like that really sets them up for success, for them to be going through all of these courses, all of these programs, alongside a lot of associates like myself,” Tolento said. “It helps them get prepared and be able to lead the company once the second generation decides to step down completely.”

Another example of the impact the G3s have already had can be seen with Northgate’s Mercado González concept, a store in Costa Mesa, California, that is reminiscent of a food market in Mexico. It offers food stands, fine dining and artisan Mexican products, among other features, in a setting that features murals done by Mexican artists.

“We’ve been doing great business-wise, but we also see that there’s a lot of shifts within our customer base,” Tolento said. “There’s something bold that we did with our Mercado concept; we had to think of the business in a completely different way to get to where we are at with [it].

“It took the brothers and sisters to believe in that vision, but also a lot of G3s to come in and put in their perspective on things. The new generation is shopping differently. But we still need to keep the core values, the core traditions, the authenticity of what the company has been, and continue taking that to the next level.”

As director of center store, which encompasses all departments outside of the perimeter departments, Tolento understands that the fresh departments are often the main draws to Northgate stores. Still, center store items “definitely build the basket once our customers are in there.”

The company continues to be strategic in the way it allocates space in categories across the store, she added.

For a time, Northgate felt it needed to carry a larger selection of mainstream products. It has since returned to being “unapologetically Mexican.”

“We’re all steering in the same direction,” she said. “Before, I felt like every department had their own strategy ... trying to be everything to everybody. When we aligned on really being ... ‘unapologetically Mexican,’ we all knew exactly what we were aiming for and where we were going.”

She said that marketing strategy pleases Northgate’s core customers and also brings in “food explorers” that want to try something different. Northgate even has segmented its “Fiesta” aisle by region, such as Central America, for those looking for specific products.

“You’re bringing those key ingredients that maybe their grandma used to use in that recipe, and now us having it available for them really creates that nostalgia about, ‘this is the taste that I remember when I would visit Grandma down in Mexico.’

“Keeping that authenticity within the dishes that we serve and the products that we offer, I think we nailed it; I think we’re doing the right thing,” Tolento said. “We’re seeing it in the sales, and we’re seeing it in the customers’ comments and feedback.”



Northgate González Market,

Congratulations on 45 Years of Excellence!

We are honored to celebrate this incredible milestone with you.

Your commitment over the decades has set a standard of excellence and created a tradition that continues to inspire. Cheers to the past 45 years of achievement, and to the many more years of continued growth and impact ahead.

Here's to honoring your remarkable journey and the legacy you've built!



Congratulations to
NORTHGATE MARKETS

PepsiCo is honored to have maintained a valued partnership with Northgate González Market for over two decades.

Throughout this time, we have shared a steadfast commitment to quality, safety, and service — principles that extend well beyond the aisles.

We extend our sincere congratulations on 45 remarkable years of excellence and look forward to supporting your continued success on the journey toward a centennial milestone.



Northgate González Market 45th Anniversary



‘Not unique’ for associates to rise up through the ranks

Maria Vallejo says she officially started working as a cashier at Northgate González Market No. 6 in La Puente, California, in 1998. Like many Northgate associates, she has risen through the ranks, today serving as payroll and compliance manager.

But her Northgate history actually goes back to 1996, when she first took a job with the grocer. There she met a young man, who eventually asked her to marry him. Maria wanted to return to her hometown in Mexico to get married, so she left her job.

Her husband’s father and brothers also had found work at Northgate after they immigrated to the U.S., and her father-in-law was the one



Maria Vallejo

who asked Hector González, who was the store director at No. 6 at the time, if he would consider hiring Maria as a cashier when she returned after getting married at age 24.

(There was probably little chance that Hector would say no; Maria’s husband had asked Don Miguel and Teresa González, Hector’s parents and Northgate founders, if they would act as the couple’s marriage godparents.)

Education opens doors

Vallejo has taken advantage of all the educational opportunities Northgate provided. One of those was English at Work, a Western Association of Food Chains-sponsored program designed to help food industry associates improve their English skills for career advancement.

The focus is on job-related language, such as industry vocabulary, safety guidelines and general communication. She also received a WAFC retail management

certificate. She’s also earned two associate degrees at Cerritos College – one in human resources, the other in retail management.

Vallejo admits that when she joined Northgate she didn’t know how to even turn on a computer. But with the education and support she’s received from colleagues and members of the González family, many doors have been opened.

“That is something that I really value about the owners, that they give us opportunity to grow,” she said.

Hector saw her potential when she was a cashier, telling the store’s bookkeeper to teach her how to do the store’s payroll so she could step in when the bookkeeper

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Feeling like family

Ramirez, who hails from the same town in Mexico as the González family, is not technically family but does have ties through extended family marriages, he said.

Nonetheless, “I do feel like family; they do treat me like family.”

He has worked closely with Miguel González from the beginning, he said, and then with Jesús, who is now co-president with Oscar, succeeding Miguel in that role. Ramirez began working with Jesús when he had the opportunity to enter the buying department. Oscar, he added, has been key to many of the opportunities he has received at Northgate, calling him a “good mentor of mine.”

Going back to the topic of education, Ramirez said when Oscar earned his master’s degree in the early 2000s, it sparked him to open up more opportunities for associates to go to college or return to college.

“I took advantage of that opportunity, and he was always really supportive, even on my [doctorate] program. That’s the one I appreciate the most,” he said. Not only did he get a cool title, but the program was not directly tied to the grocery industry.

“That was not necessarily for the business; it was for my own development.

“The opportunity to be able to work on my personal development has been really key, besides the opportunity of learning different stuff and working in different departments. I’ve been lucky to be in different positions, so I got to learn the grocery business in and out.”

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“All the medical companies work through us because they know that the population that they’re serving as a patient is also our customer,” she said. “And it’s a customer they need to reach to try to do preventive care as well.”

Some events even include small incentives funded by research or healthcare grants.

“One example is with USC,” Blanco said, which received a grant to fund a case study on Alzheimer’s. “They currently have medication that has been in trials for many years but only for white, older men. They need to find African American, Asian, Latinos to be in possible trials in the near future.

“They do surveys finding individuals that are over the age of 55 that could qualify. If they take a simple survey at our store ... they get a gift card ... to shop at Northgate.”

She cited as another example CalOptima, a public health plan in Orange County, that offers cooking demonstrations through Northgate staff on how to make a Mexican recipe healthier.

“They’re also, at the same time, giving gift bags with all the ingredients of everything that they just made” that were purchased at the Northgate store, Blanco said.

Deep community partnerships

Blanco also oversees cause-related marketing, donations and sponsorships, building bridges with hundreds of local organizations.

“The [González] family is very giving. They don’t like to say no,” she said. “We have relationships with over 200 schools ... elementary, middle, high schools, as well as colleges.

“We even have grants through some of our school programs ... where they purchase grocery vouchers for

children and their families who are considered homeless, living in their cars or in situations like that, and they are shopping at Northgate.”

Recent collaborations include Keurig Dr Pepper (KDRP) and Children’s Hospital of Orange County (CHOC), where Northgate employees assemble co-branded backpacks filled with care items and gift cards for pediatric oncology patients. Backpacks were just recently distributed for the third year.

“We also even write personalized notes on the card that we put in the bags, so they know who it’s coming from,” Blanco said. “Just words of encouragement.”

She added that after the first year, nurses and staff from the hospital told her “they had no idea that after the children left the hospital that they were facing food insecurity, like so many families, no matter what nationality.” This often is due to parents missing work to be with their sick children, along with mounting medical bills.

Northgate and KDRP employees come together to assemble the bags, then some go to the hospital to deliver them. Prior to that visit, a family that has been helped at the hospital comes to speak to the volunteers.

“The young lady that came yesterday was diagnosed during COVID,” Blanco said. “She said she was a recipient of the first-year bag that we gave out.

“She told us that she had just had chemo and wasn’t feeling like eating anything in the hospital, but that gift card was in there. Her dad went to Northgate and bought her favorite foods – and that’s what she ate the following few days there.”

Educating the next generation

Northgate’s health education begins early – with students.

“We do our healthy store tours with the elementary schools,” Blanco said. “They rotate through five to six different stations.” These include yoga, produce bingo and ‘I Spy Protein.’

“They’re learning all these facts while playing games,” she added.

Partners like Avocados from Mexico, Kellogg’s and the Dairy Council of California support the programs.

“We see thousands of students every year,” Blanco said. “Our goal with that program is ambitious; we want to educate on nutrition and chronic disease. If we start with children’s programs, we know that the children that are walking over from their schools, obviously are Northgate customers and ... are going to be talking to their parents about what they learned and teach their parents as well and, hopefully, make healthier choices.”

Giving back, city by city

Northgate’s partnerships extend beyond food and health brands.

“We also work with Hyundai Motor Vehicles, which partners with us to give back to the community,” Blanco said. “The CEO of Disneyland here in Anaheim highlighted the work that they do with Northgate in their presentation this year... highlighting Northgate and the work that they’re doing for food insecurity in the City of Anaheim.”

From mammograms in mobile units in store parking lots to cooking demos in produce aisles, Northgate Market continues to redefine what it means to be a community grocer.

Blanco said the partnerships are a “win-win” for all involved. “We’re really working to make sure that we truly make an impact in every city where we have stores – and giving back.”



CONGRATULATIONS NORTHGATE MARKETS

We are thrilled to celebrate your 45th anniversary and appreciate your commitment to excellence within our industry. We wish you and the entire Northgate team all the best and continued success!



Congratulations

to the Gonzalez family
and Northgate Markets on
achieving 45 years in the
grocery industry!

Thank you for your continued business partnership
and all you do for our communities. We wish you
many more years of success!



Northgate González Market 45th Anniversary



Family rooted in faith, honesty, discipline

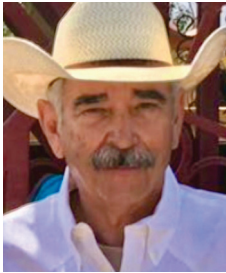
Northgate González Market co-owner Francisco González, one of the 13 second-generation siblings, shared his recollections of the family's early years. He was among the sons that came to America from Mexico with Don Miguel González before the rest of the family emigrated.

What can you tell me about Don Miguel and Teresa González that created such a strong family? Tell me about your parents' founding principles and how they came about.

Their enormous love and affection for all their children. Honesty, discipline and their strong faith in God and divine providence.
What was your childhood like being part of a family business? What was the most difficult part of adapting to a new life in America?

My childhood was in Jalostotitlán. Without much money, but with a lot of love and a great family. In my case, it was difficult [coming to the States].

Being very young, not speaking the language, never having left a small town like ours in Mexico



Francisco González

and being in the United States without my mother and most of my siblings [was difficult].
What do you think was the single most influential factor that united the siblings in the family and allowed them to work toward a common goal?

The most influential factor is Teresa Reynoso de González, my mother, our mother. And the hard and honorable work of our father, Miguel González Jimenez, may they rest in peace.

Founders taught reverence and respect

Two strong parents formed the foundation of Northgate González Market, according to son Hector González.

Don Miguel González and Doña Teresa Reynoso González both had reverence for God and respect for others, he said.

"They were very, very focused people and I saw faith, the fear of God ... not fear, but being right with Him," Hector said. "Respect for father and mother, our elders, respect for sisters, brothers, people from outside – that was another one of the foundations that is still valid today."

He called his father "an upright, honest, hardworking man," and his mother "was the matriarch of the family; really, the one in command. My mother was the one who disciplined us most. My father didn't scold us as much, but based on my mother being there, she achieved many good, positive things," Hector said.

Now that he's older, he understands that the family's values have been key to the way the González family and Northgate Market have thrived.



Hector González

That "was fundamental to be able to move forward with so many things," he said. "And now with children, one understands the things they were preparing us for when we grew up, a desire for us to be well."

Hector, who said he tended toward being a little rebellious, still has a card his father gave him that contained "advice to behave well."

To create a new life in the U.S., many members of the González family found work wherever they could. Hector went to live with extended family in Los Angeles for a job at one point, which he found very difficult, and his father went to work at a factory.

When the opportunity to open the first Northgate González Market came about, Don Miguel was not sure at first. At his age, he was concerned that if it didn't work out, he wouldn't be able to find work again.

But he took the leap, and with the help of several of the children at first – and more later – the liquor-store-turned-grocery-store was successful.

"It was a good beginning for something we never thought we would reach," Hector said.

Older brother Miguel, who recently stepped down as co-president of Northgate, was a bit hesitant to give up his job at the plant where he and his father had previously both worked. But his father insisted that it was time to make a choice.

"We were there when he told Miguel, 'Either you completely leave Los Alambres or I'll also go back to work at Los Alambres.' In the end, it was achieved that Miguel would come to work directly full time."

Over time it became clear that the siblings all had different talents, whether in butchering, customer service or store leadership.

That respect for others they were taught by their parents has come into play many times, and he believes that has played a role in the company's growth.

"I think what really influenced this is the respect they taught us as siblings, how to treat each other if we got angry. Unity has always been the strongest, and there I have to name my father and mother [as the source]."

Hector is confident that growth and success will continue as Jesús González steps in alongside Oscar González as co-president, and other second-generation owners continue to lend expertise leading up to their retirements.

"I'm very sure and confident that Oscar and Jesús are going to make the difference ... they are the last link to work, as it has always been under our parents – very hardworking," Hector said. "We get 100 percent honesty from both of them, and we're confident that this will continue for 100 years."

Hector has five children involved in the business, three sons and two daughters. "I'm sure they're going to make the difference in 50 years. Then, maybe two or three of my grandchildren are working in the company and later there will be [more]."

"I'm retiring knowing that the principles with which all this was created are there, and above all that it's going to be a happy ending, without a doubt."

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moved on to another store Northgate was opening. Oscar González then gave her the opportunity to move to the payroll department at company headquarters. When the payroll manager left, Oscar asked if she would like to take over the department.

"I was very proud and honored for him to choose me because I didn't have the school or the degrees, but I think he saw that I had that part that I wanted things to be right and good, that I was hard working, I was honest, that I was doing my best," Vallejo said.

She said her story is not unique at Northgate. "We have a lot of associates that they started as box boys and now they are store team leaders. Something that we really love and appreciate about the owners is that they really value the associates," she said.

When associates try to thank the owners for the opportunities they've been given, they are quick to turn the praise back to the associate, Vallejo added.

"They always say, 'No, you took the opportunity. You were the one who earned that. It's not us, it's you.' They

always value that we are here, willing to learn, to do things right and to grow every day within the company."

She said associates feel comfortable talking to the owners of the company wherever they are.

"When you see them at the corporate office or at the stores, they always are very nice. They're always very humble," she said, and that description applies to the third generation (G3) as well.

The González family shows respect not only to associates but to each other as well.

"You can tell they love each other a lot," she said.

There are family jokes among the siblings that will sometimes come out in meetings, and they only serve to strengthen their bonds, Vallejo said.

"That's something that makes us feel like we're a family, that we belong with them."

Confidence in G3

The third-generation leaders in the company are carrying forward the principles Northgate was founded on, Vallejo has observed.

"They have the same culture, the same values, the

same vision."

That's important as more high-level decisions are being made with G3 input.

"Remember, we're going to be a 100-year company," she said.

She noted that Northgate continues to grow every year, opening new stores.

"We are growing every year; we're going to open more stores. What I really love is that there's going to be more opportunities. Every store means opportunities; every store means employees, associates," she said.

"Northgate is a great company; I love working for Northgate," Vallejo continued. "I respect the owners and admire them a lot. I'm planning to retire from this company. I really like working for them because I believe that the values they have are my values."

"I really admire how they treat us as associates and how humble they are, and I know that's because they have God in their heart – that's one of the reasons I think they do all what they do for us."

"When you have God in your heart, you always think about the people and do the best for the people."



Congratulations

to Northgate Markets on your 45th Anniversary!

Your family's dedication and commitment to the grocery industry is nothing short of remarkable, and your impact continues to grow exponentially as years go by. Your founding principles of faith, education, and community truly sets you apart and we are beyond thankful for our partnership.

Cheers to this achievement and more to come!



Northgate González Market 45th Anniversary



Honesty marked parents’ lives

Ana Rosa González, daughter of Northgate González Market founder Don Miguel González and Doña Teresa Reynoso González, said honesty was very important to her parents, alongside their faith and family unity.

“For my dad and mom, I think their greatest value was to be honest,” she said. “And they always wanted to keep us united, and they did. We are all still united.

“And what they focused on most was faith. My parents were people of great faith,” Ana Rosa said, attributing the company’s success today to the foundation they laid.

She remembers her father’s shoe shop in Mexico and how she would go by after school and ask him for 20 pesos.

“He’d give me some so I could buy my agua fresca,” Ana Rosa recalled.

For her, moving to the U.S. was not easy, but opening the first store made it all worthwhile.

“It was a blessing for us. It was something so small, and yet there we all were. We worked harder here, all together,” Ana Rosa said. “That was something beautiful – it united us even more through the business.”

Her role at first involved cooking at home with her mother.

“So, I wasn’t one of the first to work there; I stayed

home, which I liked.”

When Oscar got home from school, she and her brother would take food over to the store.

“I brought them freshly made food so everyone could eat,” she said. “Later, my dad cooked, but that’s how it was at first.

“When we went to the store, we’d all stay there just to be there. Once there was more work, it was my turn to go on the schedule.”

Working at the store opened up an opportunity for her to spend precious time with her father.

“My dad and I would go back and forth together every day,” Ana Rosa said. “For me, that was huge, time together with my dad. I was little when my dad came here to the United States, so I didn’t really get to spend time with him. Later, that daily time going and coming back together was the best for me.”

Her brother Jesús would open the store in the morning; she and her dad would go in at noon and work until closing.

She credits her mother for keeping the family united when Don Miguel passed away in 1999.

“After my father died, we stayed united. More united every day. My mom would do anything to keep us together, whether it was cooking or whatever, so that we



Ana Rosa González

Memories of being reunited never fade

Getting off the train from Mexico and being reunited with her father and brothers in California after years of separation is a memory Estela González Ortiz says remains fresh on her mind even now.

“My father bringing us to the United States was something wonderful because we were many years in Mexico without him and without my older brothers,” said Estela, who was 23 years old at the time.

“When we arrived here on the train, honestly, for me it was such a great emotion because we were the whole family together. It’s one of the things I’ve never forgotten. I have it very present in my mind.”

Patriarch Don Miguel González had taken his sons, Francisco and Ramon, with him to California in search of a better life.

“The plain truth [is] my father wasn’t a man who had a lot of money in Mexico,” she said. “He had his shoe store, but we were 13 of us [kids].”

Reunited in the U.S., each of the children found jobs. Estela worked for JC Penney. If she worked six days a week, including Saturday, she would make \$85 a week. Of that, \$50 went to her father to help support the family.

Then, three years after the family reunion, Don Miguel decided to find a business where the whole family could work together, and Northgate González Market’s first store was that.

“It’s something wonderful to have the

whole family united working,” she said. “I think that’s what united us most, because being all there, we really spent a lot of time together as siblings.”

It was, however, by no means an easy life.

“We all worked, and we didn’t take money out,” she said of the first year of the business. “We worked six days; we only stayed home one day. We left the house at 6:30 [a.m.] to open the store at 7, and we returned around 10 at night, after we closed the store, because there was only one car.”

Estela believes that the faith of her parents, passed down to the children, has played a strong role in the success Northgate has achieved.

“They were people of great faith,” she said. “When they were in Mexico, every day they went to seven o’clock Mass, and I think that was one of the things that has helped us most for the business – to have faith like them, to follow their example.”

While their mother, Doña Teresa Reynoso González, stayed home to raise the children, her impact on the business is undeniable.

“She was a person of character, and she wasn’t a weak person, either,” Estela said. “I think that helped all of us to move forward because of the way she spoke to us and told us things.

“For my mother, the unity of the family was very important to her, very important,” she continued. “And I think we’re following that legacy from our mother.”

On Wednesdays, the 13 sibling owners of Northgate González Market continue to come together to have a meeting and share a home-cooked meal with those working in the corporate office.

“For me, when Wednesday comes and we’re all here, it seems so beautiful to me that I wouldn’t want ever to miss it, this emotion of being all together,” said Estela, who has served as president of the González Reynoso Foundation for the past 15 years



Portrait of founder Don Miguel Gonzalez

could always stay together as a family.

“And I say that’s what made it possible for us to work – that we all worked together,” Ana Rosa said. “And we keep working, always. With that blessing that God and my parents give us from above, we remain united.”

Asked how she envisions the business 50 years from now, she said, “God knows how many more family members there will be here, but I’d like to see them all in significant positions in the company, continuing as we started. And not like us, because they now have schooling,” she joked.

“Everything changes, but you know what? I think our presence here – us still being here with the nieces and nephews – is very important because they see how we are united; they see how everyone works.

“In 50 years, it won’t be exactly the same, because everything changes – for us, it has already begun to change. For them, it will change for the better. And I think now is when we have to be very alert to all this so that they’ll want to stay here, so that they’ll like it, be motivated to be here, to continue with this company.”

The foundation has provided about \$2 million in scholarships thus far.

“Both of them really liked helping families,” she said of her parents.

She said her mother never refused help to anyone who asked, and it was revealed after her father’s death that he had been helping people. The foundation formalizes those efforts. Estela said her brother, Marco, actually started the foundation in Mexico, where their father began his secret philanthropy.

An annual golf tournament raises funds for the foundation’s scholarship fund.

“Thank God we do very well with the tournament, and that money we raise from the tournament is what we use to give scholarships,” she said, adding that a website was created so that anyone in the communities where Northgate González Market operates can apply for a scholarship.

“This year, many people applied, so I think every day it’ll grow more. The truth is, it’s wonderful to be able to give a child a scholarship when you see that later they’re ... an engineer, a doctor, an architect,” she said. “For us, it’s something very beautiful to know that we helped that person to have a better future.”

Estela’s sons, Adolfo and César, work in the family business, and her son, Guillermo, worked at the Pico Rivera store while in college. Today as a lawyer, his firm does work for Northgate.

Each son started at the bottom when working in the stores. Adolfo, for instance, began pushing carts at age 12. César, who works in produce, also began doing basic tasks.

“We must involve the children, grandchildren, great-grandchildren, because they’re the ones who will continue with the company. If we don’t do that, we can’t reach 100 years,” Estela said.

“As we’re saying we want the company to last 100 years, it’s very important to involve them, but that they also feel that emotion, that desire, to get ahead like we did and not give them anything too easy because it wouldn’t be good for them.”



*A heartfelt congratulations to the
Gonzalez Family
for 45 years of dedication and success!*

*It has been a true honor to work
alongside you for more than 30 years.*

From our familia to yours, ¡felicidades!



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Northgate González Market 45th Anniversary

Priorities set down from the beginning

Maria Bolaños, a member of the second generation of the Northgate González Market family, got an early lesson on setting one's priorities.

"After dinner, we would pray the rosary, and after praying the rosary, we would play lottery (Mexican bingo)," she said. "I think that was like telling us first is God and then fun."



Maria Bolaños González

Bolaños was in her early teens when she started helping in her father's shoe store. She and the other sisters who worked in the store were called "decorators" because they cleaned the shoes after they were made and put them in the boxes.

"I remember a lot about that. We liked it because he paid us," she said.

She was already married when the González family reunited in the U.S. around 1977. When Maria later came to the U.S., she chauffeured her sister, Ana Rosa, to work at the first grocery store because Ana Rosa didn't drive. Maria would help out in the back office or whatever was needed, and her two daughters would entertain themselves by putting shopping baskets back in place. Often, they would go to dinner with Maria's sister, Teresa,

after they'd been at the store. Those days helped set the stage for Maria to start working for the company 16 years later, after her children were grown and her mother-in-law, who had lived with the family, passed away. "My dream was always to work with my siblings, to be able to be with them. Now I thank God that I can do it," Maria says. She said her father's dream was to have a store for each of his 13 children. With more than 40 Southern California stores today, that dream has been met and exceeded. And it is likely to be exceeded even further in the



A longstanding tradition for the Gonzalez family is "breaking bread and eating together." Home-cooked meals are served in the headquarters dining room; all corporate employees are welcome. Meals are prepared by a longtime family companion, Eloisa

future, with plans for Northgate Market to eventually expand into other states. The way for that to happen in a manner that would make the founders proud is to "continue to involve the second, third, fourth generations in this company and create the values that were instilled in us," Maria said. "For me, I think that's what's going to make the company continue for 50 or more years."



A painting of the plaza in the family's hometown in Mexico features their church in the background.

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Northgate González Market 45th Anniversary



Respect at core of family and business

Teresa González Alvarez says the respect for one another shown by her parents, the founders of Northgate González Market, led her and her 12 siblings to show that same respect to one another.

“The founding principles of my father and mother arose from that great respect they had for each other all their lives,” Teresa said. “I think they respected each other well enough to become what they became, and it was a benefit for us.

“The influential factor that united us as siblings in the family was definitely respect, respect for our individualities, although there were issues sometimes,” she said. “I think that was the most important factor and continues to be in our family. Hopefully for the third generation, fourth and the others, that’s what always prevails, that respect between them.”

Teresa was 20 years old when the first Northgate store opened in 1980, and it became her world. “For me, going to the store was the greatest thing, coming from a town [in Mexico] where I was used to seeing people, having my friends, the family.

“Arriving at the store was the greatest,” she added. “I saw the customers as those friends I was missing, the daily conversation, finding out about their things, and them about mine.

“Because the truth is that customers become part of the family. Especially in the time when I was there, I saw



Teresa González Alvarez

the customers there every day, two or three times a day when they came to chat and get together with us.”

She said the second-generation owners learned many lessons the hard way – “with pure machete blows,” as she termed it.

Teresa, for instance, didn’t know how to read a balance sheet, but she figured it out and, in the process, saw that accounting came naturally to her. Systems were formed over time as her knowledge grew, “and the customers taught us a lot, too,” she said.

Going back to the importance of respect, Teresa said it’s vital for subsequent generations to see that played out in real life if Northgate is to continue to its 100th anniversary.

“If there’s that respect, they can move forward with everything,” she reiterated. “I think they also should see that we are respectful of our work, that if we say we’ll do it, we have to do it, and have that respect toward others.

“If we, if they, continue doing things right – obviously making mistakes but trying again – this can last many, many years, generations.”



The daughters of Northgate founders Don Miguel and Teresa González share company ownership with their brothers.

Early hardships fortified foundation of family

Victor González is the middle child of Don Miguel and Teresa González, born seventh. He shares his perspective on the years the family was in two different countries and some of the business philosophies at Northgate González Market that have stood the test of time.

Founding principles...

I believe my parents followed a family principle taught to them by their parents – respect, honesty and, above all, faith.

For my parents, respect was a constant presence when my father had to leave everything behind to resolve the difficult financial situation he was in at the time and had to emigrate to the United States.



Victor González

For my mother, only faith, respect and honesty kept her strong. My father only saw us once a year when he came to Mexico. After working in two different jobs, he managed to save a little money and send it to my mother every week so we could survive, since he had a very large family.

Years later, we were all together in California, and we had the opportunity to own a house. My dad had managed to save some money. And Leo Pérez, a good friend who had been his employee when he started his shoe business in Jalos and now worked in real estate in Los Angeles, gave him a personal loan so my dad could make the down payment on a house. We worked and gave my dad a check every week so he could take care of the monthly mortgage payments and also buy the food he spent a lot of money on.

The opportunity for our first business came from the same person who had sold him the house years before. He told my dad not to be afraid to buy the business, because he already knew what to do and that with so much family, we could get ahead.

My father had to rely on [his son] Miguel to buy the business, and we became working partners, and that was our contribution. We were given \$20 per week for at least the first year, until we began to see the business progressing due to our great effort.

Leaving Mexico...

The difficult part was leaving everything behind – family, friends and customs. It wasn’t easy, but the best part was that for the first time in many years, we were all together as a family.

Fortifying the business...

One of the factors that contributed to the progress of this business was the unity and great respect between our parents and ourselves.

Another very important factor was setting aside about 80 percent of the profits each year for growth, which we continue to do to this day.

Another was my father’s suggestion that we not allow wives or husbands to have decisions within the business.

Taught me to ‘be responsible and get ahead’

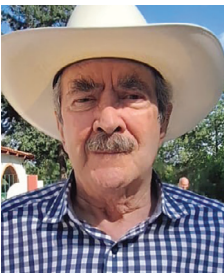
Ramon González is the eldest of the 13 children of Northgate González Market’s founder Don Miguel González and his wife, Doña Teresa Reynoso González. He and his brother, Francisco, came with their father to the United States when he first immigrated to Southern California.

Speaking from the family’s hometown of Jalostotitlán, Mexico, where he was vacationing, Ramon González offered insights about the family and company foundations.

What can you tell me about Don Miguel and Teresa González that made for such a strong family?

They were the best parents in the world. They loved each other and united the whole family. They met when my father was a shoemaker, and my mother was a woman from one of the best families in Jalos.

What was your childhood like being part of a family business?



Ramon González

What was the hardest thing about adapting to a new life in America?

It was a very happy childhood. They taught me to be responsible to get ahead. When we left Jalos for the United States, leaving all our roots, especially my mother and siblings, that was hard.

What do you think was the single most influencing factor that brought the family siblings together and enabled them to work toward one goal?

The example of my father and mother, being united as a family and fighting for an ideal that we have achieved so far.

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Northgate González Market 45th Anniversary



Separation led to a strong unity that abides today

The years during which part of the González family was in Mexico and the other was in California embody the saying, “absence makes the heart grow fonder.”

“What made us into a strong family-focused unit was our past,” said Marco González, son of Northgate González Market founder Don Miguel González and wife Doña Teresa Reynoso González.

“We were a family that was separated for many years, and when we got here, it made us come together more,” he said.

Doña Teresa, especially, believed that unity was vital.

“Any time there was an argument, my mom would quickly try to calm things down because she always wanted us to be united; she didn’t want to live through being separated from the family again,” he said.

In addition to unity, Marco said the family’s principles rested on honesty, discipline and respect.



Marco González

“We have many values, thank God, because of my parents. Truly, we learned a lot from them,” he said.

Marco said he was always happy working.

“I always thanked God that we were reunited, and working wasn’t hard for me. I was always very happy, very passionate about the work.”

Part of his motivation was knowing that there was a chance they would have to go back to Mexico if the business was not successful.

“I didn’t think about money; I thought about us doing well. Because I felt that ... my dad would send us back to Mexico if he couldn’t support the whole family here. That motivated me to work hard and do my part. Honestly, I didn’t find it difficult; that part was easy for me.

“I simply enjoyed everything I did. I saw my parents together, my older siblings together with the whole family, and I didn’t even think about whether it was difficult or not; I just wanted to keep living as a family and working.

“Things always went well for us. From the moment the store opened, it began to grow, and I think that was a

very important factor in keeping us united; the financial side went hand in hand with hard work and our parents’ example. That, I believe, has been very important, and to this day, I thank God.”

One of Marco’s strengths is nurturing team members.

“You know, I like to see people who need to develop and give them room to grow,” he said. “I love helping people grow a company.”

He sees a bright future for Northgate, and the next generation of Gonzálezes are “working, they’re learning, growing and loving the company. I think that’s the secret.

“You know, family businesses attract people,” Marco continued. “It can’t be just a company for some of us.

“People coming from more modern companies who join here say they feel something different – this company feels different, like a family. I think that’s one of the things we do naturally.”

‘G3’ future leaders of company are on their way

Alicia González said that her parents – Northgate González Market founder Don Miguel González and wife Doña Teresa Reynoso González – were “the very best.”

Both were hardworking, and Teresa instilled the family’s values in each of her 13 children, ensuring they valued harmony with their siblings.

“If there was any arguing among us, she’d say, ‘Hey, call your brother, call your sister.’”

Alicia said her grandparents also were wonderful people.

“We’ve been blessed – definitely blessed – by my grandparents and by my parents.”

She remembers her early years in Mexico.

“It was very beautiful. There were shortages – we didn’t have what our cousins might have had or whatever – but it was still a very lovely childhood,” Alicia said.



Alicia González

She was among the siblings who would go to work with their father at his shoe shop.

“My brothers made the shoes, and we [sisters] would do the edging; we finished the shoes. We’d come out of there a little tipsy-feeling from the glue, but happy on Saturdays when he paid us.”

When her father moved to the U.S., she was not among the siblings who initially went with him.

“I dreamed of coming to work ‘up north,’ because I didn’t feel like part of the family; I felt like I was outside of it,” she said. “When I finally came to work up north, I felt like I was living the dream.”

She didn’t immediately go to work in the family business; instead, she worked with her husband at a sewing factory. She was learning English, but sometimes didn’t understand the instructions she received.

“Apart from that, I really did like coming to the United States,” she said.

Eventually, she joined the family business, and today her children, James Edgar González and Evelyn González

are carrying on the tradition as the third generation (G3s) at Northgate. James works in finance, Evelyn in pharmacy. Evelyn began as a cashier at age 14, and by the time she was 16, her excellent customer service skills led to her move to a pharmacy.

“The third generation, I think they’ll have the same values [as G2] because they are watching us,” Alicia said. “In my family, on my brothers’ side and my sisters-in-law, too, we’re all helping them continue our traditions and values.

“Honestly, the third generation will work more, and when the fourth generation comes, hopefully we can guide them so they’ll continue, and then their children will do the same.

“I see it continuing – shining, truly – not because they’re my nieces and nephews or my children, but I see the passion they have. Maybe they’ll struggle a bit to acclimate to one another, but I see a great future at work and, God willing, my grandchildren and great-grandchildren will carry it on,” she said.

“And those who aren’t working for the company yet will be future leaders of the company.”

Step inside Northgate Gonzalez Market’s Mercado store in Costa Mesa, CA





I have the honor and pleasure of being part of the Northgate González Market family. It's truly admirable how much this company has grown — from a small liquor store in the city of Anaheim, California, to a leading provider of authentic Latin American products throughout Southern California.

Their unwavering dedication to creating a welcoming environment that celebrates Latino culture is clearly expressed throughout the company. I feel extremely proud to be part of an organization that genuinely values family and fosters an environment where everyone has the opportunity to grow, offering countless opportunities along the way.

I am, and will always be, deeply grateful for the opportunity I've had over the past 13 years. I look forward with excitement to how our partnership will continue to grow and prosper in the years to come.

Congratulations on your 45th anniversary — and here's to many more successful years ahead!

Veronica Guerrero - La Peña Regia, Inc

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