

JOSEPH GRAY WELSH

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GLOBAL RETAIL OPERATIONS EXPERT

Many years as a Supermarket Owner
Mergers and Acquisitions
Product Assortment/Launch
Product and Supply Chain Expert
High Volume, Multi-Unit Experience

Retail Operations Expert/Safety
Loss Prevention/Standard of Care
Investment Valuation/Cap-X review
Merchandising, Pricing Expert
Real Estate/Location Analysis/ROI

Wholesaling/Distribution
Full P&L Accountable
Data Mining/Analytics
Labor and HR Issues
Diligence Expert

WORK EXPERIENCE

Joseph Welsh Consulting, dba "Joe-The-Grocer" Las Vegas, Nevada Sept 2015-Present

www.joe-the-grocer.com Consulting services covering various aspects of the retail industry, including food, non-food, apparel, soft lines, etc., such as: On-site supermarket project work, location and market analysis, store and management training, start-up, loan package preparation, operational strategy, loss prevention and employee safety, crisis management, cash flow analysis and financials review, family generation transitions, mergers and acquisitions, concept overhaul, site analysis and lease negotiations. I have trained store leadership in every department, Store Managers and their successors, District Managers, Operations personnel, and consulted owners in all scenarios. I am a testifying expert witness on matters related to my experience in the Retail Industry, Small Business, Retail Education, Food Insecurity, Food Ecosystems, and similar subjects.

The Welsh Companies El Paso, Texas Jan 1989-March 2015

Family owned business, operating in many West Texas towns, originally beginning in 1926. Retail Supermarkets operated under banners such as: Pueblo Markets, Pueblo Discount Foods, Pueblo Family Market, Welsh's, Welsh's Big 8, Welsh's Village Supermarkets, IGA, Prime Time Food Stores, Pueblo Express (PX), and Welsh's Food Plaza. Many stores, all sizes, various formats, different volume levels, and competitive situations. Operated profitably throughout. Real Estate holdings operated under various lease names, ventures, partnerships, etc. Family also owned and operated a distribution company, that serviced Welsh stores and other area retailers/customers, lines distributed were: Rainbo bread, Mother's Cookies, Clover Club Chips, Archway Cookies, Las Cruces Tortillas, among others. Joseph served as CEO from 1992 to 2015. Operations sold to Porter's Thriftway of Andrews, Texas in March of 2015.

Malone & Hyde Foods Inc. (M&H Foods) Memphis, Tenn. (HQ) June 1987-Jan 1989

Nations' 3rd largest Food Wholesaler. Originally assigned to the Nicholasville/Lexington, Kentucky division, initial job was the Liaison between Retail Accounting and Retail Automation departments. I implemented new DSD backdoor and receiving systems—all the way thru to general ledger accounting packages. Quickly I was put on a 'DIVISION MANAGER' tract. My next assignment was to overhaul the merchandising plan (ad, tpr, pricing-etc.) for our voluntary groups, Pic-Pac, VALU, etc. This involved scores of resets at store level, item rationalization, pricing simulations, etc. After completing this task, I was sent to Memphis (headquarters) for SMU (Supermarket Manager University), RCU (Retail Counselor University), and Sales Manager shadowing. MTS (Manpower Training Services) and Harvard Business College taught these courses, and I was commended for my retail prowess, ability to analyze financials (good and bad), and my attention to break-even analysis and cash flow. Upon completion of these 'many months' of training, I was promoted to a "Retail Operations Counselor" and moved to Louisville, Kentucky. My responsibilities were to 'oversee/manage' our corporate warehouse stores (VALU Warehouse of Groceries), which ranged from 35,000 to 70,000 square feet—and protect the business with our largest customer, whom also operated as the Valu Group, throughout the Louisville area. Some of other duties included diverting, SKU rationale, placement programs, Private Label growth, category management, weekly ad writing, retail pricing, market surveys, and customer recruitment for Malone & Hyde. Although soon to be promoted

'again' and given a good raise, I left to return to Texas-once my father was stricken with throat cancer. I had no choice, my mother had no one else to operate the business.

Welsh's Village Supermarket's Alpine, Texas June 1983-June 1987

Worked in both Alpine, Texas and Marfa, Texas stores, while attending college. Held every position in the store during those four years...meat apprentice, meat specialist, produce manager, grocery manager, and Store Manager. Working nearly 60-70 hours weekly, I also did the companies financials, wrote the weekly ad, dealt day to day with wholesalers, primarily Tri-State Associated Grocer's (El Paso), and Fleming Foods Inc. (Lubbock, Texas), and whatever else was necessary. These stores were 'HUGE' bottom line store's and provided the necessary cash flow for future locations.

Malone & Hyde Foods, Inc. Various Locations June 1980-May 1983

As part of my DECA clubs in high school, I was allowed to work at the Nicholasville, Kentucky division and the Miami, Florida division, as a paid intern. It didn't pay much. In Kentucky, as a freshman and sophomore my duties included cleaning the parking lot on weekends, helping with the freezers during quarterly inventory, being a 'gopher' at company events-and re-setting stores during school vacations. In Miami, I worked in the Sales Department. My duties included: sit in on new item presentations, field retailer 'problem' calls that came in after 5p.m., perform weekly price checks on our retailers' competitors...Publix, Sedano's, and Basix Warehouse foods among others.

Tomlin's Family Market, aka The 'Y' Grocery Hwy 68, Wilmore, Ky. March 1978-August 1978

Worked as a clerk, in a small family superette, just outside Wilmore, Ky. Duties included stocking weekly truck, pumping customers gas, changing oil for customers that requested it, and store maintenance and hygiene. It was my first job, I was 13. I loved it.

PROFESSIONAL BOARD SERVICE

1999-2008 Affiliated Foods, Inc. of Amarillo Venture Ad Group Board of Directors

As a member/owning retailer...served on the Board of Directors, each year, held all offices-and participated in weekly 'ad calls', vetted and approved/declined new member requests, helped manage accrual funds for advertising and rebate programs for the group. Sat on COOP merchandising committee, CPG and broker relations, and placement revenue streams. Pretty basic participation, required only a couple of hours weekly...and annual meetings at food shows.

1994-1999 Fleming Foods Inc. Lubbock/El Paso Divisions IGA Executive Board of Directors

Served as Vice-Chairman (and other posts) for our group (approximately 85 stores) serviced by Fleming Foods of Lubbock, and the 'satellite' warehouse in El Paso. Duties included quarterly board meetings, fiduciary responsibilities with group money, new member committee, IGA standards manager/designee, product rationalization committee, led merchandising programs, executive committee...among others. Very hands on board service and member-during a critical time at Fleming. Served as one of the point man on the 'FOOD LION' task force, as well. Resigned post, upon leaving Fleming Foods as a customer. Retailer ad committee lead.

1992-1994 Independent Grocers of Abilene (IGI) IGI Board of Directors

Served as Vice-Chairman (and other positions) during the two years. Sub-Committees included: Finance Committee (monthly involvement with the Co-Op's financials), Executive Committee (reviewed A/R for the Co-Op, helped determine budgets, allocated rebates, and 'when necessary' secure lines of credit), Federated Retail Representative (worked and negotiated private brand promotions, accrual and brokerage fees, helped select items, and determined sales initiatives with private brands...such as: Parade, Better Valu, and others). Extremely hands on service with this board and Co-Op. The warehouse was in Abilene-and during our time as an IGI customer, I had to spend scores of weeks in Abilene, at the warehouse, away from my stores. Negotiated with brokers, principals, CPG heads for placement, slotting, stat case programs, advertising monies, supply chain, and velocity goals.

EDUCATION

PERSONAL

B.B.A.-Accounting 1983-1987 Sul Ross State University Alpine, Texas

Majored in Accounting, Minor in Finance. Played college basketball, served in student government, entrepreneur clubs, while working my way through school.

High School Graduate/Honors 1983 Hardin-Jefferson High School Sour Lake, Texas

General studies, college preparatory. Student Government, DECA club, and All-State Basketball AAA

PROFESSIONAL

Harvard Business School 1987-1989 Malone & Hyde (MTS) Memphis, Tenn.

Executive Master's Program in Business Management, focused on Accounting for Executives and future Executives. Topics from: GAAP compliance, Analysis of Financial Statements, Break-Even Analysis, Cash Flow, Taxation, and Auditing and Retail Operations.

Manpower Training Services 1987-1989 Malone & Hyde Memphis, Tenn.

Graduate- Retail Operations Counselor University

Thorough Program in multi-store supervision.

Graduate-Supermarket Operations Management University

A to Z of Retail Supermarket Operations-All Departments

Other

Over my career, I have attended virtually every workshop, seminar, presentation available in this business, including: Meat Merchandising, Shrink Management, IBP Cutting tests, PMA courses, Accounting for retailers, market survey and site analysis and selection, lease negotiations, advertising and layout, pricing, etc. Name it.....I've done it and have possibly taught the course myself. Shrink and Forensic Expert. Merchandising Expert.

COMMUNITY INVOLVEMENT

2023	Professor	HBCU-Martin University-Indianapolis, Indiana
2020-Present	Coordinator/Leader	Indy Local Grocers Coalition-29 Stores
2016-2017	Professor	Vista College-El Paso, Texas
2015-2016	Professor	Southwest University-El Paso, Texas
2004-2015	Founder, President	El Paso Heat AAU Basketball Club
2010-2015	Chairman	Don Haskins Youth Basketball Initiative
2009-2013	Vice-Chairman	YMCA Board of Directors, City of El Paso
2004-2009	Board Member	Westside YMCA of El Paso, Silver Sneakers-Youth Sports
200-2011	Volunteer Coach/Mentor	St. Clements' Parish School

FAMILY/OTHER

Married to Liliana Guadalupe Aranda-Welsh

5 Children-Scattered, 5 Grandchildren

We enjoy vacationing/travel, sports, entertaining, yard work (most of us), and holidays

Working hard, helping others, having a good life, and smiling are cornerstones in this family we've raised

There is no substitute or shortcuts, when it comes to honesty, ethics, and morals

Known in the food industry as 'Joe The Grocer'. www.joe-the-grocer.com

Published, interviewed frequently on industry topics, and speaker/presenter.

As an Expert Witness-Retained on 43 cases, 3 trials completed recently, Depositions, Reporting, Rebutting, Trial