

MilloGram



OUR MISSION: Providing Quality Feed for Quality Food.

Shaping Our Future

Phil Rohrbaugh, President and Chief Executive Officer

Since our fiscal year has just concluded at the end of September, I thought it is a good time to reflect on the past year about what we have accomplished, our customer service objectives, and the challenges we continue to face in our industry.

OUR ACCOMPLISHMENTS

As the year comes to a conclusion, we will produce approximately 2 million tons of feed that was consumed by poultry, swine, and dairy cows in our region. Producing and delivering this volume of feed, on time and of the quality desired, requires

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an incredible amount of effort in terms of management and operation of equipment and facilities, mill and driver talent, and infrastructure support to our operations. Accordingly, I want to thank the team members in our organization for their commitment and support in serving our customers over the past year and the personal sacrifices that were made to ensure we delivered. During the past year, we also completed two different acquisitions that will accomplish some key objectives that we have set as a company. One of those was to increase our milling capacity. This was achieved by adding a new mill in Benton, PA, which we are now expanding, and a second mill in Martinsburg, PA. Both mills came into our network through current year acquisitions that helped us accomplish other goals.

This included being able to diversify into the dairy feed

area with our investment in Hooper Feeds. Most recently, we completed the acquisition of Risser Grain, which you can read more about in this newsletter, that is a key building block to providing much more reliability to our grain sourcing, and expanding our storage capacity in support of our milling operations.

CUSTOMER SERVICE OBJECTIVES

We have a passion for our industry and want our customers to view us as being their strategic supplier of choice. To meet that customer expectation, we understand that we need to be relentless in our efforts to drive cost efficiencies and effectiveness into our operation since it impacts the cost of feed we produce and deliver. This past year, we continued to reinvest in the mills and transportation fleet with this objective in mind by automating processes, replacing older equipment, and reducing processing times in certain areas.

In addition to the manufacturing cost of feed, we understand that individual ingredients, or the combination of ingredients, can also impact costs, as well as conversion results. In order to support our customers in this area and to lead in innovation and research around nutrition, we are investing more in our capabilities in this area. You will read in this edition about Dr. Raj Kasula, which is the first step as we endeavor to enhance our customer services and support in the nutrition area.

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INDUSTRY CHALLENGES

As an industry, we face many challenges, and in this issue of the Mill-O-Gram, I want to mention two—talent and biosecurity.

There continues to be concern on our part about attracting and retaining talent that wants to work in agriculture. This is

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The Benton Mill was acquired this year and is being expanded.

something that is not emphasized as much in schools today, and there is less knowledge overall about the careers available to students and others in this industry. So we are spending time in developing more career path opportunities and training in our company and market awareness so that it is viewed as an exciting and rewarding industry for a career. We are also participating in new programs like the OneLife Institute that you will read about in this issue.

Secondly, we believe that biosecurity is an area requiring continuing vigilance and effort to ensure we are effectively mitigating any risks of disease being transmitted through our feed or delivery processes. This past year, we heightened our biosecurity procedures in response to the Coryza outbreak impacting poultry, and we carefully looked at our supply chain and prevention measures with respect to African Swine Fever to ensure we had the appropriate risk mitigation elements in place. We believe that our ISO certification process helps us to remain focused on biosecurity risk management and to stay in front of evolving challenges in this area.

In closing, we want to thank all of our customers for the opportunity to continue to serve you, and we will endeavor to do our very best to meet your expectations. We also want to thank our entire team for the extraordinary effort put forth this past year and for your role in serving our customers and supporting the communities where we operate.

Giving Back: OneLife Institute

The Wenger Group has recently partnered with OneLife Institute. Based in Lancaster, in the Rheems and Mount Joy Mills.

OneLife is a nine-month Christian gap year program for students who want to grow in their faith, experience genuine community, serve others, and

travel while earning credits for college. The company has hired eight of their students for the school year to assist Wenger Feeds by working part-time on the weekends with clean-up duties

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CEO Phil Rohrbaugh noted, "The program at OneLife was introduced to us recently, and we are very proud to play a role in the lives of its students."

If you are interested in learning more about OneLife Institute and its programs, see: <https://www.onlifepath.org/who-we-are>

The Wenger Group, Inc. Announces Purchase of Risser Grain, LLC

The Wenger Group, Inc., announced that it has signed a definitive purchase agreement to acquire the grain and fertilizer operations of Risser Grain, LLC. The transaction includes the acquisition of seven grain operating locations, which provide for the storage and processing of millions of bushels of grain. In addition, Risser's fertilizer facility and production capacity is one of the largest in Pennsylvania. As part of this transaction, Wenger will also be purchasing the Martinsburg mill, which it recently began operating under a leasing arrangement with an affiliate of Risser.

"We have enjoyed a strategic relationship with Risser for many years as one of our key ingredient suppliers that is critical to sustaining our operations," commented Phil Rohrbaugh, President and Chief Executive Officer of The Wenger Group. "Expanding into grain operations further strengthens our reliability and sustainability as a manufacturer of feed for protein producers. The acquisition will also enable us to better support our agronomy partners, who play a critical role in the food supply chain and how we meet our customer needs."

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While Risser is now a wholly-owned subsidiary of Wenger, the Risser Grain name and brand will continue, and it will be operated separately with Brent Risser continuing as the President of this business and all of the Risser

employees remaining in place to serve its very important customer base. Brent Risser commented, "We are extremely excited about this strategic combination. With the support of the Wenger organization, we will be able to offer even more attention to regional grain producers and to our end-user customer base. Ensuring sustainability is crucial to

maintaining a strong and growing agricultural sector in our region and beyond."

Risser Grain, LLC is a leading 45-year-old family-owned grain dealer of corn, wheat, soybeans, and barley as well as an exclusive distributor of custom mixed fertilizer.

Both The Wenger Group and Risser Grain are family-owned businesses, which are part of the Mid-Atlantic Agribusiness sector.



The Martinsburg Mill

Building Our Nutrition Capabilities INTRODUCING DR. RAJ KASULA

Founded in 1944, Wenger's has a long history of superior service and innovative nutrition. Founder Mel Wenger noted the extent of the company's service in an article published in the 1960s. "Our growth has been the result of service. There just isn't anything within reason we won't do for our customers. Both of our Feeding Advisors are at their service 24-hours a day. If we work with a dairy, for instance, we weigh milk, help keep records, figure costs and profit at the end of the year, and constantly suggest improvements."

Wenger's recently restructured its Nutrition Services department and welcomed a Chief Nutrition Officer, Dr. Rajasekhar (Raj) Kasula. This signifies The Wenger Group's strategic focus on leading edge nutrition, quality, and enhanced services to Wenger's customers as key to the company's future growth.

Raj leads the five-person and expanding Nutrition Team and joined the company's Executive Leadership Team when he arrived in April.

Most recently a resident of Austin, Texas, Raj has served in a Nutrition Leadership role for Ridley USA, Inc, an Alltech company. He earned a Doctor of Veterinary Medicine, a Master's degree in Animal Nutrition and Immunology from Marathwada Agricultural University, India, and is a certified Professional Animal Scientist by ARPAS. Raj has an extensive background and experience spanning over 30 years globally across 30+ countries, in multi-species animal feed and nutrition, feed technology, technical support, product development, and R&D with a number of science-based global companies.

President and Chief Executive Officer Phil Rohrbaugh noted, "Raj's extensive experience in animal nutrition, feed manufacturing and technology, and product development will be an asset to our company. He will be a great resource for our customers by leading new innovation efforts and will work closely with our procurement team as we develop and execute new nutrition solutions that bring more value to our customer base. Since at our core we are a nutrient company, it only makes sense that we have a best in class nutrition team, and adding Raj only strengthens the strong bench of talent we have today."



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CREATING EFFICIENCIES: NEW RECEIPT PRE LOAD PROCEDURE

Our best ideas often come from our team, and a recent innovation in grain receiving is saving our team and our vendors time every time they deliver a load.

Several years ago, Wenger's started to capture some additional information from grain vendors in an effort to evaluate and improve our vendor relationships. However, this information was entered after the load was received. Garry Deeter, a Grain Receiver at the Spring Glen Mill, asked the Quality Assurance

team if the process could be reversed so the information could be entered while the grain was being unloaded saving both parties time. The IT team programmed the change so that once the truck is empty, the receiver only needs to enter the weight to finish receipt of the product. The change added up to a daily savings of 7-11 hours across our milling network.

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The Wenger Group: A History 1944-2019

In November, The Wenger Group enters into its 75th year in business. The company was founded on October 2, 1944.

To celebrate the company's history and document it for the next generation of company leaders, The Wenger Group wrote and produced a company history, *The Wenger Group: A History 1944-2019*.

If you would like a copy of the company history, please contact the Public Relations and Communications Department at cc@wengerfeeds.com. The book will be published on October 28.

In addition, join us on our social media accounts as we recount the history of the company using #Celebrate75.



INNOVATING FOR YOU: NEW TRUCKS ADDED TO THE FLEET

In the coming months, you may see some new trucks being added to the fleet. In concert with the Finance team, the company has determined that the fleet would benefit from a cost and efficiency standpoint from being replaced at a more frequent interval. The replacement process is starting in the coming fiscal year. With the data collected, the company feels confident this new fleet will be more cost efficient to maintain and help ensure the delivery of Quality Feed for Quality Food™ in a timely manner.

Truck 744 was added to the fleet in March. New trucks will be manufactured by Freightliner, Mack, and International.



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OUR MISSION:
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■ GRAIN RECEIVING CAMERAS

If you haul corn or soybeans to the Rheems, Mount Joy, Shippensburg, Spring Glen, or Muncy Mills, check our grain receiving cameras. Use the icon on the home page of wengerfeeds.com or click on "Grain Receiving" under the About tab.

■ **GO GREEN:** Receive your MilloGram by e-mail. Send your request to cc@wengerfeeds.com. Be sure to include your mailing address.



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