

Millogram



OUR MISSION: Providing Quality Feed for Quality Food.

A Message from the Chief Executive Officer

Phil Rohrbaugh

Like most companies, The Wenger Group (TWG) is a planning organization. We update our strategic plan annually through a defined and engaging process, and we prepare annual operating plans that link to this overall roadmap. As part of this effort, there are many considerations and areas we review, evaluate, and make decisions around, and in this issue of the Millogram we would like to explore some of them.

TALENT ACQUISITION, DEVELOPMENT AND RETENTION

The success of any company is based on the talent and capabilities of the organization, and the values and culture that drive its behaviors. At TWG, we devote a lot of time to this issue since we believe it is important to continuously think

Leaders cast a shadow, and the entire organization views it as a message of what is important.

about management succession so that the fabric of a company can be perpetuated and sustained and the knowledge we gain passed from one generation to the next. So, we are constantly asking how roles will be filled when retirements occur and what preparation is needed now as we think about future succession. In this issue of the Millogram, you will read about some of those changes we are making to help us plan for that type of event as we evaluate succession strategies.

There is no question that the war for talent is the number one issue faced by our customers and most of the agribusiness partners we work with every day. This challenge has even increased in the last year due to some of the impacts related to the COVID pandemic. Therefore, as an organization, we are very focused on how we increase the level of interest in working in our industry by expanding our internship programs,

providing more broad-based training, implementing a leadership development program, offering student scholarships, and many other actions.

CORE VALUES SHAPE US

As mentioned above, we believe that the behaviors and culture we manifest is driven by the core values we promote and recognize, and what our team members see in leadership messaging and actions. Leaders cast a shadow, and the entire organization views it as a message of what is important. To help us promote our values and their importance across the Company, we have initiated a process to recognize team members that are exemplary in behaviors that manifest those values. We have shared some commentary about this process in this edition.

DIVERSIFICATION AND DIFFERENTIATION

We continue to drive the development of TWG's innovation and research capabilities to enhance our ability to partner with customers to enable them to better compete and win with their protein products. Recently, we issued a special edition of the Millogram which details many of the enhancements we have made in the research and laboratory area. You can access that edition through this short link. <https://bit.ly/2TAO7Gr>

We also remain focused on diversification, and as part of that objective we are growing our dairy feed segment and capabilities. Recently, we hired Tim Kelly to lead this business unit, and we introduce him to you in this edition.

DRIVING COST EFFICIENCY AND EFFECTIVENESS

It is our view that we need to be relentless in driving continuous improvement in the efficiency and effectiveness of our operations to be cost competitive so there is a focus on automation and using technology in new ways to enable our business processes. Further, we have developed longer term

plans as to capital priorities to help us in this regard. This includes small and larger projects as we continue to reinvest in our operations. We will continue to keep you updated and in this newsletter we discuss an enhancement we are making at our Rheems Mill.

MANAGING THE SUPPLY CHAIN

This has been an incredibly challenging year with rapidly rising grain prices, supply chain disruptions, changes in product availability, concerns about certain imported organic grains by the USDA, and an inverted futures market. We continue to work hard to determine what we can do to bring more cost

stability to this area, but the challenges have been daunting for all of us. You have our commitment that we will work hard to ensure that we obtain the best quality and cost competitive ingredients for use in our animal nutrition production.

As always, we want to thank you for the opportunity to continue to serve you and we pledge to work hard every day to earn your business. If you would like to share any observations or concerns, please do not hesitate to reach out to me at prohrbaugh@thewengergroup.com as I am always interested in customer and partner feedback.

IMPROVING FOR YOU: SILOS TO BE REPLACED AT RHEEMS

A cluster of four concrete silos is being replaced in June and July. How do you replace them at a busy loadout? Very carefully! Our team planned for the work to be completed over six weekends starting in early June weather dependent. During this time, unloading is restricted and trucks have to back in the loadout. The empty lot across from the mill is being utilized as a staging area. The concrete clusters are not currently being used, and they will be replaced with another 27,000 bushel bin to be used for soybeans. This will also free a silo to hold 44,000 bushels of corn or another 1.25 days of production storage.

Thanks to our Operations team for their careful planning and to our grain suppliers for their patience.



The Wenger Group Announces Changes in Management Structure

The Wenger Group is excited to announce some key management structure changes. We believe these changes will benefit our customers by improving our speed and quality of execution and are key to accelerating our growth.

The Board of Directors have been evaluating what succession planning actions should be taken to prepare for the eventual retirement of our President & Chief Executive Officer, Phil Rohrbaugh. Based on that review and assessment, a plan has been developed, which we believe will serve the Company and our customers well in planning for this future transition yet allow us to continue our focus around our current strategic plan, as Phil has been leading many transformative changes.

Phil Rohrbaugh will continue to lead our organization as the Chief Executive Officer for next several years, but his focus will shift more toward ensuring the long-term sustainability of the Company and less on day-to-day operations. Accordingly, his focus will be around the execution of our strategy, driving and developing revenue opportunities and growth, acquisitions and business development, and continuing to strengthen our corporate governance. With that shift in focus, we are pleased to announce changes that will be occurring in our management structure effective October 1, 2021.

First, we are pleased to announce the promotion of Tim Appleby into the new position of Senior Vice President and Chief Business Officer, reporting to Phil. In this position, all of our shared service functions that support our operations (i.e. Finance and Accounting, Human Resources & Informa-

tion Technology) as well as Transportation will report to Tim.

Secondly, Brad Wagner is being promoted into the position of Senior Vice President and Chief Operating Officer, reporting to Phil. In this position, Brad will provide oversight to all Mill operations, Manufacturing support services, Supply Chain and Customer Service & Logistic areas. These areas are strongly linked as we strive to meet the animal nutrition needs of our customers.

Third, we are pleased to announce the promotion of Dave Glock as Senior Vice President and Chief Procurement Officer. While Dave will continue to lead and manage the Procurement area and partner with Brad closely around operations, he will work directly with and report to Phil around the execution of our expansionary strategies that are intended to drive long term value to the Company.

Finally, as a result of the Company's strong focus around Animal Nutrition Research & Innovation as well as Quality, Dr. Raj Kasula, Senior Vice President and Chief Nutrition Officer, will continue to report to Phil. Our efforts in these areas continue to be expanded, and Dr. Kasula has initiated a number of important initiatives in an effort to achieve more market recognition of our capabilities and new actions we are taking in these areas.

We would like to thank all of our customers and partners for your continued support as we strive to continually improve to serve the needs of our customers.

Phil Rohrbaugh, Tim Appleby, Brad Wagner, David Glock, and Dr. Raj Kasula.



STEWARDSHIP: CORE VALUES AWARD WINNERS

Our corporate culture has played a central role in our success as individuals and as a company. As we see it, it is the sum of these beliefs and/or values that have animated our company.

The foundation of our culture and our Core Values serve as a guide for how we do business daily—internally and externally.

We need to live them at work and in our personal lives. By our actions, we do what we value most. Those around us see what we do more than what we say we do. Culture and its values are hard to put into measured specifics, but the outcomes are very clear.

Integrity: Honesty and sound moral character define us. **Quality:** We maintain standards of excellence in all that we do. **Respect:** We value one another—team members, customers, and vendors. **Safety:** We put safety first to ensure the physical health and safety of every team member. **Stewardship:** We manage our lives and assets responsibly for a sustainable future for our team members, customers, community, and the environment.

To that end, we honor a team member each year who lives our core values. Nominations come from throughout the company. This year, we had thirteen total nominations and gave five awards.

Risser Grain Driver Keith Sechrist was honored with the Core Values Award for Integrity. His nominator noted, “Keith is the type of team member that does the right thing when no one is looking. He is always willing to start early or run late while maintaining a clean and safe driving record, which includes close to 3 million miles! He has a genuine concern for coworkers and is highly respected in the Company.”

Poultry Service Technician Michael Boyer was honored with the Core Values Award for Quality. Michael’s team pointed to

his attention to quality and care and concern for his flocks when selecting him for this honor.

Credit and Collections Manager Zach Spicher was honored with the Core Values Award for Respect. Zach’s team noted, “Throughout this pandemic, he has remained positive and calm with the folks he interacts with externally and internally. He consistently does his best to provide flexibility for his team and listen to their needs. He always says, ‘just tell me what I can do or who I can talk to help!’”

Fleet Maintenance & Operations Manager Jon Ruhl was honored with the Core Values Award for Safety. Jon’s team noted that he has been instrumental in working with the entire team to reduce our exposure to unsafe situations. The latest example of this is the development of a new type of “boot” for the booms of our feed trailers and the implementation of dash board cameras, which has contributed to our continued favorable scoring for safety by the federal Department of Transportation.

Martinsburg Mill Supervisor Jeff Mowry was honored with the Core Values Award for Stewardship. His team noted that Jeff comes to work with a positive attitude and encourages team members to do the same. He ensures that quality work is being completed and a safe clean work environment is present at all times.

The field of nominees was strong this year and also included: Ed Biddinger, Kyle Briggs, Stephanie Carbonetta, Jeanette Failor, Eugene Henry, Ed Hoffman, Brooke Hook, and Chris Olinger.

Congratulations to the winners for all the ways in which they demonstrate our core values every day. We’re glad you’re on our team!

Fleet Maintenance and Operations Manager Jon Ruhl with Risser Grain Driver Keith Sechrist. Poultry Service Technician Michael Boyer (right) with Production Supervisor Ethan Metzler. Credit and Collections Manager Zach Spicher (right) with Vice President and Chief Financial Officer Tim Appleby. Jon Ruhl with Tim Appleby. Martinsburg Mill Supervisor Jeff Mowry.



WENGER FEEDS WELCOMES TIM KELLY AS DAIRY BUSINESS MANAGER

Wenger Feeds, LLC, a member of The Wenger Group, Inc., is pleased to announce the addition of Tim Kelly as Dairy Business Manager. Tim will lead the Dairy Business Unit of the Company reporting to Dr. Raj Kasula, Vice President and Chief Nutrition Officer.

A resident of New Wilmington, PA, Tim most recently served as Eastern Regional Sales Manager for Provita Supplements and has held a variety of progressive leadership roles in ag services and ingredient sales with leading agricultural companies such as Chr Hansen and Nutriad (Adisseo). He earned a Master of Science degree in Agricultural Economics from Purdue University and a Master of Business Administration degree from Indiana University's Kelly School of Business. He will oversee a large and growing team of seasoned dairy sales and nutritionists and drive Wenger Feeds growth in the dairy segment.

Wenger Feeds, an established feed and nutrition provider for over 75 years with 10 feed mills in the Mid-Atlantic, has a dominant market share in poultry and swine feed. In 2019, the Company committed its thriving mills in Gordonville, Benton, and Martinsburg to servicing the dairy segment. Wenger Feeds made significant investments in 2020 in upgrading its Benton Mill to better serve the dairy segment. In addition, the Wenger Dairy Business unit comes with a dedicated Forage Labora-

tory and infrastructure and expertise out of their state-of-the-art Nutrition and Quality Laboratory at their parent company's corporate office in Rheems, PA.

Vice President and Chief Nutrition Officer Dr. Raj Kasula noted, "The dairy segment of Pennsylvania is unique with its diverse producer mix, which calls

for a wide spectrum of expertise, tools and support services to be successful. Wenger Feeds is well placed and differentiated from its competition with its strategically located dairy feed mills, and capabilities across procurement, nutrition, manufacturing, quality, laboratory, transportation, and customer service. Tim's extensive experience in agribusiness and, specifically, dairy segment is an asset to our company as we grow our dairy team and serve this new customer segment with best-in-class nutrition."



SHARING OUR EXPERTISE

Vice President and Chief Nutrition Officer Dr. Raj Kasula spoke at a webinar sponsored by The Hemp Feed Coalition in early spring. He was joined by Dr. Clair Thunes and Dr. Massimo Bionaz. The team explored the nutritional composition, anti-nutritives and feed benefits for hemp seed meal and cake as a feed for laying hens, and hemp seed oil for horses and pulp as a potential feed source for our pets and production animals.

Dr. Kasula spoke about a trial the Company undertook with a customer to research and seek approval for hemp seed cake as an ingredient in poultry feeds. He reviewed the parameters the team used when considering a new feed ingredient and the profile of the study conducted.

You can learn more about the Coalition here: <https://hemp-feedcoalition.org/>

You can find the presentation here: bit.ly/3cMqnX0

Dr. Kasula was also an invited speaker at the 2021 Hemp Products and Animal Health Conference in Knoxville, TN. His discussion was titled, "Hemp seed cake feeding safety of commercial laying hens, general performance, egg quality, cannabinoid residues in egg, tissues and organs."

The Hemp Feed Coalition recently submitted an application to gain federal approval for the use of hemp products in layer feed. Some of the research undertaken for this application was conducted by The Wenger Group. The Coalition noted that the research reported, "Positive findings, no safety concerns and overall improvements in the eggs. Also, in some cases, there were significant improvements with shell thickness, yolk color and fatty acid composition."



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In This Issue:

Wenger's Announces
Management Changes
Core Values Awards
Wenger's Welcomes Dairy
Business Manager
Sharing Our Expertise
Improving for You

MilloGram

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If you haul corn or soybeans to the Rheems, Mount Joy, Shippensburg, Spring Glen, Massey, 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.

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