

Here are some responses from Executive Leadership Team members to the July question for the 100th Anniversary Giving Program. We'll have more ELT responses in future months. The July question was:

“For Wilbur-Ellis, where do you see the greatest opportunity for growth in the coming years and why?”

Mark Ripato, President, Agribusiness

I see Agribusiness' greatest growth opportunity coming from resolving business and agronomic complexity for our customers. We are about to face the introduction of 5G, which could be as impactful on our digital capabilities as the introduction of the i-Phone. Being able to use this technology, along with artificial intelligence, to advance and accelerate the use of the mass of tools that have been developed by record-level investment in the ag digital space in recent years will lead to a sustainable competitive advantage for the long run.



Andrew Loder, President, Nutrition

Specifically for the Nutrition division, we are fortunately in some interesting growth areas. I think all our markets of livestock, pet and aquaculture show promise. I particularly see aqua as a significant growth opportunity in the U.S., since the U.S. is so reliant on imports from other countries and there is renewed interest in becoming more self-sufficient. We also see interesting growth potential in livestock, as we look further into farm store retail feeds. The current pandemic has increased interest in families raising their own backyard chickens, eggs and other protein sources. I know in the Giving Program kids contest we had a submission for sloths (as a favorite pet), so that might be one that fits in our pet nutrition business – *who knows!*



Mike Hunter, VP and Chief Financial Officer

I see opportunities for growth in all of our businesses, so choosing one in particular over the others is a challenge. One that does come to mind right away though is aggressively building out our proprietary (branded) products portfolio in Asia. We have begun the effort already with Core Ingredients. Average GDP growth rates in Asia are the highest in the world and are expected to remain so for years to come. Growing markets combined with our technical expertise, as well as our innovative and collaborative approach with our customers, present significant regional growth opportunities for both the industrial and enzymes businesses within Core Ingredients.



Dan Willey, Chief Information Officer

I see great opportunity for growth for Wilbur-Ellis in adoption of technology that can greatly increase our ability to serve our customers. The most obvious area we can grow is in the digital offerings that customers can directly use, like the online customer portal we are working on in the Ag group today. But there's more: We will be investing in our foundation of tools (like CRM, Warehouse Management, Transportation Management, etc.) that will not only make us more efficient but will result in a better overall experience for our customers. This will set the stage for growing in our markets by allowing us to do more with the same resources we have today (more customers, more orders, and greater margin). I look forward to my Information Technology team helping to make this a reality in the coming years.



Jeanne Forbis, VP, Corporate Communications

I believe Wilbur-Ellis' greatest opportunity for growth will be driven by long-standing relationships with customers and the use of technology and innovation to help customers be more productive in their businesses. As the industries we serve become more complex, customers will be looking for innovative solutions and ways to use technology to be successful. And the work we're doing with Cavallo Ventures and other parts of our business to provide those solutions sets the company apart. But ultimately, relationships make a big difference. Customers want to work with people they trust ... that have integrity and have their best interests at heart. Wilbur-Ellis has been successful for 100 years because we've proven we're that kind of company.

