

FARM LEADERSHIP TEAM

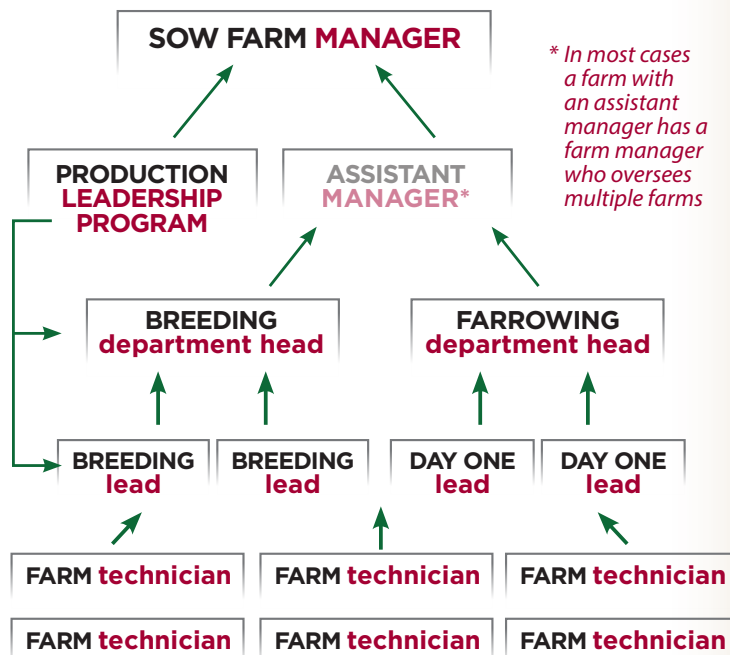
IOWA SELECT FARMS SOW SYSTEM

Members of our **Sow Farm Leadership Teams** are specialized in the areas of animal care, including breeding, farrowing and early piglet care. The farm leadership team works together to lead and motivate their teams to provide excellent animal care, achieve performance goals, develop and train personnel and ensure a positive and rewarding workplace environment.

Iowa Select Farms has a 165,000 sow base and operates 38 breed-to-wean farms, all but one within the state of Iowa. We are proud of our ability to not only provide rewarding careers in agriculture but also offer a clear path for growth and promotion within the company.

Each 4,200 sow farm is led by a farm leadership team comprised of a manager, a farrowing department head, a breeding department head and four farrowing or breeding leads. Please read on for more information about each position, followed by the programs, resources and tools we have in place to ensure their success and lay the foundation for a fulfilling career.

FARM ORGANIZATIONAL CHART



SOW FARM LEADERSHIP TEAM



FARM MANAGER

Farm managers are responsible for leading the 10-13 member team and overseeing all operations at the farm. The farm manager collaborates with his or her farm leadership team, sow supervisor, assigned veterinarian and multiple support service team members to meet all performance and compliance goals. Farm managers have the opportunity to potentially oversee multiple farms or be developed into a sow supervisor once they have demonstrated proven success.



FARROWING DEPARTMENT HEAD

A farrowing department head is responsible for supervising the day one leads and overseeing the entire farrowing process, including sow health, farrowing, colostrum intake, cross-fostering, processing, treatments, recordkeeping and weaning. This position oversees all aspects of birth-to-wean, focusing heavily on reducing pre-wean mortality and producing quality weaned pigs to move into the nursery phase.





BREEDING DEPARTMENT HEAD

A breeding department head is responsible for supervising the breeding leads and oversees the entire breeding process, including heat detection, artificial insemination or post-cervical artificial insemination (PCAI) and pregnancy checking. The breeding department head also oversees the body conditions of all gilts and sows, maintains the “snake” rotation in the gestation barns and tracks semen and supply rotation.



DAY ONE LEAD

A critical role within the farrowing department is the day one lead who works to ensure sows are attended to during labor and that their newborn piglets are receiving the proper warmth, nutrition and treatments during this critical stage. Most farrowing departments utilize two farrowing leads who work to assist sows during birth, dry newborn piglets, provide immediate access to warmth, make sure pigs are suckling and manage the process of split suckling and cross fostering to evenly distribute colostrum.



BREEDING LEAD

A breeding lead focuses his or her attention on being specialized in the process of artificial insemination or post cervical artificial insemination of gilts and sows at the sow farm. Breeding leads are responsible for heat detection, performing PCAI and pregnancy checking animals to ensure farm breeding targets are achieved.

FARM LEADERSHIP TOOLS, PROGRAMS AND RESOURCES

Members of the farm leadership team are responsible for leading the day-to-day operations which ultimately leads to meeting goals set for the farm. Several resources, tools and programs are in place to help them accomplish these production goals.

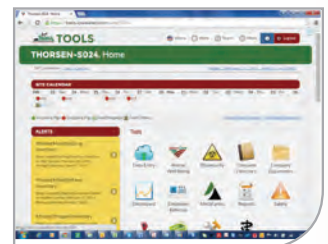
LEADERSHIP SUPPORT TEAM

Each farm leadership team is provided direction and coaching from a sow supervisor along with support from a dedicated veterinarian who work with the farm leadership team to diagnose health issues and prescribe treatment. Members of the maintenance team, animal well-being team, human resources and the production management group also visit the farm regularly to review performance and ensure the farm leadership team is getting the support they need to succeed.



FARM DATA, REPORTING AND FEEDBACK

Knowledge, timely data and a consistent flow of two-way communication is key to successfully managing a farm. Iowa Select Farms has an excellent information technology infrastructure that features high speed internet on all farms, paired with a user-friendly data collection system that provides an instantaneous transfer of production data to and from the farms. This provides the farm leadership team with access to system-wide, real-time data along with the ability to efficiently communicate requests to service departments responsible for farm supplies, maintenance or human resources.



PRODUCTION LEADERSHIP PROGRAM

We believe in developing employees and providing them with the tools, resources and training needed to grow and be successful. In fact, over 75 percent of our farm managers began as technicians and worked hard to develop their skills to advance their careers and take on bigger challenges. The Production Leadership Program is designed to help employees advance from their current position to a higher position. For instance, a day one specialist may join the program to become a farrowing department head, or similarly, a farrowing department head may join the program to become a farm manager.

DEVELOPMENT AND TRAINING

We believe in providing regular learning opportunities for sow farm managers to take back to their entire farm leadership team to implement at the farm. Several times throughout the year sow farm managers participate in training sessions intended to provide company updates, leadership development, technical training and peer-to-peer sharing. These sessions are oftentimes organized by region, however twice a year all sow, nursery and finishing production managers assemble for a one-day conference.



MANAGING EMPLOYEE PERFORMANCE (MEP)

Even the best farm manager can be challenged with handling personnel situations, which is why each farm manager participates in a training session that provides them with the information and tools they need to oversee the people management aspects of their farm. With 10-13 employees on each farm, learning how to properly welcome new employees, set performance goals, deliver feedback and administer employee reviews is essential to establishing a positive and successful workplace environment.



PRODUCTION WELL-BEING, WORKER SAFETY AND BIOSECURITY AUDITS

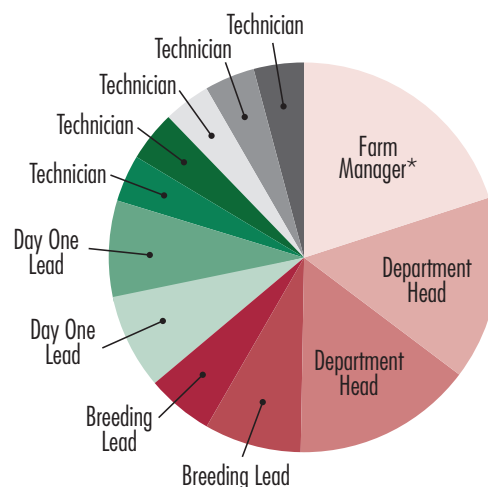
It's no secret that our most top-performing farms also excel in excellent pig care, maintain a safe work environment and follow all biosecurity protocols. These aspects go hand in hand with performance, which is why we have support departments in place to help the entire farm team excel in these areas. Sow farms undergo routine assessments to help them improve, and training personnel are readily available to help troubleshoot issues, provide more training to staff when necessary or simply provide advice and counsel to the farm leadership team.



PROFIT SHARING/WEANED PIG BONUS

We recognize that being a good employer means offering fair compensation, a full benefits package, training and development and also the opportunity to share profits with those who provide care to our animals day in and day out. Profit sharing for sow farm employees at Iowa Select Farms encourages employees to work together to achieve the farm goals, and, if accomplished, receive a quarterly bonus in addition to their base salary.

The farm leadership team works to push their team to exceed a minimum 24 P/S/Y threshold each quarter. Then, \$3.00 is awarded to staff for every pig produced over the threshold and the bonus is distributed amongst the team members of the farm. The bonus is weighted heavier for members of the farm leadership team, with managers taking home 20 percent of the overall bonus payout, department heads each earning 15 percent of the bonus payout and breeding and day one leads earning 8 percent.



*For farms with a single site manager the payout is 20%.
For farms with a multi-site manager paired with an assistant manager the payout is 15% and 20%, respectively.



A farm manager making the top 10 of SelectPride can earn **\$2,000 - \$3,700 per quarter, or \$8,000 - \$14,800 annually.**

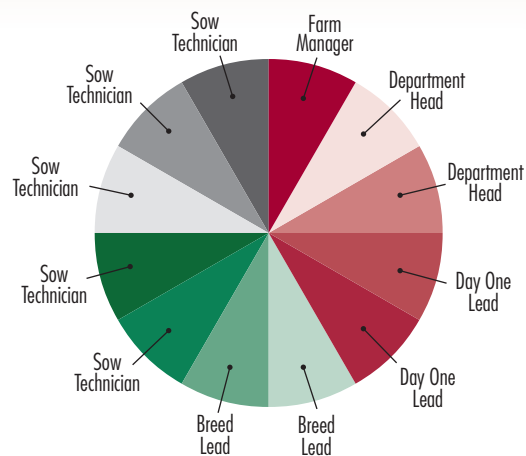
A department head making the top 10 of SelectPride can earn **\$1,500 - \$2,800 per quarter, or \$6,000 - \$11,200 annually.**



INCENTIVE BONUS PROGRAM

In addition to the weaned pig bonus, each employee on the sow farm is eligible to earn up to \$500 per quarter regardless of position on the farm. The payout is based on a total farm score of controllable achievements. Each quarter all sow farms receive an objective score based on the farm's ability to uphold specific expectations around retention, production performance, biosecurity, a production well-being, supply budgets and paperwork compliance. This bonus is not weighted by role, instead each person at the farm receives the same amount based on the farm's overall score.

In 2015, the average incentive bonus was \$436.50 per person per quarter, or \$1,746 annually.



SELECTPRIDE

Friendly comradery and competition between farms is part of our culture, and farm teams enjoy seeing their hard work and efforts turn into measurable results. Sow farms receive weekly reports that provide a dashboard of their production results, along with a ranking of where they stand against other farms in the system. At the end of each quarter the top ten farms are recognized as part of the distinguished SelectPride Program—the highest honor recognized by Iowa Select Farms. The top farm of the quarter receives the coveted “Winners Wish List” where they can select clothing for the entire farm, sign up for a special event or organize a group dinner to celebrate their achievements as a team.



PRODUCTION SUPPORT DEPARTMENTS

Providing excellent service to our farm leadership teams is a goal for our 13 service departments. Specialized in nutrition and feed, repair and maintenance, warehousing and supplies, swine health, accounting and purchasing, human resources and information technology, these teams work to eliminate problems and provide resources and support so the leaders at the farm can focus on their day-to-day production operations.



PRODUCING PORK Responsibly

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