



Our SelectCare Commitment

2021 REPORT



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LETTER FROM THE EDITOR

At Iowa Select Farms, we have a strong commitment to sharing our story. For more than a decade, we've filled our website, social media, presentations and company newsletters with information about how we raise pigs in the heart of one of the most sustainable and productive agricultural regions on the globe—Iowa.



This year, we're proud to introduce our 2021 SelectCare Commitment Report. This report features information about the very core of our business—pig farming. More importantly, it details how we put our continual focus on improvement into action. We are producing more food with fewer resources while championing our people, providing excellent pig care 24 hours a day, 7 days a week, 365 days a year, being stewards of our environment and uplifting our communities. We're openly and transparently sharing our accomplishments, our progress and what we are working on now and in the future.

We firmly believe we will accomplish our mission of responsibly producing safe, nutritious and high-quality pork for our customers and the food companies they serve by placing a relentless focus on improving people care, animal care, environment care and community care.

Through both this report and future reports, we are committed to providing accurate, transparent and honest data surrounding the efforts, practices and policies that define our four key pillars.

I am humbled to be entrusted with this important role and grateful to our employees, customers, suppliers and stakeholders for helping us deliver on our commitments.

Erica Lain

**Sustainability Manager
Iowa Select Farms**

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A MESSAGE FROM OUR PRESIDENT AND CEO

At Iowa Select Farms, our passion is pig farming.

With both our roots and branches firmly in Iowa, this year we're proud to celebrate 30 years since Deb and I founded our pork production company in 1992.



Like many, we've moved forward through the years with the resolve and commitment only our industry knows, and I give much of the credit to our dedicated employees and contractors who have made Iowa Select Farms what it is today.

I'm also grateful for our customers and entire food chain. Together, we provide quality protein to pork brands that are mainstays in grocery stores, restaurants and foodservice entities in Iowa, the US and across the globe.

Our goal with releasing the SelectCare Commitment Report is to show our passion for farming through our contribution to the food supply, paired with our commitment to driving progress throughout our four pillars.

We're committed to operating responsibly and advancing important efforts around people care, animal care, environment care and community care.

We hope you enjoy learning more about the dedication we have for producing pork, the progress we will make to better sustain farming for generations to come and the perseverance we have for ensuring our rural communities thrive.

Jeff Hansen

**President and CEO
Iowa Select Farms**

TEN YEARS CHAMPIONING SELECTCARE

In 2021, Iowa Select Farms celebrated the tenth anniversary of its SelectCare program—the embodiment of our foundational principles that guide how we operate our business.



What began as an animal well-being initiative has evolved into a comprehensive program. Every decision we make and strategy we use encompasses the four pillars of SelectCare.

At Iowa Select Farms, championing our people, animals, environment and communities is at the heart of our commitment to SelectCare. We instill these values in our employees who demonstrate their dedication to our mission every day.

In order to engage with and live out our mission and values, we must first educate and empower everyone with the principles we live by and stand for. Living by our values does not occur without education on and reinforcement of our company principles.

In a business as dynamic as pig farming, change is inevitable. The operational strategies within each pillar will change as we adapt to business challenges and societal needs, but the overall commitment to each pillar will remain consistent.

Noel Williams

**Chief Operating Officer
Iowa Select Farms**



ABOUT IOWA SELECT FARMS

- Privately-owned by Jeff and Deb Hansen
- Headquartered in Iowa Falls, Iowa
- 242,500 sows
- Over 800 farms
- 1,200 employees and 650 contractors



OUR MISSION

To responsibly produce safe, nutritious and high-quality pork for our customers and the food companies they serve.

OUR VISION

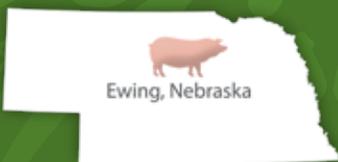
To compete in a global marketplace for protein production by fostering a culture engaged in operational excellence and innovation.

OUR VALUES

We believe in doing the right thing every day, operating with character and integrity, and being stewards of our resources. We fulfill our values every day through SelectCare, and believe by taking care of our people, our animals, our environment and our communities we will achieve our mission.

OUR LOCATIONS

-  Sow regions
-  Office
-  Warehouses
-  Nursery, GDU and finishing region





Our SelectCare Commitment



2022 PROJECTS

WHAT WE'RE WORKING ON NOW

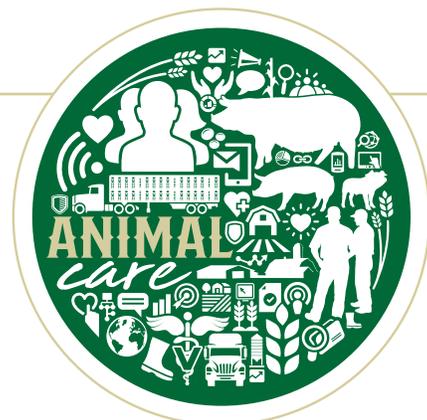
PEOPLE CARE

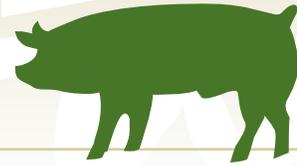
- **Continuing growth of our PeopleCare Leadership Program** to drive our four core competencies of respect, flexibility, accountability and good decision-making throughout our culture
- **Establishing the 17-member PeopleCare Council** to identify systemwide improvements for recruitment, on-boarding and overall employee engagement
- **Continuing to foster an engaged workforce** to increase our retention rate to 80% or higher
- **Providing extended coverage of our Compassionate Care Policy** to provide quarantine and COVID-19-related pay for impacted employees
- **Assessing new safety metrics and awareness** programming to decrease annual incident rate by 10%
- **Transitioning all employees to our new paid time off (PTO) policy** offering more time off and better flexibility
- **Implementing our new Parental Leave Policy and Birth Recovery Leave** for any employee welcoming a new child into their family
- **Celebrating diversity and fostering inclusion** by executing the programs and initiatives identified by the 2021 Diversity, Equity and Inclusion (DEI) working group
- **Organizing multiple working groups** focused on identifying opportunities throughout our operations to allow for better scheduling flexibility for our employees
- **Participating in AgCareers Compensation Benchmark Review** to assess our new wage changes



ANIMAL CARE

- **Achieving a goal of producing 1.55 billion pounds of pork** for our customers and the food companies they serve
- **Establishing an internal Sow Livability Task Force and Piglet Livability Task Force** that brings together research, production, nutrition and veterinary leaders to develop new strategies for overall animal health and performance
- **Achieving an average score of 97% or higher** on all external, third-party, unannounced production well-being audits





ENVIRONMENT CARE

- **Partnering with the National Pork Board** to understand our water quality impact in the Raccoon River Watershed
- **Capturing biogas** off five lagoons to generate Renewable Natural Gas (RNG) and reduce our methane emissions
- **Comprehending our greenhouse gas (GHG) emission baseline** and setting a reduction goal for 2030
- **Creating a company-wide recycling program** to reduce our overall waste
- **Convening the Energy and Water Reduction working group** to determine a baseline for company-wide resource usage and explore feasible options for renewable energy
- **Increasing the amount of organic nutrients** we provide to farmers through our compost system



COMMUNITY CARE

- **Broadening the Foundation's Henry's Heroes projects** to address daycare challenges by providing free learning and development resources to rural Iowa childcare facilities
- **Launching the Foundation's A Special Adventure** to positively impact families battling childhood cancer while promoting economic tourism activity throughout our state
- **Building on our commitment to honor the sacrifices of our military families** through new Project: Food and Fellowship programming aimed at recognizing veterans throughout our rural communities
- **Augmenting our existing Power Snack initiative with educational youth nutrition materials** to increase engagement in this critical program aimed at providing free, healthy food for children at risk of food insecurity



PEOPLE *care*



2021 TARGETS AND PROGRESS

OUR GOAL: Provide a safe, rewarding and inclusive work environment

Caring for our people starts with providing a good job in a safe work environment coupled with competitive compensation and benefits for our employees and their families. Then, we work hard to train, develop and challenge our employees to grow within the company. We believe in recognizing a job well done and finding unique and thoughtful ways to say thank you.

TARGET: PROVIDE COMPETITIVE WAGES AND BENEFITS PACKAGE

We're committed to annually reviewing our wages and benefits for our employees and their families. We routinely benchmark all salary bands and offer a family benefits package that includes health, dental and vision insurance, a 401(k), a Flex Spending Account, a Health Savings Account and free services through our Employee Assistance Program.

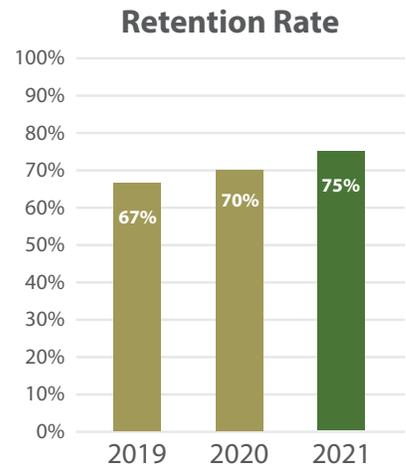


"This is a family-owned business that is truly invested in the success of their company and their employees." - BOB WEBB, SENIOR FINISHING SUPERVISOR

TARGET: INCREASE YEAR-ON-YEAR RETENTION RATE

In 2021, we continued to see a positive trend in our annual retention rate for full time employees, a rate that has increased 29 percent over the past seven years.

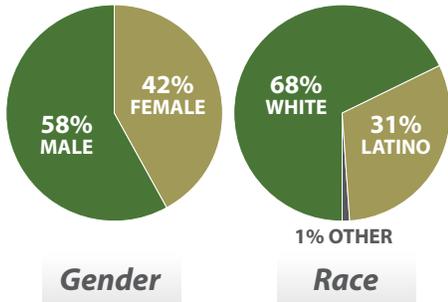
To continue to foster positive results, we established four internal working groups focused on key drivers of employee retention: flexibility in the workplace, compensation and benefits, DEI and time off policies. As a result, significant changes were implemented and will be reflected in the 2022 SelectCare Report.



TARGET: PROVIDE TRAINING AND LEADERSHIP OPPORTUNITIES FOR OUR EMPLOYEES TO GROW

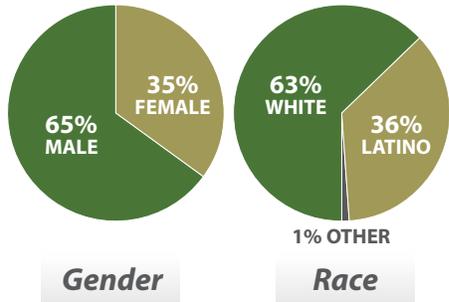
We're committed to providing an environment that promotes the growth and development of our employees through job training, internal promotion policies, annual review and performance assessment processes and a company-wide leadership program.

2019 Promotions



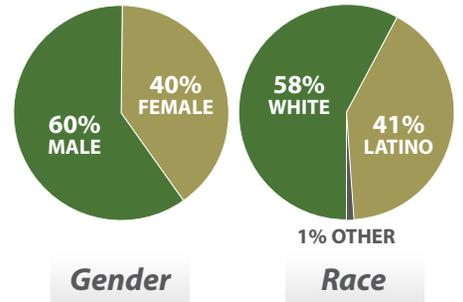
235 Total*

2020 Promotions



124 Total

2021 Promotions



149 Total

*Higher promotion numbers are due to company expansion and growth



Our PeopleCare Leadership Program nurtures leadership and professional development throughout multiple levels in the company. These year-long courses are structured around the *Habitudes Growing Leaders* series and paired with custom content tailored to our unique role in animal care and food production. These programs provide employees with skills and lessons they can apply in their daily work and personal life giving them the tools to grow as a leader, regardless of their position, department or tenure with the company. In 2021, 141 employees participated in the first track, *Leading Yourself* and 61 employees participated in the second track *Leading Others*.

We place a high value on providing operational and production goals and updates through frequent meetings, virtual calls and internal communications. Our objective is to ensure all employees know and understand the company as well as their department, farm and individual goals.

PEOPLE CARE LEADERSHIP 2021 PARTICIPANTS

141

Leading Yourself Track

61

Leading Others Track

PEOPLE *care*

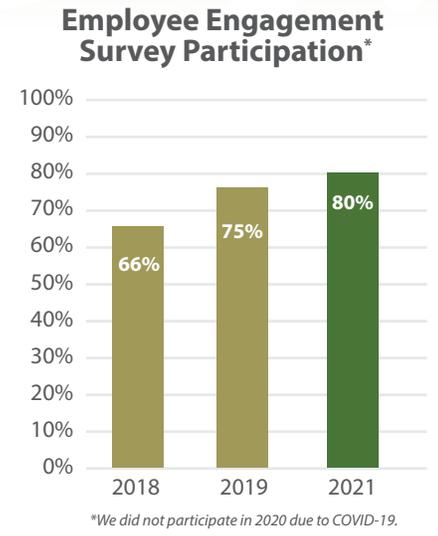
TARGET: ANNUALLY MEASURE EMPLOYEE ENGAGEMENT AND PROVIDE OPPORTUNITIES FOR ANONYMOUS FEEDBACK



We assess employee engagement by administering an annual third-party employee survey which invites employees to provide feedback on a variety of topics including company direction and strategy, individual growth and development, meaningfulness in their role and interdepartmental collaboration.

During all six years we've participated, Iowa Select Farms has earned the distinction of "Top Workplace" after being benchmarked against other companies participating in the program.

Each year, the survey results are reviewed by department leaders to help guide decisions about policies, programs and benefits.



“The one thing that has never changed in 25 years is how the company cares for their employees.” – MIKEY SHIELDS, MANAGER, RINGGOLD SOW FARM

TARGET: CREATE AND FOSTER DIVERSITY, EQUITY AND INCLUSION

One of our core values is to treat everyone with respect, and we strive to provide our workforce with the support and opportunities they need to feel appreciated and grow.

Our current workforce demographic is 66 percent male and 34 percent female with ages ranging from 16 to 75 years. Our workforce is 32 percent Latino.

We've had a 12 percent increase in our Latino demographic from 2018 to 2021, also increasing the number of Latino managers from 7 to 13 during that same timeframe. Our Latino workforce will continue to be our most rapidly growing demographic, and we're committed to creating and fostering a workplace that promotes DEI.

In 2021, our annual employee survey included the capability to segment results by race/ethnicity, gender identity and age, allowing us to gain insight on gaps between groups and understand the most critical pockets of concern.

Additionally, the Iowa Select Farms TN Leadership Council—a small group of elected employee leaders representing our TN Visa workers—has provided us their feedback and needs and allowed us opportunities to grow. Through this, we have strengthened our recruitment, on-boarding and training, which has improved our workplace and helped our visa workers adjust to cultural changes both inside and outside of work.

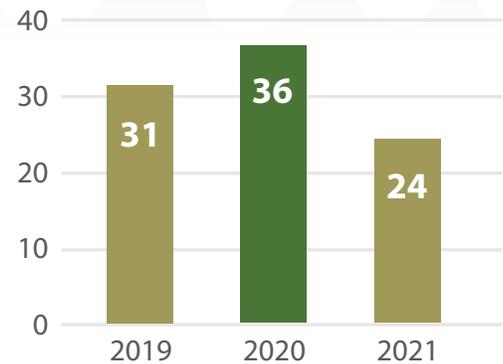
We proudly weave Latino cultural customs into company events and hold special social occasions that celebrate Latino heritage, such as recognizing Las Posadas and Mexican Independence Day.



TARGET: PROVIDE A SCHOLARSHIP PROGRAM FOR EMPLOYEE AND CONTRACTOR DEPENDENTS

Through the Jeff and Deb Hansen Future Ag Leaders Scholarship Program, dependents of employees who are planning to attend a two-year or four-year college or university may apply annually and receive up to \$6,500 in funding. In 2021, scholarships were awarded to 24 students.

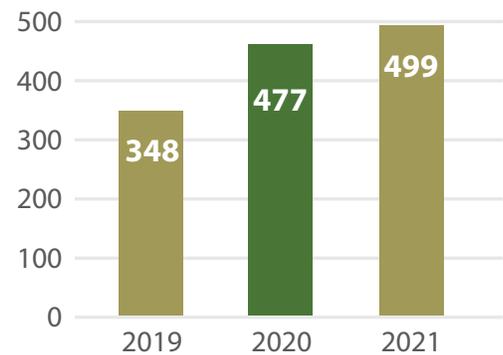
Scholarships



TARGET: RECOGNIZE EMPLOYEES THROUGH COMMUNICATIONS AND AWARD PROGRAMS

Our recognition approach centers on multiple award programs that show appreciation and celebrate the contributions and efforts of our employees. These programs provide both monetary rewards and communication recognition for years of service anniversaries, production performance and employees who champion the company's core values. In 2021, we proudly recognized 499 employees through our SelectPride, SelectPride Partner, SelectCare Excellence and Years of Service award programs.

Recognized Employees



PEOPLE *care*

TARGET: PROVIDE MEANINGFUL AND MEMORABLE EXPERIENCES FOR EMPLOYEE FAMILIES

We find unique and heartfelt ways to show gratitude to our employees by giving the gift of pork and providing opportunities to engage the whole family in fun events.

In 2021, 2,980 employees and family members attended the Iowa State Fair, each receiving \$100 and a Family Fun Coupon Pack for free meals and treats. All employees get the day off to pack up the family and head to the fair, a time-honored tradition since 2010.

Employees also received a hearty meat bundle with pork loins and pork sticks in the spring, and again during the holidays when they received a ham, a turkey and bacon.



“I think it’s just awesome that the company has grown so much but stayed committed to providing their employees and families with a great work environment and benefits.”

– MARY KRAFT, MANAGER, ERICKSON SOW FARM

TARGET: PROVIDE EXTRA RESOURCES TO EMPLOYEES DURING THE COVID-19 PANDEMIC

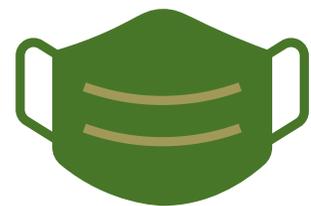
In 2021, we upheld and expanded our investment in a Compassionate Care Policy, offering workplace flexibility and extra PTO for COVID-19 related issues. Implemented in March 2020, the Compassionate Care effort is 100 percent funded by Iowa Select Farms with 600 employees participating.

The policy and program allow employees time off for testing, quarantining, showing symptoms and testing positive without impacting their personal time off. The program also accommodates COVID-19 related child care issues resulting from school or day care closures.

In the spring of 2021, we enhanced the policy to cover vaccine-related symptoms and the international travel quarantine mandated by executive order and Centers for Disease Control and Prevention (CDC).

We also continued the COVID-19 health and safety procedures we set in place during 2020 to protect the well-being of our employees. We enforced a mask policy, a no visitor policy, social distancing protocols and new sanitation policies. Masks, hand sanitizer and thermometers were also supplied to farms with four or more employees.

100%
SELF-FUNDED



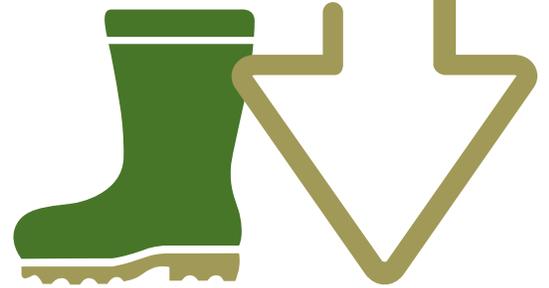
600
EMPLOYEES

TARGET: PROVIDE THE APPROPRIATE SAFETY TOOLS AND TRAINING FOR ALL EMPLOYEES

We are committed to maintaining a safe workplace for our employees. Our safety program complies with Occupational Safety and Health Administration (OSHA) requirements and focuses on safety awareness and tailored training on animal handling, animal caretaking, sanitation, maintenance and transportation. All employees receive safety training and refreshers from their managers and supervisors in addition to routine safety communication. Personal Protective Equipment (PPE) access and training is paramount, with hearing protection, rain suits, masks, gloves, boots and gas monitors (where applicable) provided and their use enforced.

Our recognition program rewards sow farm employees for implementing our safety culture every day. This includes meeting training requirements, hazard awareness and eliminating controllable safety issues on the farm. Since implementing the safety recognition program in 2014, we've seen a 60 percent increase in farm teams recognized for safety performance and 55 percent decrease in OSHA recordable injuries.

55%
DECREASE IN
OSHA RECORDABLES



ANIMAL *care*

2021 TARGETS AND PROGRESS

OUR GOAL: To humanely raise healthy and productive animals in a comfortable and safe environment



We believe animal care, animal health and sow, piglet and growing pig livability are the fundamental responsibilities of every individual, farm and department. Our approach is cross-disciplinary and rooted in scientific principles for nutrition, housing environments, genetic improvement, veterinary care, biosecurity and proven production management practices. Our culture is to provide excellent pig care on our farms every day.

In 2021, this robust approach to ensuring high quality pig care allowed us to produce 1.51 billion pounds of pork for the global food supply.

**1.51B
POUNDS OF
PORK**

TARGET: PROVIDE AIR, FEED, WATER AND DAILY OBSERVATIONS TO OUR ANIMALS

We're committed to promoting production well-being every day throughout all our farms. Our caretakers take great pride in providing respectful and humane treatment to our animals every day. They do so by providing proper care, handling and transportation at every single stage of the pig's life.

To protect pig health, our caretakers observe every pig, every day. We provide appropriate treatment and veterinary care.



TARGET: IMPROVE BIRTH TO MARKET LIVABILITY

In 2021, we prioritized sow herd retention by organizing a Sow Livability Task Force to review and identify factors to increase sow retention. The task force continues to work closely with the swine research team at Iowa State University to collaborate on research projects that determine ways to increase sow livability.

This effort also included creating positions for three sow retention specialists to support farm teams in improving sow body condition score, feed management and individual sow care. The sow retention specialists serve as a resource that fosters better, more consistent animal care throughout the entire sow herd.



Our ongoing effort to implement a filtration system that improves biosecurity is also a key action that supports our focus on livability.

In 2021, 100 percent of our gene transfer centers (GTC), 67 percent of our sow farms and 18 percent of our gilt development units (GDU) utilized these filters to improve biosecurity and animal health. The project was implemented through both the remodel of existing farms and the construction of new farms.

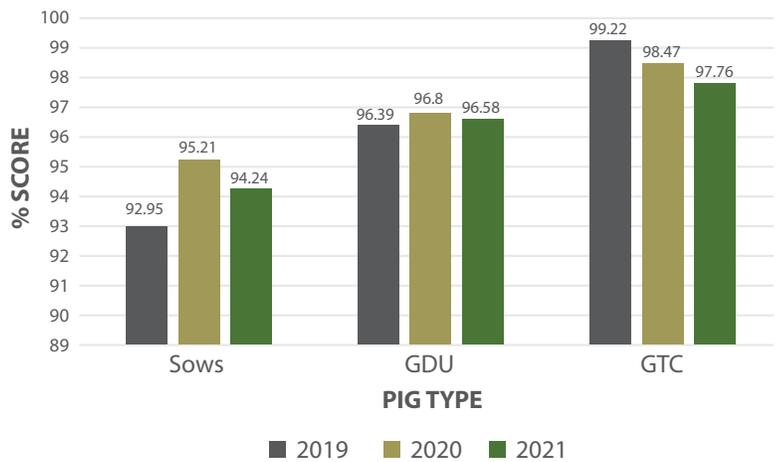


We have continued our focus and development in our crew supervisor position that oversees wash, load and vaccination crew trainings and the execution of biosecurity practices specific to our finishing farms. We also placed a renewed focus on finishing farm inspection and wash crew compliance.

In 2021, we completed another revision of our finishing biosecurity protocols to ensure clear expectations for all caretakers and supervisors throughout the finishing system.

Twice each year, unannounced biosecurity assessments are conducted on all sow farms and GDUs. Additionally, GTCs receive their biosecurity review during their production well-being assessment that is completed annually. Our system's goal is to obtain a 95 percent or higher on our biosecurity assessments, but we view this as a tool to help develop change, drive behaviors and create a culture that improves the health of our animals.

Avg % Internal Biosecurity Assessment Score 2019, 2020, 2021



To facilitate additional biosecurity and animal handling compliance monitoring, we have 667 (total) video surveillance cameras on all GTCs, sow farms and filtered GDUs.

Video surveillance allows us to identify both practices that can improve efficiency as well as gaps in biosecurity training. Video surveillance reviews are conducted at least six times a year for GTCs, GDUs and sow farms—two of the six reviews are incorporated into the on-farm assessment.



ANIMAL care

To positively reinforce adherence to biosecurity practices throughout our culture, we launched our “BeastMode Biosecurity” campaign to encourage positive engagement and help establish our biosecurity practices as a social and cultural norm.

This communication and engagement campaign helps explain the big picture and builds awareness of the “whys” behind our standard operating procedures. We use a variety of methods to reach employees and crews, including email, SMS and private Facebook groups. Quizzes, surveys and contests help further drive awareness and engagement.

Alongside the BeastMode campaign, we implemented biosecurity training days to allow for more face-to-face training and interactions that create better in-depth conversations. It also helps supervisors and the health services team become more integrated into the process.



“SelectCare continues to reevaluate its values, mission and aims, while keeping the pig at the center of all decisions. The leadership is continuing to challenge everyone to think better, do better and be better. This animal care culture has been bought into and is clearly demonstrated at all levels. This cultural mindset, in my opinion, makes SelectCare a leader in the swine industry.”

– DR. ANNA JOHNSON, IOWA STATE UNIVERSITY, PROFESSOR OF ANIMAL WELFARE

TARGET: UTILIZE PRODUCTION WELL-BEING ASSESSMENTS TO DRIVE OUR CULTURE OF CONTINUOUS IMPROVEMENT IN ANIMAL CARE

Our robust internal production well-being assessments follow the core areas of the Common Swine Industry Audit (CSIA) and are specially tailored to our standard operating procedures. Our assessments are 100 percent unannounced and are conducted by members of our production well-being team. All farms receive an annual production well-being assessment.

All phases of production receive the same on farm assessment (except the farms with video cameras—their assessment includes a video review portion). Two or more people conduct assessments on sow farms because there are more pigs and processes to observe. This provides more opportunities to split off and conduct training, if needed.

All assessment results are reviewed by the farm team, supervisors and production leaders to identify areas of strength and opportunities for improvement.

Our goal is to use the assessment tool to ensure compliance and demonstrate continuous improvement in animal care.

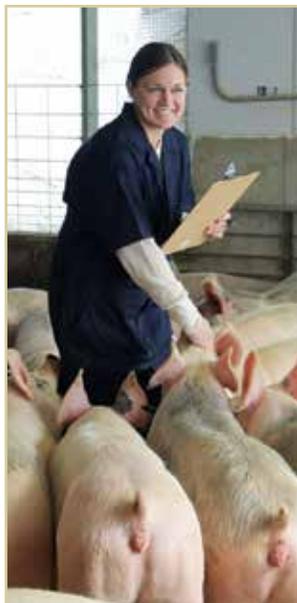
TOTAL ASSESSMENTS				
PIG TYPE	YEAR			
	2018	2019	2020	2021
Finishing	603	688	471*	662
Boar Stud	3	3	3	3
Sows	44	46	47	46
GDUs	56	54	56	53

*Only two-thirds of the finishers were completed in 2020 due to COVID-19.

TARGET: ACHIEVE AN AVERAGE SCORE OF 97% ON ALL EXTERNAL, THIRD-PARTY, UNANNOUNCED AUDITS

In addition to our internal production well-being assessments, Iowa Select Farms utilizes an independent, third-party to conduct unannounced audits each quarter.

We also participate in customer audit and assessment programs. In 2021, we achieved our target of averaging 97% on all third-party audits.



TARGET: DRAW ON THE EXPERTISE OF OUR PRODUCTION WELL-BEING ADVISORY COMMITTEE

Our expert Production Well-Being Advisory Committee provides advice and strategic counsel on all areas of animal care. The team meets annually to review internal and external assessment results, provide technical expertise on animal care, housing and handling practices, identify areas for research projects and advises our senior leadership team on production well-being matters.

MEMBERS:

Dr. Anna Johnson—Iowa State University, Professor of Animal Welfare

Dr. Paul DuBois—Consulting Food Animal Veterinarian

Collette Kaster—American Meat Science Association (AMSA), CEO and Professional Animal Auditor Certification Organization, Executive Director

Dr. Jannen Salak-Johnson—Oklahoma State University, Temple Grandin Professorship in Animal Behavior and Well-Being

Lyndsey Jones—JBS USA, Corporate Humane Handling Manager

Samantha Conrad—Tyson Foods, Animal Welfare Manager

Dr. Howard Hill—Consulting Food Animal Veterinarian

TARGET: ALL EMPLOYEES ARE PORK QUALITY ASSURANCE (PQA) PLUS CERTIFIED

All employees receive PQA Plus certification within 90 days of their employment, then rotate through company-wide training that provides PQA Plus recertification every two years and caretaker training annually. In 2021, we achieved annual caretaker training and will be recertifying PQA Plus in 2022.



TARGET: ALL TRUCK DRIVERS ARE TRANSPORT QUALITY ASSURANCE (TQA) CERTIFIED

TQA helps truck drivers understand how animal handling influences animal well-being and pork quality. Through TQA certification, truck drivers are educated on animal handling, moving and the transport of live pigs. At Iowa Select Farms, all employee truck drivers are TQA certified on their third day of employment. This was achieved in 2021.



ENVIRONMENT *care*



2021 TARGETS AND PROGRESS

OUR GOAL: Stewarding our natural resources through innovation and technology

Our environmental work continues to progress as we innovate and implement new technology into our hog production operations. We know we can advance soil health, improve water quality and reduce our overall carbon footprint through incremental changes.

TARGET: ADVANCE SOIL HEALTH ON 160,000 ACRES OF IOWA FARMLAND

Soil health is at the core of regenerative agriculture because healthier soil can hold more water, increase resilience to floods and droughts, supply more nutrients to plants and purify water.

Healthy soil can also pull carbon out of the atmosphere and store it underground where it can restore nutrients and feed an array of biology and life.

Using organic fertilizer like hog manure instead of commercial fertilizer can have a beneficial impact on multiple measures of soil health.

In 2020, we applied manure to over 160,000 acres, which displaced roughly 37 million pounds of commercial nitrogen, 20 million pounds of commercial phosphorus and 24 million pounds of commercial potassium.



TARGET: INCREASE PRECISION APPLICATION THROUGH 4R STEWARDSHIP AND TECHNOLOGY ADOPTION

The 4R Stewardship philosophy is carried out by ensuring the right fertilizer source is used, at the right rate, at the right time, with the right placement. We are committed to the precise execution of this philosophy in all four areas.

We believe in the 4R Stewardship philosophy that sound science, precision agriculture and innovation will drive environmental protection, increase production and improve soil health.

In 2020, the nutrient services and information technology teams fully implemented and launched the Pumper Portal. The portal allows all team members to see real-time application data and ensure rates match what was prescribed to the field.



MANURE VERSUS COMMERCIAL FERTILIZER, EXPLAINED

TARGET: PROVIDE ORGANIC NUTRIENTS TO FARMERS THROUGH OUR COMPOST SYSTEM

In 2021, we maintained our composting system at 39 percent of sow farms and 9 percent of GDUs. Composting is an alternative to incinerating or rendering. It turns waste into a beneficial fertilizer and soil amendment, resulting in on-farm nutrient recycling.

Our current compost system generates nearly 12,000,000 pounds of organic nutrients for crop farmers to utilize as fertilizer, further advancing their soil health goals.



Manure is an organic fertilizer that provides benefits beyond supplying crop nutrients; organic matter and microbes in manure can help improve soil porosity, nutrient cycling efficiency and physical structure.

Whether nutrients are applied to soil in the form of manure or manufactured fertilizer, plants don't know the difference. They will use organic and inorganic nutrients from the soil regardless of where they came from.

But soil will respond differently to manure and inorganic fertilizers. When commercial fertilizer has been used by plants or lost to water or air due to chemical changes, there is no fertility benefit remaining. Manure, on the other hand, contains two additional components that aren't found in commercial fertilizer: organic matter and microbes.

Organic matter is food to earthworms, mites, beetles and many soil microorganisms. Adding both organic matter and microorganisms to soil promotes aggregation of soil particles—the process of small soil particles sticking together to form larger soil aggregates—reduces erosion risks, improves moisture holding capacity and improves infiltration. Which means over time, manure improves soil conditions.



— DR. AMY SCHMIDT,
BIOSYSTEMS ENGINEER AT
UNIVERSITY OF NEBRASKA-LINCOLN

ENVIRONMENT *care*

TARGET: PROVIDE THIRD-PARTY VERIFICATION THAT MANURE BENEFITS IOWA'S WATERWAYS AND CONTRIBUTES TO A REDUCTION IN GREENHOUSE GAS EMISSIONS

In 2021, we embarked on our first sustainability analysis to better understand how manure protects water quality and sequesters carbon by improving soil health. Sustainable Environmental Consultants (SEC) collected agronomic data on a total of 1,020 acres that are in manure management plans (MMP) from nearby pig farms.

DATA COLLECTED ON THE 1,020 ACRES REVEALED IN-FIELD PRACTICES:

- **52%** of the acres received hog manure for fertilizer, improving organic matter, soil health and stabilizing organic carbon within the soils
- **29%** of the acres benefitted from cover crops, compared to the **5%** national average reported by the 2017 US Ag Census
- **27%** of the acres were no-till adoption, and **73%** were reduced till adoption, compared to **37%** (no-till national average) and **35%** (reduced till national average) reported by the 2017 US Ag Census

THE RESULTS FROM THE IN-FIELD MANAGEMENT PRACTICES SHOWED:

- Carbon negative (tons per acre) -0.4 CO₂e emissions
- Carbon sequestered (tons per acre) 0.3
- Soil erosion (tons per acre) 1.9*

SIGNIFICANT ENVIRONMENTAL BENEFITS RESULTED FROM CROPLAND ACRES COMPARED TO A CONVENTIONAL TILLAGE, NO COVER CROP SCENARIO:

- **142** average passenger cars off the road for a year
- **78** dump trucks of soil saved
- **5,588** pounds of nitrogen and **944** pounds of phosphorus saved from leaching or runoff

*It's important to note the national soil erosion average for Iowa cropland is 5.9 (tons per acre) with the national average of 4.6 (tons per acre), according to the USDA NRCS 2017 National Resources Inventory.

"Manure application is often credited with improving organic matter and that can serve as a significant source of fertility. This has led to increased interest in understanding the mechanisms that stabilize organic carbon within soils and management practices that promote building soil carbon levels."

- DAN ANDERSEN, AGRICULTURAL ENGINEERING SPECIALIST AND ASSOCIATE PROFESSOR AT IOWA STATE UNIVERSITY



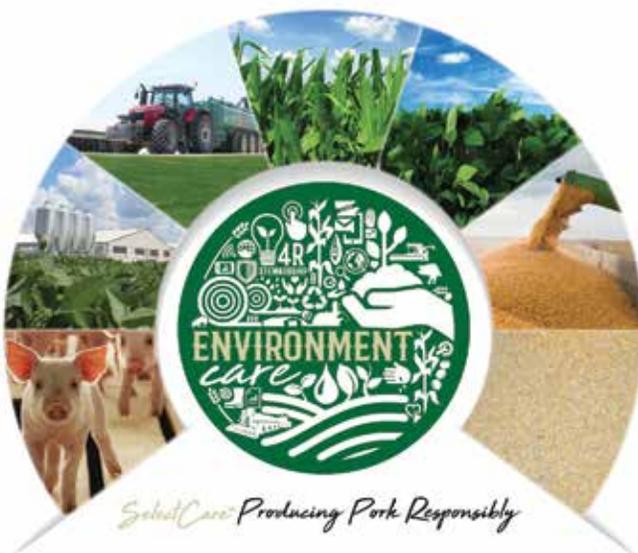
TARGET: MEASURE AND IMPROVE TRANSPORTATION EFFICIENCY OF MARKET LOADS

According to Agri Stats, we were in the 86th percentile for lowest average miles per market load from September 2020 to August 2021.

With our pig farms located in the heart of some of the world's most productive farmland, we're well-suited to produce pork efficiently, sustainably and competitively. While improving hog production, we can also work to reduce our overall carbon footprint.

Proximity to both feed mills and packing plants allows us to minimize transportation costs and overall fossil fuel consumption. Our tight, regional geography also helps us minimize movements of people and supplies.

Data is integral to understanding the impact of transportation and implementing practices to reduce miles on the road. Our transportation logistics team conducts routine data analysis on market load transportation mileage between farms, plants and sanitation facilities.



IN 2020
34%
OF OUR ELECTRICITY
WAS FROM A RENEWABLE SOURCE

COMMUNITY care



2021 TARGETS AND PROGRESS

OUR GOAL: To strengthen rural communities through the economic drivers of pork production

When businesses grow, it becomes a major catalyst for the growth of new jobs. Pig farming is no different. In fact, we're committed to strengthening rural Iowa communities through the economic vitality of our farms. We're especially honored to uplift these communities through the work of the Deb and Jeff Hansen Foundation.

In 2021, our 1,200 employees lived in 195 rural cities and towns throughout 63 Iowa counties.

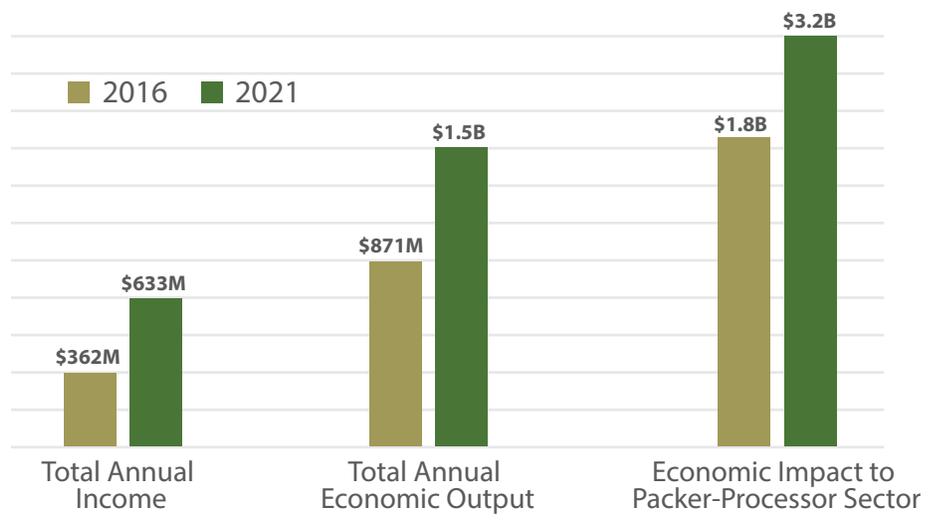
To measure the impact of our business operations throughout the state, we enlisted the help of Iowa State University economist Dermot Hayes to conduct an IMPLAN analysis that measured the current economic impact of the levels of production of Iowa Select Farms.

THE STUDY REVEALED IOWA SELECT FARMS GENERATES:

- **\$633 million** total annual income for direct, indirect and induced employment
- **\$1.5 billion** in total annual economic output for the state of Iowa
- **\$3.2 billion** in total economic impact to the packer-processor industry
- **\$32 million** in state and local tax revenue

With our farms and employees located around rural communities, one can easily conclude the greatest economic benefit is felt in rural Iowa. We believe a strong and vibrant rural landscape drives the American economy and ensures a safe and affordable food supply for our nation.

Economic Contributions of Iowa Select Farms



TARGET: INCREASE FOOD SECURITY FOR FAMILIES AND CHILDREN WHO LIVE IN OUR RURAL COMMUNITIES

Parents in financial need face difficulties when trying to provide complete and nutritious meals to their children during summer months when school breakfast and lunch programs are less accessible. Haul Out Hunger continues the longstanding efforts of the Deb and Jeff Hansen Foundation's mission to fight food insecurity in Iowa. Through this year's Haul Out Hunger program, we delivered 264,000 servings* of pork to 94 rural food pantries.

The Deb and Jeff Hansen Foundation's Power Snack initiative provides the ingredients for kids to make their own "Power Snacks"—nutritious sandwiches made from deli ham and whole wheat bread. Ham is an excellent source of thiamin, niacin, riboflavin, vitamin B-6, phosphorus and protein and a good source of zinc and potassium—all essential for growth, development and cognitive learning.

The program provides coupons to each child's family for four pounds of deli ham (valued at \$5 per pound) and four loaves of whole wheat bread (\$3 per loaf) to make 48 filling, high protein "Power Snacks" each year, along with a recipe booklet for using the ingredients. The Foundation also provides teachers with pork sticks to serve as an immediate, nutritious resource for kids.

In 2021, Foundation volunteers and Iowa Select Farms employees distributed 20,000 pork snack sticks to 89 schools and coupons to 318,576 families.** These coupons provided 939,800 servings of ham to help assemble a Power Snack sandwich. Additionally, two years ago we launched Henry's Heroes in honor of Jeff and Deb Hansen's first grandchild, Henry. In 2021, this program put together thoughtful Comfort Kits, stuffed with critical non-food items. These kits were given to law enforcement officers to comfort children in distress, providing a positive impact to 1,340 families.



2,139,790
TOTAL SERVINGS
DONATED



738,575
FAMILIES
IMPACTED



\$2,144,825
TOTAL DOLLARS
CONTRIBUTED

*Serving size calculations for pork is based on 3 oz. cooked, 4 oz. uncooked based on recommendations of the National Pork Board in cooperation with USDA.
**A family is 2.96 people according to the US Census results for Iowa.



COMMUNITY care

The Deb and Jeff Hansen Foundation Little Free Pantry program provides 24/7 access to food and other resources for families facing short-term, emergency situations. The pantries supplement existing hunger relief efforts for families who do not have the ability to buy food or have limited access to pantries or community shelters.

In addition to our current pantry locations, the Foundation added four new Little Free Pantries in Lenox, Aplington, Parkersburg and Clarion. Working in close cooperation with city officials and community groups, these locations continue to round out the pilot locations of the project. The pantries are stocked and cared for by Iowa Select Farms employees and families. These volunteers shop for canned goods, snacks, hats, mittens, diapers, children's care products and other seasonal items to make sure the pantries are never empty.



Since 2011, we've found great joy in hosting Operation Christmas Meal to help families in need. The program has become a holiday tradition for the Deb and Jeff Hansen Foundation with hundreds of Iowa Select Farms employees volunteering to brave the cold and hand out five-pound pork loins year after year.

In 2021, volunteers distributed 339,000 servings of pork through Operation Christmas Meal events in Des Moines, Creston, Osceola, Humeston, Aplington, Hubbard, Iowa Falls, Ellsworth, Hampton, Osage, Sac City, Storm Lake and Algona.

In addition to our Large Operation Christmas Meal events, our Ignite the Spirit program partners with FFA and 4-H groups to increase awareness of hunger in their communities. The Foundation gives these local student groups the tools (pork!) to help more families during the holiday season. The selected FFA, 4-H and school organizations receive two cases of pork loins, insulated grocery totes, meat thermometers, recipe booklets and \$250 to prepare a meal for families in need or organize food baskets. This year, 46 student organizations participated.



TARGET: SHOW GRATITUDE TO MEMBERS OF THE ARMED FORCES

We strongly believe in showing gratitude and providing support to those who serve in our country's armed forces. We are forever indebted to every service member, and as Americans, are grateful for the freedoms we enjoy because of their sacrifice.

Project: Food and Fellowship assists family readiness coordinators, military community volunteers and event coordinators with creating and hosting social gatherings for active and reserve duty service members, veterans, Gold Star families and all military families. The goal of the program is to create memorable and enriching experiences for members of our military and to build and strengthen relationships within that community. In 2021, we helped fund 23 projects supporting our military and their families.

In recognition of Gold Star Family Remembrance Week, employees of the Deb and Jeff Hansen Foundation and Iowa Select Farms sent 600 families in the Survivor Network a Sherpa blanket bearing the words 'Remember and Honor' as a call to action to live out every day. The yellow stitching and stars represent the Gold Star Lapel Button, which is awarded to families of service members who died in combat.

Supplying the resources for several home-cooked meals that bring families together is another way we say "thank you" to the men and women who sacrifice so much while protecting our freedom.



The Pork Care Package program provides Iowa members of the armed forces a gift containing \$35 worth of coupons good for various pork products, including fresh pork, ham, ribs and bacon.

In 2021, Iowa Select Farms employees delivered 14,450 Pork Care Packages to all units of the Iowa National Guard, along with the 132nd Fighter Wing, Iowa Air National Guard and the 185th Air Refueling Wing, Iowa Air National Guard. The U.S. Army Reserves, U.S. Navy Reserves and U.S. Marine Corps Reserves were also recipients of these meaningful coupons. Finally, Pork Care Packages were also sent to the Iowa National Guard's Survivor Outreach Services to deliver to 600 Iowa families of fallen soldiers.

Collectively the Foundation has impacted over 181,000 military families and donated 574,910 servings of pork to the armed forces and their families.

COMMUNITY *care*

TARGET: IMPROVE THE QUALITY OF LIFE FOR FAMILIES IMPACTED BY CHILDHOOD CANCER

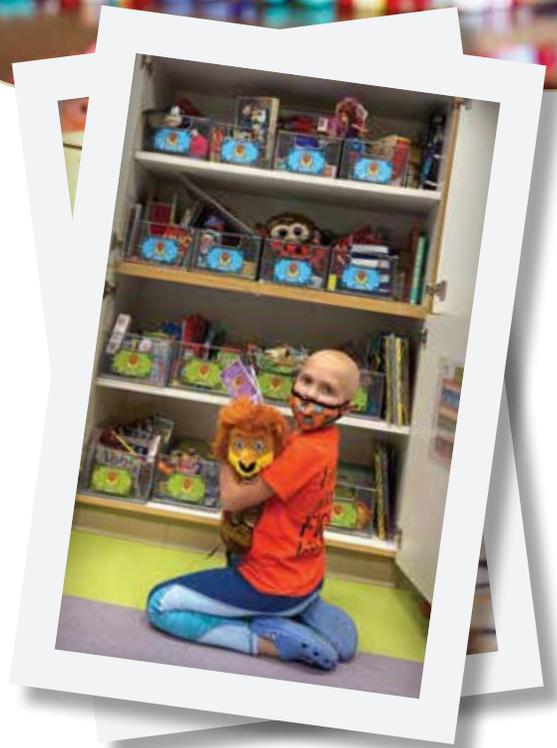
We're committed to making life easier for Iowa families battling childhood cancer. In 2021, the Deb and Jeff Hansen Foundation supported 680 families in the Children's Cancer Connection network. The Children's Cancer Connection is headquartered in the Jeff and Deb Hansen Home for Hope, which offers a place for families with children undergoing oncology treatments to gather for events, programs and numerous services for patients, parents and siblings.

In 2021, we donated \$300,000 to help create a more inclusive space for children and families impacted by childhood cancer. The funds will ensure the new Jeff and Deb Hansen Home for Hope is ADA compliant, can provide additional space for programs and activities and can accommodate all families in the Children's Cancer Connection network. Located in Johnston, Iowa, the convenient proximity to Blank Children's Hospital is a vital resource for families impacted by childhood cancer.

We also continue to fund the My Journey Series for patients and families at Blank Children's Hospital in Des Moines and the University of Iowa Stead Family Children's Hospital in Iowa City. Until a cure for cancer is found, we hope the My Journey Series helps make life easier for children and their families.

The My Journey Beads4Bravery program provides children with a unique bead for each difficult stage of treatment. Nearly 60 unique beads represent different procedures including radiation, surgeries, ultrasounds, blood transfusions and stem cell harvests. In 2021, over 40,000 beads were sent to hospitals around Iowa to help these brave children visually represent the strength they've shown throughout their battle with cancer.

The My Journey Courage Store allows children to redeem hard-earned Bravery Bucks after challenging treatments. Young patients can pick from figurines, board games, books, dolls, puzzles, superhero costumes and more. Teenage patients enjoy gift cards to shop at Target, Amazon or the Apple Store.



The My Journey Book is given to new families entering the Children's Cancer Connection network at either Blank Children's Hospital or Stead Family Children's Hospital. In 2021, 97 My Journey Books were mailed to new patients going through cancer treatments. These books give them a place to track treatments, identify support networks and document their journey.

Each family receives a box full of materials and goodies at the beginning of the My Journey Series. One of the highlights of the box is Louie Lionheart, the cuddly courage mascot of Children's Cancer Connection. He provides a symbol of strength to the children and their families as they begin a challenging, but courageous journey through cancer treatments.

We also supported families battling childhood cancer with planned programming throughout 2021. Our programs and events fostered fun, laughter, creativity and the opportunity for a kid battling cancer, to just be a kid.

Our Spring Garden Kits were an easy-to-grow flower package that included zinnias, marigolds and daisies, along with gardening tools, supplies and pots. Each colorful kit provided all the necessary items to inspire kids and families to grow their own little garden of flowers. In 2021, Spring Garden Activity Kits were shipped to 700 families battling childhood cancer.

The Back-to-School Bash is an annual event held each August where kids rotate through three different stations to craft personalized goodies that prepare them for heading back to school. They also personally chose all the necessary school supplies to help them have a successful school year. Along with getting ready for back to school, the families and kids are able to connect over lunch and at different craft stations. Over 190 kids and families took part in this special event in 2021.

It was important for us to make gathering around the table extra special for our Children's Cancer Connection families this Thanksgiving. Over the holiday break, we mailed out a box full of crafts supplies, holiday themed soaps, yummy snacks and so many other Thanksgiving themed items to help inspire the kids' creativity to decorate the dinner table. In 2021, Thanksgiving Craft Kits were shipped to 720 families battling childhood cancer.





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IOWA SELECT FARMS

We Are Homegrown Iowa

