

Managing Pigs vs. KPIs

Tyler Fledderman

Keystone Cooperative

Director of Swine and Animal Nutrition

Keystone Overview



3 Core Divisions

20,000

FARMER-OWNERS

Feed,
Livestock &
Grain

Agronomy

Energy

8TH

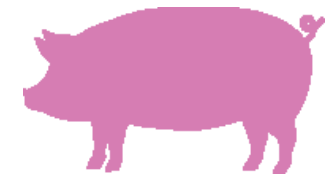
LARGEST US AG RETAILER



**4th LARGEST
PRIVATELY OWNED
INDIANA BUSINESS**



**13TH LARGEST
US PROPANE
DISTRIBUTOR**



**LARGEST
INDIANA HOG
CONTRACT PRODUCER**

Centered on you.®

VISION

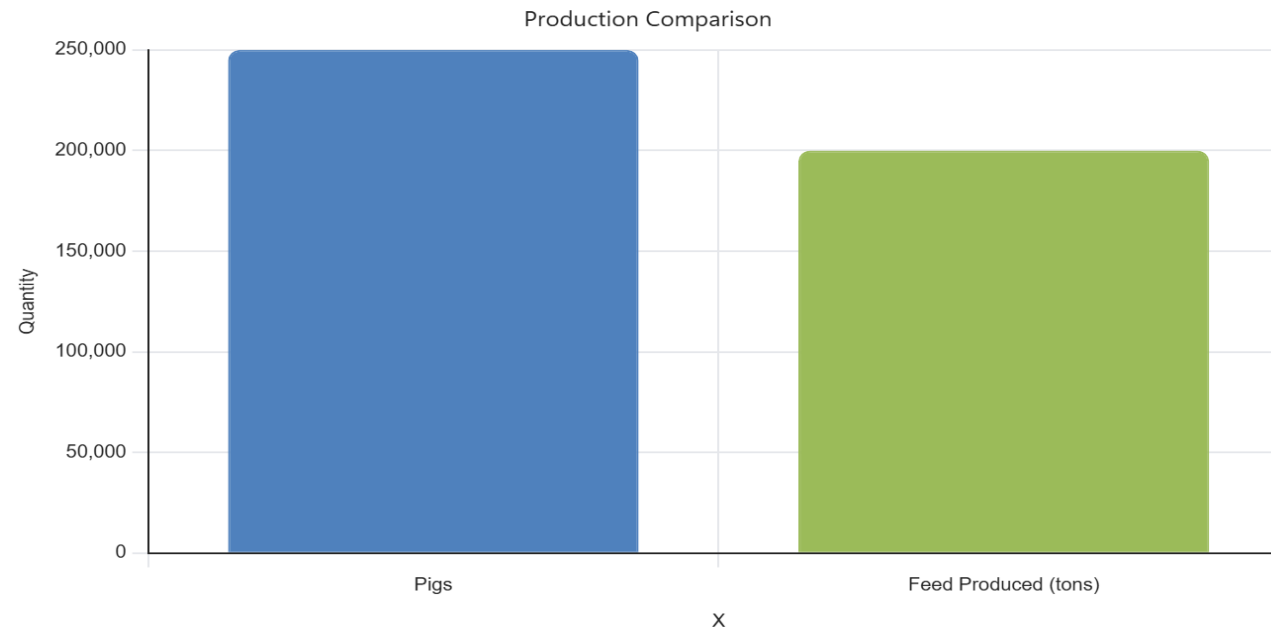
To be the standard of excellence, dedicated to enriching the lives of our customers, employees, and communities through commitment and exceptional service.



How Far We've Come



- Decentralized retail-focused business
- Multiple small feed mills
- 250K pigs
- 200K ton feed
- Growth required a new operating model



Where We Are Today

- Largest integrator in Indiana
- 2.1M pigs owned/managed
- Strategic partnership with Tyson
- 3 all swine high-capacity feed mills
- Over 290 sites across 4 states



What's Next and How do we Get There?



- Future Success Depends on Two things
 - Pig Management
 - Data Management
- KPI's improve when both work together

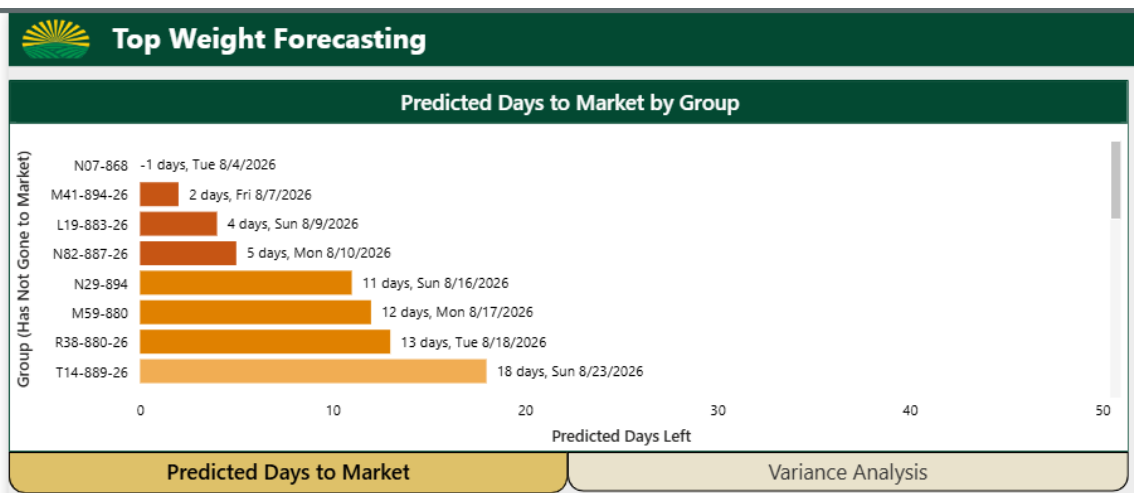
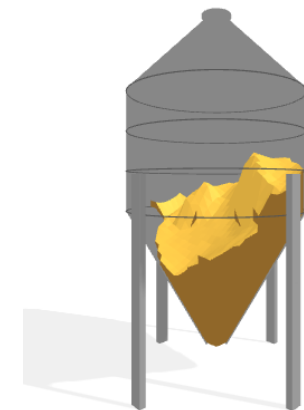
Winning at the Pig Level

- Day to day production
 - Not becoming complacent
 - Big 4 (feed, water, air, care)
 - Decisions made close to slat level
- Operational excellence
 - Do what's best not easiest
 - Keep it simple
 - Clearly defined targets
 - Communication is key
 - Relationships

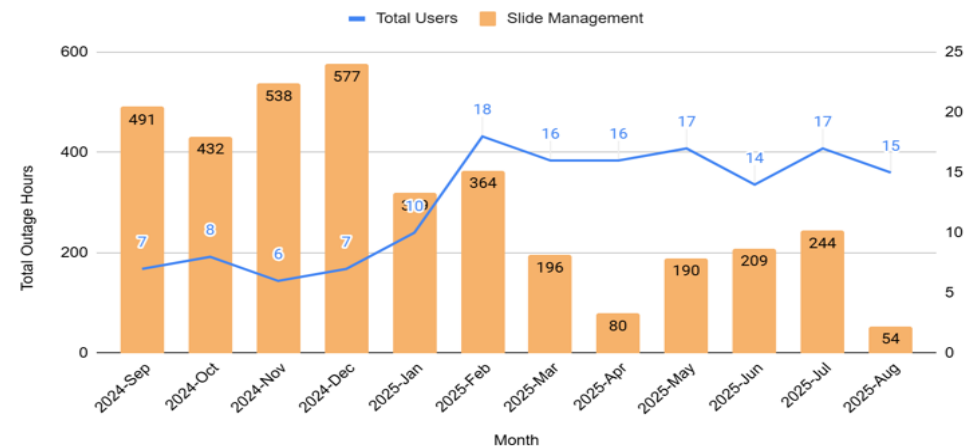


Turning Data into Action

- Day to day production
 - Monitor feed and water cons. through software
 - Power BI, real time data
- Operational excellence
 - Use technology to drive to field level change
 - Top weight predictive analytics
 - Grower motivation through performance data sharing



Northwind Pork Empty Bin and Slide Management Total Hours
Sept 2024 - August 2025



What are KPIs?

- Key Performance Indicators
 - Unique to a business or leader
- How are they identified?
 - Leaders with a vision
 - Long term aspirations
 - What tools do you have to get there



What We Measure at Keystone



- Business Growth
 - Strategic growth
 - Set team up for success
- Pig Metrics
 - Data has to drive decisions
- High performing teams with driven leaders
 - Retention
 - Development

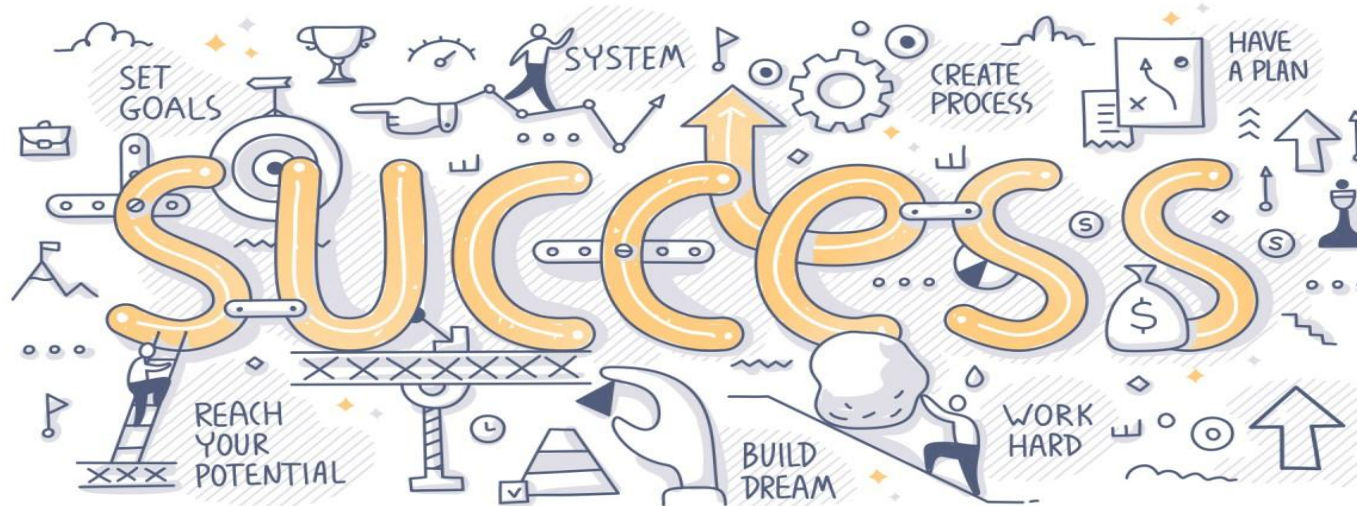
How Do We Use Data to Drive KPIs?



- Business Growth / Sustainability
 - Site specific opportunity cost
 - Use of historical performance data for contract signing/resigning
- Pig Metrics
 - Ability to capture and analyze real time data
 - Strategic partnerships with outside companies for data analytics
- High performing teams with driven leaders
 - Informed leaders make informed decisions
 - Compensation management / industry benchmarking

When Managing Pigs and KPIs Together it looks like this

- Results driven teams
- Fast decision making
- Empowered people
 - Allow them to make decisions at slat level and deal with consequences





Keystone
COOPERATIVE®

Questions??