

Mercer  
Farming



Managing Succession  
Getting the next generation involved

The logo for Mercer Farming is located in the top left corner. It features a dark green square background with three curved, light green lines that sweep upwards and to the right. To the right of these lines, the words "Mercer" and "Farming" are stacked vertically in a white, serif font.

Mercer  
Farming

We do not inherit the Earth from our Ancestors,  
we borrow it from our Children.

*Ancient Indian Proverb*



**Percy Mercer**  
One of 14 children  
250AC Shorthorns Pedigree LW

**Alec Mercer**  
One of 4 children  
400AC & Expanded



**Roger Mercer**  
Only child



**Tom Mercer**  
MD Moma Foods



**Robert Mercer**  
Packington Pork



**Alec Mercer**  
Packington Poultry



Mercer  
Farming



## LAND & PROPERTY OWNERSHIP

### Assets Held

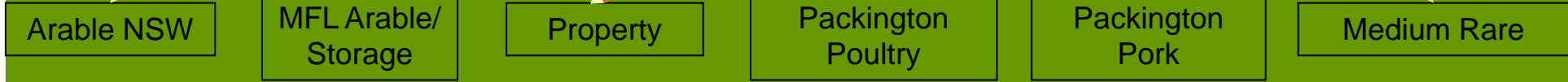
1. Personally RM
2. MFL
3. Pension Fund
4. Family Trusts – Split Equally (Tom, Rob, Alec)

# Family Business Structure

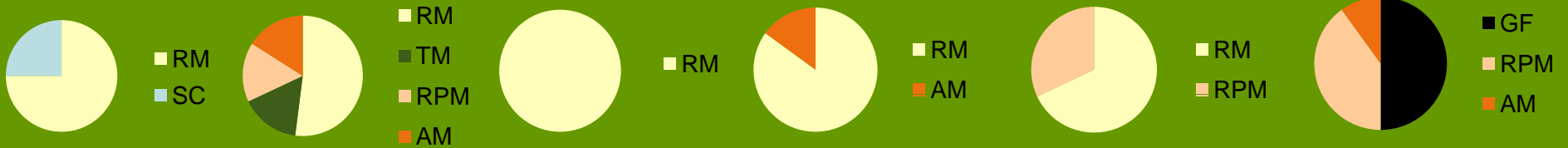
**Roger Mercer**  
 MD MFL  
 Partner MFP  
 Director Fairfield  
 Director MCPTY

**Alec Mercer**  
 MFL Director  
 Partner MFP

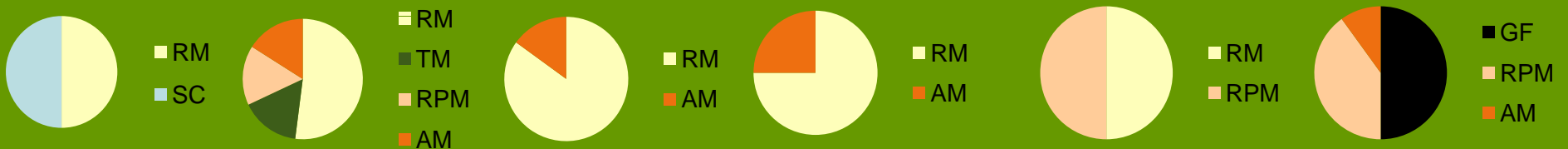
**Robert Mercer**  
 Director MFL  
 Partner Packington  
 Pork & Medium  
 Rare



## Ownership



## Profit Share



Succession is a moving target

**Communication**

**Tackle it early**

**Consensus**