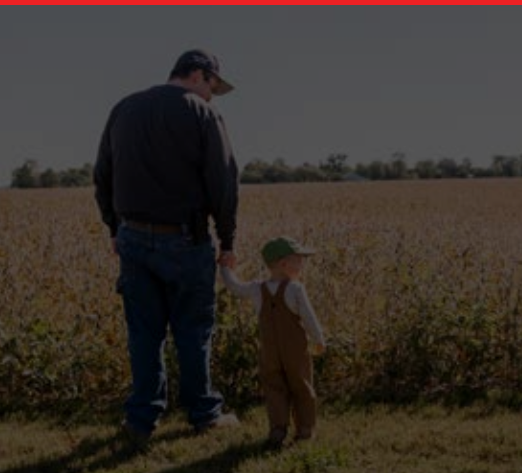


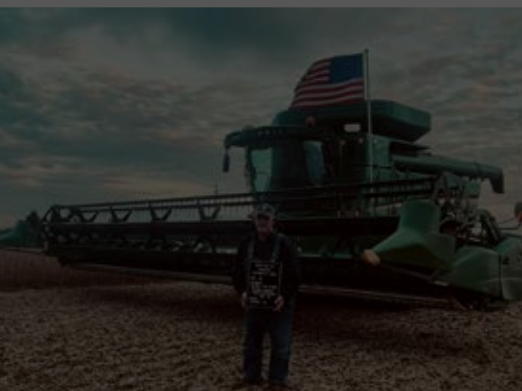
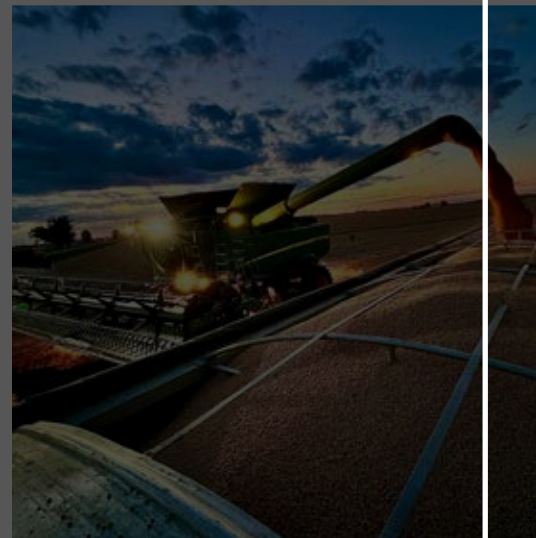
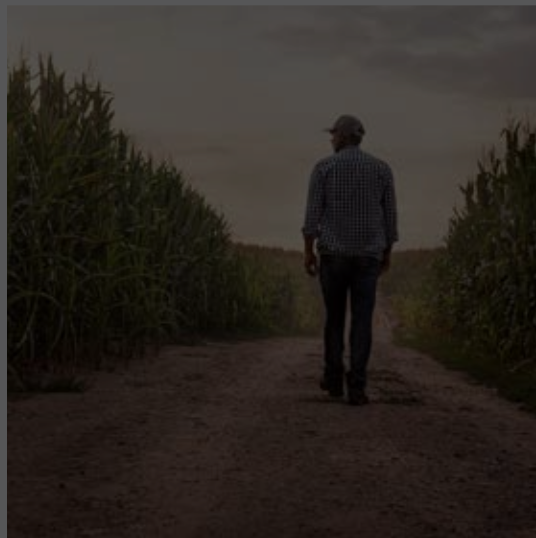
THE MARK

EMPLOYEE NEWSLETTER



VOLUME

6



DECEMBER 2023 ISSUE

CEO UPDATE FROM HEATH BARNES

I trust this message finds you all well as we find ourselves in this holiday season. As we stand at the cusp of greatness, I am compelled to share a reflection on where we've been, where we are, and the compelling trajectory that lies ahead.

In the realm of sports, where greatness is etched in records, the phenomenal trajectory of Tyreek Hill with the Miami Dolphins is nothing short of extraordinary. Picture this: Hill, poised to shatter the 2,000-yard mark in a single season, boldly challenging the iconic Calvin Johnson's receiving yards record. This feat stands as a beacon of achievement, a testament to the remarkable heights one can reach through sheer determination and skill.

Just as athletes strive to surpass records, we too draw inspiration from such remarkable accomplishments in our relentless pursuit of excellence. Hill's pursuit of the 2,000-yard milestone serves as a vivid parallel to our commitment to pushing boundaries and achieving greatness. In our own arena, we measure ourselves against the unwavering standards set by our Perform pillar, seeking to exceed expectations and redefine what's possible.

Performance is not merely a numerical outcome; it is a symphony of efforts that resonates through every facet of our organization. While our financial bottom line is a critical indicator, it's the intricate web of thousands of data points within each business unit that truly defines our journey.

Reflecting on the past year, we acknowledge the challenges we faced. Financial underperformance became a call to action, prompting introspection and a commitment to constructive change.

In our Feed business unit, challenges surfaced with underperforming locations and a disconcerting imbalance between expenses and revenue. Concurrently, losses in livestock ownership compounded our financial hurdles.

Energy, on the other hand, emerged as a beacon of success, navigating lower volumes with exemplary expense control and steadfast margin maintenance.

Grain, as we've discussed before, bridged a substantial gap, moving from over \$2 million in the red to nearly breaking even. This achievement was a result of laser-focused efforts on margin control, strategic labor sharing, and a vigilant eye on expenses.

In Agronomy, our loss of \$1 million underscores the complexity of our cost structure across diverse geographies. It's a reminder that margin control, coupled with a thoughtful approach to expenses, must remain at the forefront of our strategic priorities.

Looking forward, we embrace the challenge with vigor and optimism. The leadership teams across all business units have undertaken aggressive budget planning, and I am pleased to share our anticipated bottom-line numbers for this fiscal year:

Feed: \$3.3 million

Grain: \$1 million

Agronomy: Just shy of \$1 million

Energy: \$2.5 million

Logistics: \$250k

Our collective goal is a formidable \$8 million bottom line year. To achieve this, we must maximize the potential embedded within our Perform pillar. Close monitoring of margins, benchmark-aligned expense management, and real-time measurement of all facets of our business are imperative.

Undoubtedly, the path forward won't be without challenges. Anticipate organizational changes and facility optimizations, all in the spirit of streamlining operations and enhancing our cost structure.

Beyond the numbers, we are a team, bound by a shared commitment to elevate from good to great. Our vision extends beyond delivering excellent customer experiences; it encompasses fostering an environment where every voice is heard, every



individual is valued, and the sense of purpose within our company is cherished.

Remember, we don't just make feed or spray fields; we make our customer-owners successful every day. Your contribution is pivotal, and collectively, we can achieve remarkable things. Thank you for your dedication to our customers, your colleagues, your communities, and your families.

Together, let's turn our aspirations into achievements and carve a legacy of unparalleled success.



Beyond the numbers, we are a team, bound by a shared commitment to elevate from good to great.

-Heath Barnes, CEO

Going Above

**THE
MARK**

Employees Making a Difference

The Payne grain team led by Jenn Zartman, as well as teammates Chris Pessefall, Trent Huffine, and Kaleigh McClain went **Above the Mark** during both the wheat harvest and fall harvest seasons this year. The team's resilience and determination in overcoming challenges were nothing short of impressive. Facing unexpected hurdles, they banded together, exhibiting remarkable problem-solving skills that kept the operations running smoothly despite various setbacks. From troubleshooting equipment glitches to optimizing logistics, their collaborative efforts not only ensured efficient grain handling, but also highlighted their collective strength as a cohesive unit.

What truly set the team apart was their unwavering commitment to exceptional customer service.

Going beyond the call of duty, they prioritized customer satisfaction at every turn by staying open during wheat harvest until 9:00pm with the rainy weather approaching. Payne dumped over 240,000 bushels of wheat in two days from our customers, setting consecutive daily records of bushels dumped. Through their dedication of running the dryer 24 hours a day for two weeks straight, they met and exceeded customer expectations, leaving a lasting positive impact. The team's ability to seamlessly balance their duties while working long hours, loading railcars, and providing an outlet for our other locations' grain showcased their dedication to the four pillars. Their accomplishments this past season stand as a testament to their teamwork and unwavering commitment to serving our customers.

- Kirk Roetgerman, EVP - Grain



UNDERSTANDING THE IMPACT OF PERFORMANCE



Perform – Enabling our team members to understand the impact their efforts have on organizational success creates teams of mission-minded individuals driven to maximize efficiencies and productivity.

The word Perform is often tied to a measurement like tons of Feed delivered or acres applied per hour; although tons, sales, acres, and bushels all represent actual physical things, these values are by nature just information or data. Data and information are the core of the Perform pillar when it comes to our Culture of Excellence. There are two main components of the Perform pillar.

1. Data-driven Decision Making

Business decisions should always be made using the best available verified information, facts, measurements, and indicators to ensure organizational success. Less tangible or measurable information like experience, trust, values, and principles are equally as important when making business decisions, but our Perform pillar is more focused on data and information. The challenge with using data to inform and drive business decisions is having it easily accessible and available when you need it. For many years,

this has been a challenge at Mercer Landmark. However, as part of our cultural transformation, we are making changes to many of our processes and implementing new technology throughout our business units to address this.

Technology tools like AgriMine, Agrian and Aglogic allow our Agronomy team to access sales, yield and application data very easily. This enables them to make better agronomic recommendations and service our customers timelier. We've used this information to justify and implement an equipment leasing program that replaces 1/3 of our application fleet every year. Our Feed team recently launched a real-time data visualization tool, developed by BIG Consulting, that compiles information directly from AgVantage. This will help them improve feed quality, accuracy of ingredients, and improve billing and inventory management.

These are just a few examples of ways we are making data and information more accessible throughout all levels of our organization. As we embrace these tools and changes, it will unlock the ability for each of us to make better decisions and create a better experience for our customers.

**WHATEVER WE BELIEVE
ABOUT OURSELVES
AND OUR ABILITY
COMES TRUE FOR US.**

-SUSAN L. TAYLOR



2. Data-Driven Mindset

Accessing and utilizing data to support decision making is an important aspect of the Perform Pillar, but isn't necessarily utilized as frequently as a data-driven mindset should be. So, what is a data driven mindset? Having a data driven mindset is understanding the individual impact your effort has on the success of your team, your business unit, and our overall organization daily or as you do your job. Then, applying that understanding to how you do your job.

Many years ago, I owned a custom application business in SW Florida. I had two sprayers and employed two people who applied during the day. In the evenings, after I got home from my day job, I would go to our job site and jump in one of the sprayers and start application. As an owner-operator, I understood exactly how much it costs for one hour of operation and, of course, I knew how much we charged our customers per acre. Every time I made a turn and started up another row, completed a tank or mixed another load, I calculated in my head how much profit or loss I just earned. This information

and this thought process informed me how fast I would load, my application speed and how many tanks I would try to get done that night. I understood the impact of my efforts on the success of my business, and it influenced my behavior.

Imagine the potential of an organization made up of people, at all levels, who understand the impact of their individual effort on the success of the team and are willing to adjust their behavior to achieve the goals of the group. The potential of that type of organization is unlimited. When we wholeheartedly adopt this mindset, we will exceed industry benchmarks for operational efficiency and set the bar for customer service among our competitors. That is why Perform is one of the four pillars of our culture at Mercer Landmark.

Note: Please talk to your supervisor if you're not sure how your effort contributes to our organization's success.

Thanks for your support!

- Neal Horrom, COO



GRAIN

As we wrap up this harvest season, it's always important to reflect and celebrate the successes we enjoyed and make sure we reinforce those wins along with admitting our shortfalls and taking the appropriate actions to correct them. As we focus on the four pillars of our cultural foundation, **performance** is key to have the success we strive to achieve.

Let's talk about our successes.

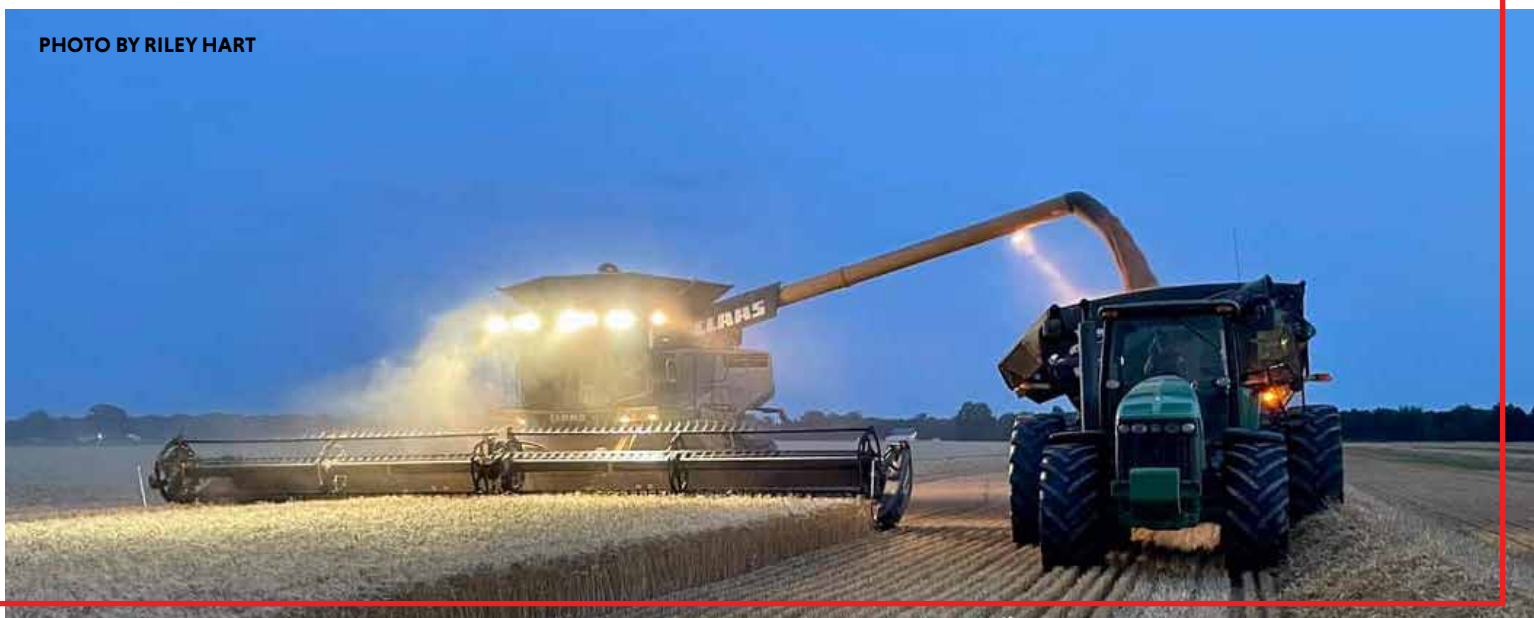
This season we were able to handle one of the largest crops in recent years with minimal delays and no shutdowns. Although we will end up handling less soybeans this harvest than the year prior, wheat acres and bushels handled this summer accounted for 1 million bushels more than the previous year and we have 600k bushels more in inventory. As I write this update, we are still finishing up corn harvest and we'll handle about 500k more during this harvest than last year. Beans were disappointing compared to last year as we handled 1 million less than the previous year, but as I mentioned, acres were

down due to increased wheat acres and late dryness clipped some yields in our area to the north. Overall, our volume intake will be up 300k, including wheat bushels handled during the summer.

We did have a few facilities exceed last year's corn handle. Convoy handled over 200k more than last year, Antwerp was over 300k more and Elgin will have close to 100k more. Due to market conditions and end user aggressiveness, some of our other facilities were negatively impacted as delays in harvest and an extremely tight supply inventory from last year kept quick ship premiums available well into late October and early November.

Despite having lower volumes at Latty and Payne, those facilities were instrumental in keeping other facilities running. Payne ended up shipping 40 cars (140,000 bu) of corn and taking in transfers to help alleviate the pressure at our other facilities. Latty ended up shipping over 215 bean cars (785,000 bu) and 85 corn cars

PHOTO BY RILEY HART





(335,000 bu), which allowed other locations to transfer in and keep things flowing.

One of the challenges we faced this harvest was the higher moisture corn we handled. Drying capacity was an issue and thankfully the corn dried down as we got later into harvest, helping take some of the pressure off. This challenge did bring to light some of our operational limitations and, in certain cases, helped us utilize equipment differently than we had in the past. We also had some breakdowns in some unfortunate circumstances, but with everyone's communication and cooperation, we were able to fix the problem and keep our downtime to a minimum.

Prior to this fall season, the grain team got together to put a plan in place to help utilize every bushel of space and maximize the service we could provide at every facility to create that positive customer experience our owners demand. Everyone on the team adjusted and helped each other to make sure we could stay open and provide excellent service.

I want to thank all our ops, admins and grain advisors for working together to accomplish another successful harvest while keeping everyone safe. Without your efforts, none of our successes would be possible. Happy Holidays, everyone.

- Kirk Roetgerman, EVP of Grain

PHOTO BY ALLISON KNIEF



PHOTO BY RAY THATCHER



PHOTO BY PETER WHARRY



LOGISTICS

As we start to look at fall harvest in the rear-view mirror, I am pleased with what I consider to once again be a "Successful Fall". Going into harvest with a good plan allowed us to be prepared; I never felt we had a lack of logistic capacity to get the job done. We found ourselves in a great position, allowing us to stay in better shape than those around us in both speed and space. Having the availability of trucks that we did this fall allowed us to do a fair amount of farm pickups. Our field pickup program for grain has continued to grow and I believe that it has been a great program for both us and our members. It helps our members by providing transportation

for their grain from their farms and fields, which in turn helps them with both equipment and labor needs. This program also allows Mercer Landmark to take grain to elevators that better serve our needs.

Our team had a fantastic performance when it came to our on-farm pickup program. We got the job done and served our customers well. We received excellent feedback from the members that used this service. They spoke of how professional our drivers were and how much they enjoy working with them. I want to thank my team again for all their hard work and dedication to our members and our company.

- Cody Mabis, EVP of Logistics



FEED

Elevating Biosecurity: A Collective Commitment to Health

In light of the prevalent health challenges affecting our region, particularly the concerns surrounding Coryza and High Pathogenic Avian Influenza in poultry, and parallel issues in swine production, it's crucial to acknowledge the exceptional efforts undertaken in our Feed business unit to navigate these challenges.

Our area is no stranger to disease challenges, and the high livestock density presents additional hurdles that demand continuous attention. Today, I want to shed light on the commendable work involved in planning and executing Feed deliveries, emphasizing the critical role biosecurity plays in safeguarding our operations.

When disease challenges arise at an animal production facility, our team goes above and beyond to implement stringent measures. Segregating trucks based on location is a common practice, ensuring that deliveries to positive farms do not cross-contaminate other locations. In certain scenarios, surveillance zones are established around positive buildings, necessitating alterations to our drivers' routes to steer clear of quarantined areas.

Going Above and Beyond to Maintain the Required Biosecurity Gap

During these challenging times, our drivers exhibit exceptional dedication. They often find themselves driving out of their way and altering routes to maintain the required biosecurity gap. In extreme cases, our drivers don Tyvek suits during Feed deliveries, with each driver meticulously using Lysol on their boots and sanitizing their hands between stops.

The commitment to biosecurity is not a solitary effort; it involves a collaborative approach across

our entire team. Our drivers, logistics personnel, mill staff, and managers work in unison to coordinate and implement biosecurity measures that go above and beyond the norm. This collective commitment ensures that we are doing everything within our power to prevent the spread of disease to other production facilities.

It's crucial to recognize the unwavering dedication of our incredible crew. Each member puts their full attention to detail and invests extra time and effort to mitigate the spread of disease. Their commitment is nothing short of exceptional.

The next time you encounter one of our Feed drivers or logistics personnel, take a moment to express your appreciation. Their hard work and dedication play a pivotal role in upholding the health and integrity of our operations. Thank you for your continued dedication to our team and customers.



- Graham Helmlinger, VP Feed Operations

AGRONOMY

Performance is about having eyes on our business and making data-driven decisions. It's been said that we measure what matters, so if we know that productivity and efficiency matter, in terms of customer experience and company profitability, it needs to be measured.

The Agronomy team has been focused on tracking performance and efficiency in order to make the best decisions that help us provide an excellent customer experience, while also maximizing performance and profitability.

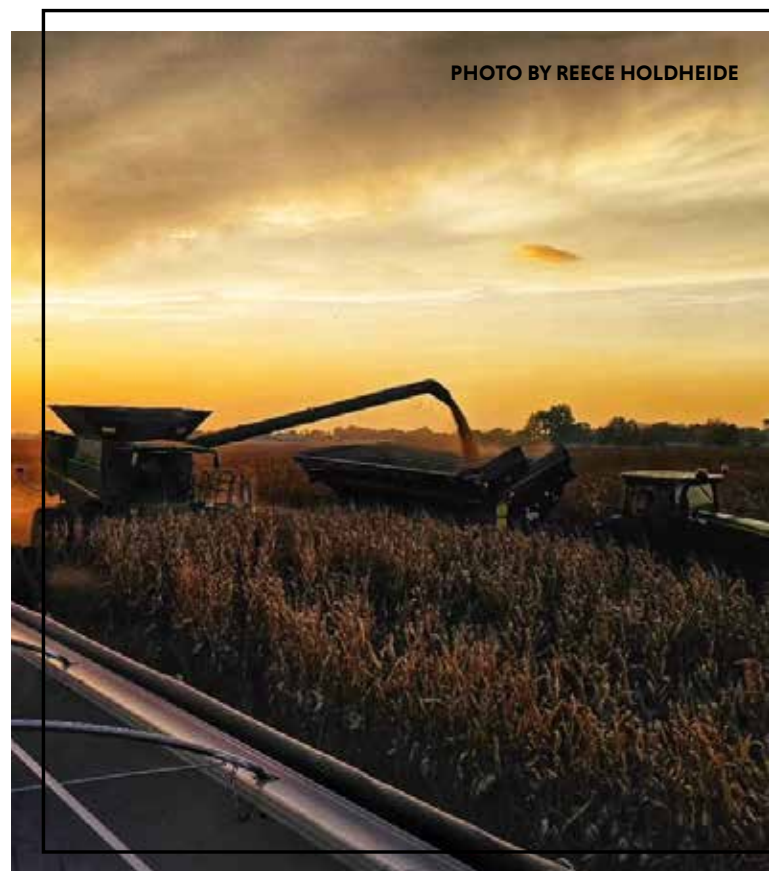
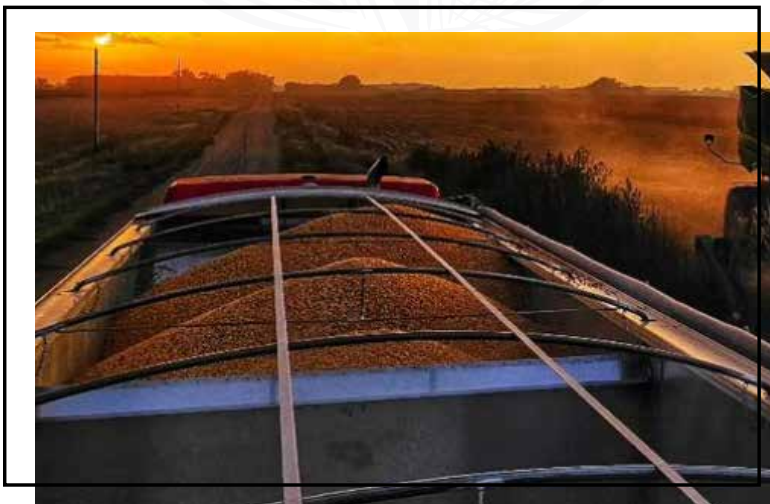
The operations team has done a great job of measuring performance and making improvements. We know that to achieve our targets of getting acres applied in a timely manner, we need to achieve at least 37 acres per hour with our dry machines and 41 acres per hour with our liquid machines. Many of our machines met or exceeded this goal in 2023 and that's something that should be celebrated!

This is all made possible by having newer equipment, state-of-the-art facilities to load products and an excellent team that makes it all happen. Whether it's the Crop Production Advisor making recommendations and placing workorders that are consistent so that less special orders are needed, or the dispatcher making

routes that minimize downtime, or our Applicators and Drivers working long hours to get the job done professionally and in a timely manner, or our administrative staff making sure product is billed correctly and customers understand their invoices, **it takes effort and dedication from all members of our team to maximize our performance.**

We've made great progress in improving our efficiency and we'll continue to make improvements that add value to our cooperative and our customers. On behalf of the Agronomy leadership team, we appreciate the effort everyone makes on a daily basis to make sure we're running as efficiently as possible to ensure we're taking care of customers and leaving them feeling respected, appreciated and valued by their experience with Mercer Landmark.

- Greg Culp, VP of Agronomy Sales + Marketing



ENERGY

The 2022-23 fiscal year was challenging for our propane business. Sales were down over half a million gallons due to the mild winter, but savings were up \$138k for the year. Maintaining margins while watching expenses and leveraging tank monitors paid big dividends this year. The main benefit for tank monitors is **customer satisfaction**. No runouts, cold showers, cold homes, or cold pools are our goal for our monitored/courtesy customers. Satisfied customers may tell their friends and neighbors about Mercer Landmark's great service, but an unsatisfied customer will tell everyone they meet of their experience. Our 1900+ monitors provide additional benefits to our bottom line by improving route efficiency through increasing gallons per stop and gallons delivered per mile. Reducing the number of deliveries per customer adds to our profit.

Propane	Gallons	Stops	Miles Driven	Gallons/Stop	Miles/Stop	Gallons/Mile	Cost/Stop	Cost/Mile
2022-2023	6,757,819	17,362	127,342	389	7.3	53.1	\$ 119.5	\$ 16.3
2021-2022	7,272,728	19,617	141,041	371	7.2	51.6	\$ 101.1	\$ 14.1
2020-2021	7,164,984	19,317	138,180	371	7.2	51.9	\$ 89.4	\$ 12.5
2019-2020	7,271,368	19,443	152,985	374	7.9	47.5	\$ 95.0	\$ 12.1

We started installing monitors in May 2019. 800 monitors were installed in the first year and since then, we have averaged approximately 500 per year. From the chart above, comparing 2019-2020 and 2021-2022, notice that the gallons and stops are pretty even but the miles driven were approximately 12,000 less...The savings from those miles equate to about \$169,200 (12,000 x \$14.1 cost/mile). These efficiency gains will continue to grow as the cost of fuel, trucks, and repairs increase.

Example of Reducing Delivery Savings:

Customer buys 600 gallons per year with a 500-gallon tank.

Cost per delivery = \$119.50.

Tank reading	Deliveries	Gallons/Delivery	Delivery Cost	Income	Profit
20%	2	300	\$ 239	\$ 360	\$ 121
40%	3	200	\$ 359	\$ 360	\$ 2
50%	4	150	\$ 478	\$ 360	\$ (118)
56%	5	120	\$ 598	\$ 360	\$ (238)

With this example, two deliveries are profitable, three deliveries are a break-even and four or more deliveries are a loss.

Monitors are not just for propane tanks. Our Energy team has installed over 100 monitors on high-use gasoline, diesel, and lubricant tanks for our customers and customer owners. By knowing tank levels, drivers are seeing larger fills and are making less deliveries to monitor tanks. Tank monitors are a great tool to keep "Eyes on the Business".

Congrats to Cheryl Rammel, Energy Customer Service, who retired in October. We wish her all the best. Welcome, Ashton Ritter, former summer intern. She is working part-time in the Energy office.



-Joe Hart, EVP of Energy

HR UPDATE

New Hires - Since June 20, 2023:

Kara Allison | DATA ENTRY CLERK

Skyler Bradford | GRAIN ADMIN/OPERATOR
(Seasonal)

Destiny Dangler-Reed | GRAIN ADMIN/OPERATOR
(Seasonal)

Grace Doctor | GRAIN MARKETING ADMIN

Nicholas Gee | AGRONOMY OPERATIONS DRIVER

Ralph Gill | FEED SALES

Brian Grieshop | CDL DRIVER

Jamy Hunt | SEASONAL FLOATER

Samantha Knapke | CUSTOMER SERVICE ADMIN

Prestyn Morgan | GENERAL LABORER

Chancey Pipenger | MILL WORKER - 2ND SHIFT

Ashton Ritter | CUSTOMER SERVICE ADMINISTRATOR

Cade Schoenleben | MILL WORKER

Mark Seibert | AGRONOMY OPERATIONS DRIVER

Travis Smith | MAINTENANCE TECHNICIAN

Jeffrey Taylor | DIRECTOR OF SWINE OPERATIONS

Shane Thomason | CDL DRIVER

Jason Timmerman | GENERAL LABORER

2024 Onboarding Sessions:

This session will be held bi-monthly in the Celina Training Room at 9am. We ask that anyone who has been hired since the last session attend this additional meeting. If for some reason they are unable to attend, we will slot them in the following session. During this session we will focus on Mercer Landmark's vision, mission, 4 pillars, further ADP training, etc.

2024 Onboarding Dates:

Wednesday, January 17th

Wednesday, March 13th

Wednesday, May 15th

Wednesday, July 17th

Wednesday, Sept 11th

Wednesday, Nov 13th

Recruitment + Referral Bonuses:

We have several open job postings. Encourage family, friends, previous coworkers, etc to come and work for us. Reminder: Employee referrals (if hired FT) are given \$250 when the candidate has been employed for 90 days and an additional \$250 when the candidate has been employed for 1 year.

To apply: mercerlandmark.com/careers

HR Help Desk:

In an effort to streamline the process for HR questions and concerns, we have created a help desk. Please send all HR inquiries to hrhelp@mercerlandmark.com.

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For more info, contact
Brad Harsha at
bradharsha@bankatfirst.com

-Marissa Gibbons, Director of Human Resources



THE IT CORNER

Utilizing Our Data to Make Decisions

You have probably heard a lot about how Mercer Landmark has been looking to utilize all the data that we generate to make business decisions, but you have probably not heard about how we are doing that. This last year we have engaged with an outside company whose specialty is taking data and presenting it in an easy-to-use platform that can be reviewed in real time. Our co-op generates a lot of data daily and putting that data to work will provide immense value to our overall performance goal.

Our first data platform was developed in conjunction with our Heartland and MPS Feed teams to take data from WEM (the automation platform used in our mills) and combines it with data from AgVantage to allow our Feed team to operate more efficiently and also to identify potential problems in our Feed production process.

In the past few weeks, we have also begun the process to utilize the data generated by Mercer Landmark in the same manner. As it gets further into its development, our leadership team will gain more timely insight into our overall business and this will allow for actual data to play a role in our growth and enable our performance to be more easily tracked.

Keeping a pulse on our business is important to make sure that we are all heading in the right direction, and being able to view the data we are already generating daily will make all of our jobs easier going forward.

-Adam Farmer, Chief Technology Officer

Statistics		
	FY2023	FY2022
Gross Margin %	4.77%	4.14%
Personnel Exp/Gross Profit	45.76%	56.25%
Fixed Exp/Gross Profit	13.03%	18.81%
Operating Exp/Gross Profit	27.23%	39.97%
Total Exp/Gross Profit	86.02%	115.03%
Local Savings/Sales	1.31%	-1.04%
Total Net Savings/Sales	1.31%	-1.03%

FIGURE 1- METRICS GENERATED FROM OUR AGVANTAGE DATA.



FIGURE 2 - EXAMPLE OF DATA VIEW FROM ONE OF OUR FEED MILLS

COE Training

Several of Mercer Landmark's Business Unit Advisors had the opportunity to experience a new program from Winfield-United entitled "Center of Excellence Sales Training." Mercer Landmark partnered with Winfield to deliver this training in 2023. The curriculum was chosen from the competencies at the bottom of this page.

Upon completion of the one year course, a Teach Back session was conducted where every participant gave a 15-minute presentation outlining the specific principle they learned from the course.

Congratulations to our 2023 COE Graduates.
Their future is so bright, they had to wear shades!



CENTER OF EXCELLENCE SALES TRAINING

Full COE Curriculum by Competency



Develop a Coaching Mindset

- 7 Habits for Managers
- Behavioral Interviewing
- Building an Open Feedback Culture
- Building Trust
- Crucial Conversations
- Documenting Coaching Feedback & Tracking
- Situational Leadership (SLII)
- Understanding Your Work Behavioral Style (DiSC)



Execute as a Valued Business Partner

- Business Acumen
- Economics of Agronomics (ROI)
- Data- Strategy and Purpose
- Execute Strategy (4DX)
- Account Planning



Selling Effectiveness

- Evolve
- Brand Ladder
- Grower Segmentation/Buying Habits
- Program Awareness: Catalyst, Complete, Edge, AARx, Secure, Grower Opportunities
- Building Your Brand
- Elevating your Presentation Skills
- Learning Styles: Different Learning Styles
- Owner/Grower Centric Sales Process
- Farmer x Farmer Planning Strategy



Drive for Total Acre Solutions

- Brand Ladder Awareness
- Campaigns 101
- Clinic Leadership
- CPP and Seed Strategy with Partners
- Corn Trait + Chemistry/Soybean: Trait + Chemistry
- Deep Dive on Winfield United Innovation
- NutriSolutions Basic and Advanced
- Professional Agronomy Training (Phase 1 and 2) – over 50 modules
- Proprietary STAMPS 101
- Understanding Seed Production

Signing Day with Mercer Landmark's Intern of the Year

In September at the Ohio State University Job and Career Fair, we had a "Signing Day" opportunity with Heather Oberlin. Heather won the \$5,000 scholarship from Mercer Landmark after she was chosen as the "2023 Outstanding Associate Intern of the Year" at our final intern presentation session at our Latty Facility.

The scholarship was awarded after Heather accepted the job offer as an Associate Crop Production Advisor for Mercer Landmark, starting in May of 2024, after she graduates from OSU.

Heather was asked what she enjoyed the most out of her internship here at Mercer Landmark, she responded:

"Watching the crops move through their growth stages and sequences while becoming more familiar with agronomy are two pieces that have made for an exciting internship experience. Talking with growers, riding in machinery, and taking equipment to the field are all unique opportunities that I have been able to take part in through Mercer Landmark's Internship program."

When asked if Heather felt the Internship at Mercer Landmark could have covered more than she received, she responded:

"I felt like whenever I thought I couldn't learn any more, Mercer Landmark threw more at me and expanded my knowledge."



When asked if she was allowed to take initiative in her internship, she responded:

"Yes, I was given the opportunity to go out by myself to scout fields. This gave me the chance to learn how to scout in my own style while also being able to step up to any task thrown at me."

Please help me congratulate Heather on a job well done!

Mercer Landmark will continue our internship program in the Summer of 2024, offering a two-tiered approach for students between their sophomore and junior year of college, as well as their junior and senior year of college. The Apprentice and Associate programs include a 13-week experience, focusing time in any one of our business units. All of our interns experience time in each of the business units, outside of their assigned area. They will conclude their experience with presentations to their mentors and the Senior Leadership team at Mercer Landmark in early August. If you know anyone interested in next Summer's internship program, please ask them to go to our website and look up careers and internships for more information and to apply.

- Mark Roeth, Director of Organizational Development

"Watching the crops move through their growth stages and sequences while becoming more familiar with agronomy, are two pieces that have made for an exciting internship experience. Talking with growers, riding in machinery, and taking equipment to the field are all unique opportunities that I have been able to take part in through Mercer Landmark's Internship program."

-Heather Oberlin | Associate Intern | Antwerp, OH | The Ohio State University