

The logo for the Farm Journal Legacy Project. It features the words "FARM JOURNAL" in a bold, sans-serif font above the words "Legacy Project" in a large, elegant script font. The text is set against a yellow background with a subtle pattern.

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Cultivating Multigenerational Success  
in the Agricultural Community

## Merger Candidate Interview Guide

Use this interview guide when considering a merger. Utilizing a questionnaire to interview prospective merger candidates will standardize the process and prompt an informed decision about the prospective company.

1. Ownership/partnership conditions, constraints, desires.
2. Company objectives, current results, and marketing plans.
3. Year-to-date financial statements and annual financial statements for each of the three prior years.
4. Individual information
  - a. For each potential owner:
    - (1) Educational background
    - (2) Years in business
    - (3) Experience and positions with the company
    - (4) Certifications and professional accomplishments
    - (5) Field(s) of specialty
    - (6) Total employee cost, wages paid, bonuses, profit sharing, benefits and retirement plan provided
    - (7) Employment agreements in force and contemplated
    - (8) Historical earnings/distributions for each of the last three years
    - (9) Other business experience and/or affiliations
    - (10) Professional/vocational associations and community activities and commitments
    - (11) Non-company business interests, potential conflicts of interest, etc.
  - b. For each skilled person:
    - (1) Position
    - (2) Salary
    - (3) Experience and tenure of the company
5. Discuss past owners, including an explanation for departures.

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