



## 2023 SUSTAINABILITY REVIEW

# CULTIVATING A BETTER TOMORROW





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INDUSTRY INNOVATION HOMEGROWN  
IN THE HEARTLAND OF AMERICA.  
WE ARE THE ANDERSONS.

TRADE  
RENEWABLES  
NUTRIENT AND  
INDUSTRIAL

Three strong business units  
provide diversity across the  
agricultural supply chain.

121  
LOCATIONS

operating in five countries.

2,300 EMPLOYEES  
work within two continents  
and five countries.

38M  
TONNES TRADED

Grain is merchandised from a  
broad array of food and feed  
ingredients and specialty grains.

533M GALLONS PRODUCED

across five strategically positioned ethanol plants.

75 YEARS

in the agricultural business.  
Founded in 1947, one vision  
and one grain terminal  
started the journey.

180M BUSHEL

space capacity across  
North America.

1.9M TONS SOLD

Nutrient and Industrial supplies  
primary nutrients, strong  
warehouse, and farm center  
network in the Eastern Grain Belt.

618

transport trucks  
owned and operated.

# A LETTER FROM CEO PAT BOWE

The Andersons **Statement of Principles** (SOP) expresses the beliefs and philosophies of our founders and serves as the foundation for our business today. The SOP recognizes the need for business activities to be conducted with integrity, to reflect a proper concern for the health and safety of our employees, customers, and neighbors, and for the quality of our environment. As a business based in agriculture, working directly with growers, we appreciate the importance of stewardship of our natural resources. Environmental, Social, and Governance (ESG) considerations are inherently a part of our business.

Service to all four of our key stakeholders, our customers, employees, communities, and shareholders, is a critical part of our culture and defined within our mission statement.

## SERVING OUR COMMUNITIES

In 2022, employees across our geographical footprint were challenged to complete 75 acts of community service in celebration of our 75th anniversary. They rose to the challenge! They not only met, but exceeded the goal with 105 service projects. These events ranged from making blankets for children at Children's Mercy Hospital in Kansas City to packing meal kits for Connecting Kids to Meals, an organization which provides healthy meals to kids in low-income and underserved areas in Northwest Ohio.

## MOVING THE SUSTAINABILITY BAR

We are currently in the process of completing our first Formal Materiality Assessment. A third-party consultant has been engaged to assist in discussions with our key stakeholders to determine ESG topics that are most important to our operations. We look forward to the results and anticipate using the data to create targets as it relates to ESG in accordance with Greenhouse Gas (GHG) reduction protocols.

Also for the first time, this sustainability review reflects third-party GHG metric verification. Data verification using an

outside resource allows accuracy and transparency with our Scope 1 and Scope 2 calculations.

Finally, in 2022, we issued a **Deforestation Statement** to indicate our support for biodiversity and environmentally sustainable growing practices. We understand the importance of responsible stewardship of land and need to balance it with the global demands for food, feed, and fuel. Our Deforestation Statement strengthens our support for the United Nations' Sustainable Development Goal (SDG) of Life on Land.

## ENGAGING WITH OUR EMPLOYEES

The safety and health of employees continues to be a top priority. The Environment, Health, and Safety (EHS) operations organization was restructured to form an EHS Council comprised of EHS directors representing all business operations. The council provides continuity and guidance as it relates to regulatory and company policies and procedures with the goal of each facility having ownership over their EHS culture. A safety culture survey was conducted last year with 95% of our operations employees participating. Having such high engagement with the survey allows us to confidently create action plans to identify areas for improvement.

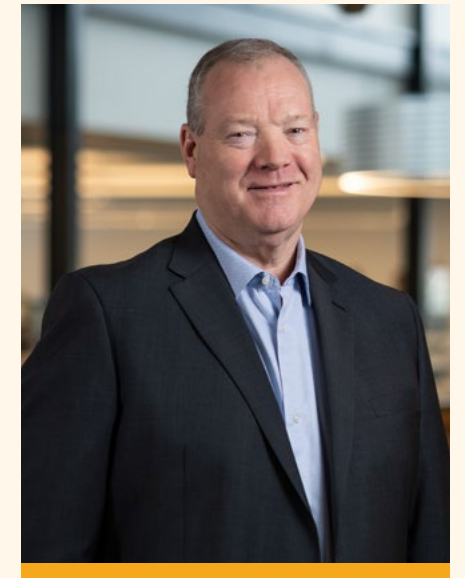
As stated in The Andersons Statement of Principles, "We believe differences in people are a strength when they are focused on a common goal. Each employee of The Andersons, Inc. (The Andersons) has a responsibility to cultivate an environment in which differences are truly valued and respected." In keeping with these values, we have set guidelines for inclusion of diverse candidates, including women and persons of color, for senior roles, and have expanded our recruiting tools to access a broader, more diverse talent market. Last year, several Employee Resource Groups (ERGs) were launched. These employee-led groups provide support, education, and networking, while also providing an opportunity to engage in community activities relevant to the group.

Providing wellness programs, work life balance, and a diverse working environment allows The Andersons to be a competitive employer in today's market. Our wellness program, Healthy Lifestyles, allows employees to earn rewards while improving their health through well visits, online health courses, health coaching modules, and group challenges. In both 2021 and 2022, our vendor, Bravo, awarded The Andersons Healthy Lifestyles program with the Winning With Wellness Award in the 'Good to Great' category. This award recognizes companies that are committed to building a culture of health, employee support, and leadership.

## STRENGTHENING THE SUPPLY CHAIN

The Andersons core businesses in agriculture start at the farmgate, providing inputs needed to prepare the soil and provide nutrition to grow a crop. The Andersons then buys the harvested production, selling to end use customers in food and feed industries, while also being a processor of ethanol. In other words, we work all along the supply chain that is strengthened by our business relationships. Having the right vendor and supplier relationships is critical to our success. As an extension of our company's Statement of Principles, those companies we chose to do business with are expected to abide by our Supplier Code of Conduct.

One of the ways we are advancing sustainability is by working with growers as part of sustainable sourcing pilot projects. In these projects, The Andersons and the grower, along with end use customers, work to better understand how sustainable production metrics can benefit and provide value while producing financial incentives from farm to fork. We are committed to looking for ways to sustainably operate while working alongside trusted suppliers and key customers. We are proud to showcase our improvements in this review and will continue to challenge ourselves as we create new and innovative food, feed, and fuel solutions.




**Pat Bowe**  
President and  
Chief Executive Officer



# 2022 SUSTAINABILITY HIGHLIGHTS

**\$432,132**

in contributions made by employees to support the charities of their choice.

**75 YEARS OF SERVICE**

**13 FACILITIES**

have gone 5 years or more without an OSHA recordable injury.

**SMARTPHOS® DG**

awarded participant in Next Gen Fertilizer Innovative Challenge - H<sub>2</sub>OhiO.

**OVER 6,425**

community service hours.

*Includes both team and individual service hours*

**Forbes 2023**

**AMERICA'S  
BEST SMALL  
COMPANIES**

**PUBLISHED DEFORESTATION STATEMENT**

## CYBERSECURITY

Raised employee cybersecurity awareness through monthly simulated phishing campaigns.

## EMPLOYEE RESOURCE GROUPS

Working Parents

Military and Veteran Support

Harvest Multicultural

L.E.A.D. (Lead, Engage, Advise, Develop)

P.R.I.D.E. (People, Respect, Inclusion, Diversity, Education)

AMERICA'S  
GREATEST WORKPLACES  
FOR  
DIVERSITY

20 **Newsweek** 23

PLANT-A INSIGHTS GROUP

**EXTERNAL VERIFICATION  
OF SCOPE 1 AND 2 DATA**

**2.23 TONS**

of electronic waste recycled.



# ABOUT THIS REVIEW

The Andersons is committed to communicating our progress around environmental, social, and governance topics annually. Our 2023 Sustainability Review provides information and data on our company from January 1, 2022 through December 31, 2022.

We continue to base our approach and focus on the common materiality issues within our industry. We are working to perform our first formal Materiality Assessment in 2023 with key stakeholders.

Issues important to our business include but are not limited to: GHG, water use, energy use, waste, diversity and inclusion, community, cybersecurity, safety, and risk management.

This review has been aligned with two key sustainability reporting standards: the Global Reporting Initiative (GRI), and the Sustainability Accounting Standards Board (SASB), and supports the Sustainable Development Goals (SDG). The content indices for these standards are available at the end of this review.

Please visit the Sustainability section on our website for further information on our sustainability initiatives.

[andersonsinc.com/sustainability](https://andersonsinc.com/sustainability)

## REPORTING FRAMEWORK

### GRI

This review has been prepared in accordance with GRI standards.

### SASB

This review follows the Agriculture Products standards found within the Food and Beverage Sector.

### SDG

This Andersons supports the Sustainable Development Goals (SDG), which represent a universal call to action to improve our global condition.

### Reporting Framework Cross-Reference

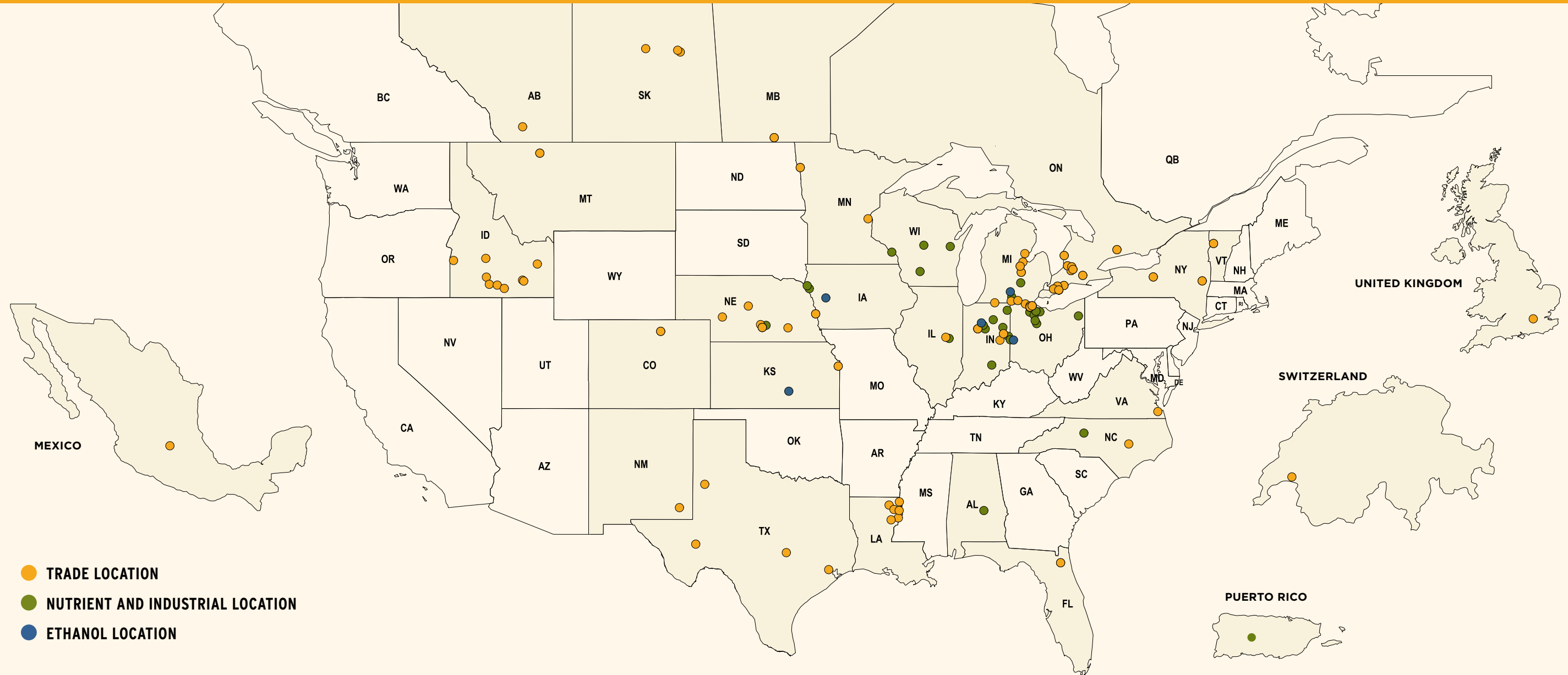
Our Reporting Framework Cross-Reference provides a mapping of our key standards as they relate to each topic. Please see our separate table for each standard as listed on the Sustainability section of our website.

### Data Quality

Information and data in this review covers all entities of The Andersons for the calendar year 2022 unless otherwise indicated. Due to rounding, numbers presented throughout the performance data table may not add up to the totals provided and percentages may not precisely reflect the rounded numbers. Data outside of GHG emissions has been reviewed by The Andersons Internal Audit team. In addition, we engaged an independent third-party, TRC, to verify the accuracy and reliability of our GHG Emissions Scope 1, Scope 2, and intensity data for calendar year 2022.



# WHERE WE OPERATE





# BUSINESS UNITS

## TRADE

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- 79 facilities throughout the U.S., Canada, Switzerland, Mexico, and the U.K.
- 100+ commodities merchandised
- 180 million bushel grain storage capacity
- 34 million tonnes of grain traded
- 2.1 million tonnes of feed ingredients traded
- 1.3 million tonnes of specialty ingredients traded

## RENEWABLES

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- 5 plants located in Indiana, Iowa, Kansas, Michigan, and Ohio
- 533 million gallon ethanol product volume
- 1.3 million tons feed production volume
- 143+ million pound corn oil production volume
- 39 million gallons of E-85 flex fuel blended and marketed

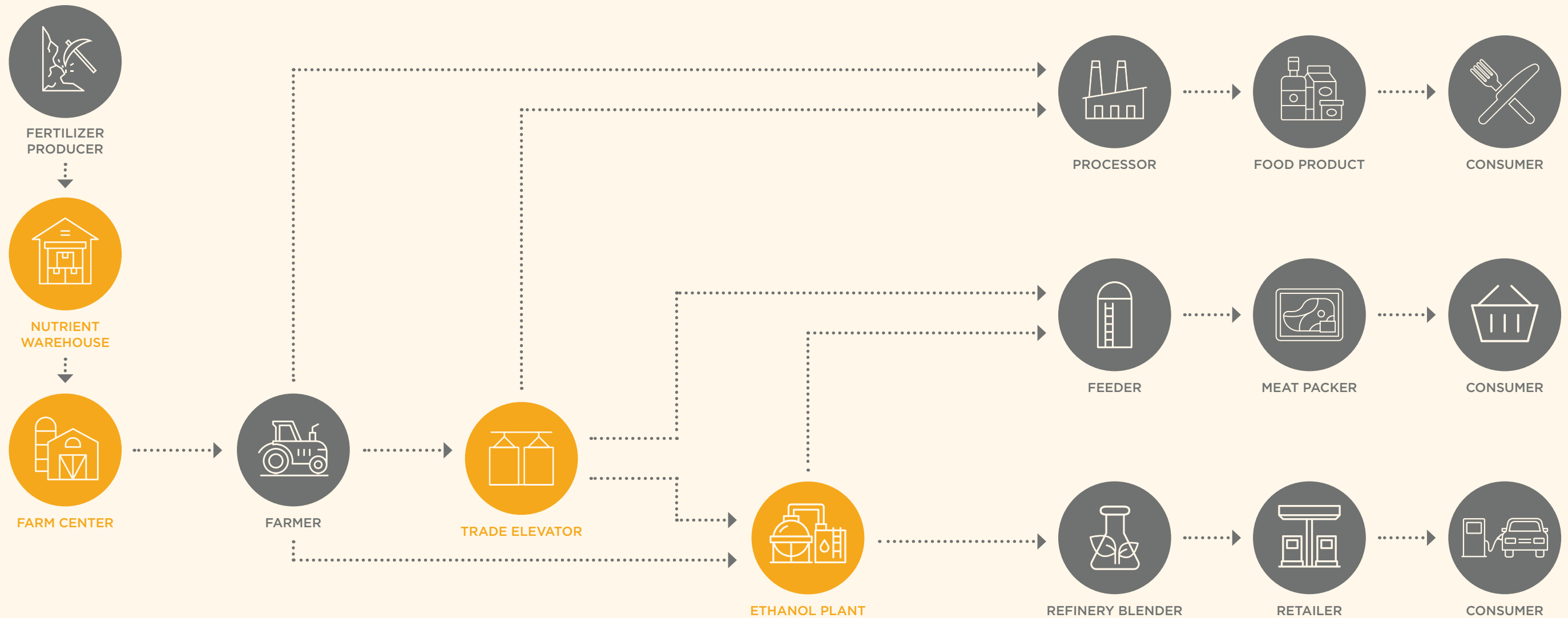
## NUTRIENT AND INDUSTRIAL

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- 37 facilities across the U.S.
- 1.9 million tons of nutrients, specialty products, industrial inputs, and corncob-based products formulated, stored, and distributed
- Major manufacturer and marketer of premium products that use next-generation technologies
- 10 retail farm centers that service thousands of growers
- 30+ U.S. Patents



# SERVING CRITICAL LINKS ACROSS NORTH AMERICAN AG SUPPLY CHAIN





# SUSTAINABILITY AT THE ANDERSONS

H2O OHIO SMARTPHOS® DG

\$432,132 OF EMPLOYEE GIVING

2.23 TONS OF RECYCLED ELECTRONICS

HEALTHY LIFESTYLES PROGRAM

DEFORESTATION STATEMENT

6,425 SERVICE HOURS

EMPLOYEE RESOURCE GROUPS

At **THE ANDERSONS**, we understand the need to balance our **BUSINESS PRACTICES** with a **COMMITMENT TO SUSTAINABILITY**. By embedding **SOUND PRACTICES** as they relate to **ENVIRONMENTAL, SOCIAL, and GOVERNANCE** into the everyday fabric of **OUR ORGANIZATION**, we can **INSPIRE** our **EMPLOYEES** to be **INNOVATIVE** while ensuring they are empowered by **DOING WHAT IS RIGHT**.

*DEBORAH KRAJICEK*  
Director of Environmental,  
Social, and Governance





# THE ANDERSONS IMPACT ON ECONOMIC GROWTH

As a company operating within many communities, we understand the importance of shared value by providing income through employee salaries; charitable contributions through company, corporate foundation, and employee donations; sponsoring employee volunteer events; and paying taxes to support local economies. We are advancing both the economic and social environment in the communities we operate while growing our company.

**\$320.3 MILLION**

paid in wages and benefits to over 2,300 employees.

*Includes all labor, benefits, and incentives for any type of employee including contingent workers.*

**\$24.6 MILLION**

returned to shareholders in dividends.

**\$88.7 MILLION**

paid in income taxes.

**984 EMPLOYEES**

participated in service events.





# KEY STAKEHOLDERS

Our evolution from a small, family owned business to a publicly traded Fortune 500® company is based on our deep commitment to service - both to our valued customers and the world we share.

We are a company that creates value for and builds mutually beneficial and enduring relationships with all our stakeholders and others with whom we do business. This daily commitment to our stakeholders is what drives our sustainability journey.



## GOVERNMENT

- Business Ethics
- Regulatory Enforcement
- Ethics and Compliance



## COMMUNITIES

- Economic Development
- Local Employment
- Community Outreach
- Protecting the Environment in Which We Work
- Diverse Portfolio



## FINANCIAL SECTOR

- Human Capital
- Diverse Portfolio
- Performance Expectations



## SUPPLIERS

- Biodiversity
- Cost Efficiencies
- Sustainable Development



# MATERIAL TOPICS

The Andersons is in the process of completing our first formal Materiality Assessment. We are working with a leading ESG consultant to engage key stakeholders (employees, customers, suppliers, community, and government agencies) to prioritize topics relative to our business and resources. This assessment will be developed in accordance with ESG framework standards. The ESG consultant has been tasked with creating a peer benchmarking analysis to ensure The Andersons is in alignment with significant topics relevant to the agriculture industry.

The Andersons adheres to a **Statement of Principles** which expresses the beliefs and philosophy of our founders and continues to be the basis for the development of operating principles and the company’s mission.

We are proud of our company. We pledge our continued best efforts to meet the needs and aspirations of those we serve. To read the Statement of Principles in its entirety, go to **andersonsinc.com**.

## TOPICS

### SDG/GRI/SASB

Stakeholder Engagement

Regulatory Compliance

Community Engagement

Cybersecurity and Data Privacy

Employee Health and Safety (SASB)

Supply Chain Management (SASB)

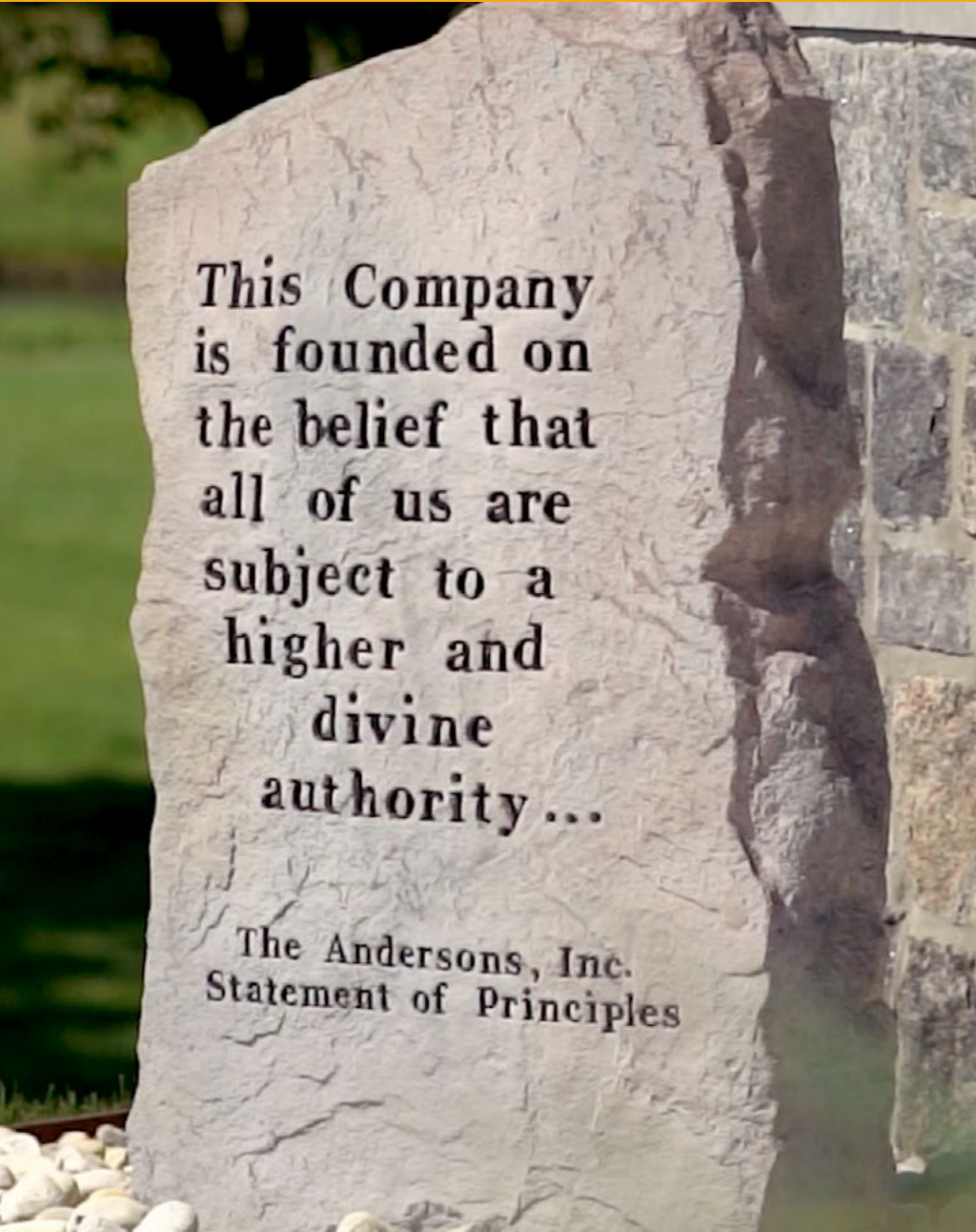
Materials Sourcing and Efficiency (SASB)

Product Quality and Safety (SASB)

Energy Management (SASB)

Water and Waste Management (SASB)

GHG Emissions (SASB)





# BUILDING A ROBUST CORPORATE SUSTAINABILITY PROGRAM

## ENVIRONMENTAL

- Deeply engaged in fertilizer stewardship efforts through both 4R Nutrient Stewardship and H2Ohio
- Created an EHS council to guide continuous improvement across all business units
- Aligned EHS regulatory compliance into one platform to integrate all modules with incident reporting, audit completion, action tracking, and trending of data
- Implemented energy reduction systems in ethanol plants through cogeneration facilities, substantially reducing power sourced from the grid
- Participated in electronic recycling efforts to reduce landfill waste and support low-income communities

## SOCIAL

- Continued our legacy of contributing a portion of our profits to communities since our founding in 1947
- Conducted annual workplace giving campaign and offered an employee gift match program
- Employees gave more than \$2M over the last five years
- Provided leadership resources to numerous charities and community boards

## GOVERNANCE

- Raised employee cybersecurity awareness through monthly simulated phishing campaigns
- Annual Code of Business conduct training for all employees
- Addition of ESG to our Enterprise Risk Management (ERM) program
- Corporate Leadership Team with over 133 years experience



# BUILDING A ROBUST CORPORATE SUSTAINABILITY PROGRAM

## INNOVATION

- Addressing local water concerns with new technology in fertilizers
- Investing in ag innovation with Maumee Ventures, the venture capital arm of The Andersons
- Improving soil with cutting edge technology to build soil profile with BioChar DG™
- Implementing High Yield Solutions programs that put The Andersons and local farmers in the fields working together

## SAFETY

- Advancing our Road to Zero program with the goal of achieving and maintaining a zero-harm workplace
- Providing emergency response education and training for our employees and first responders with real life scenarios and equipment
- Focusing on Life Critical Policies (LCP) and ensuring the right policies are in place to address the hazards for a safe work environment
- Conducting a Safety Culture Survey to identify potential concerns and improvement opportunities

## TALENT AND CULTURE

- Fostering a culture in which all employees feel safe, included, and engaged
- Standing for a work environment that promotes diversity, inclusion, and equality
- Encouraging conversations between employees and all levels of leadership through our open-door policy
- Promoting wellness through The Healthy Lifestyles with incentives for employees and spouses to stay engaged in their own well-being
- Offering employees assistance with personal problems through our Employee Assistance Program (EAP) administered by TELUS Health, and education through our learning management system, MyLearning



# INDUSTRY INNOVATION HOMEGROWN IN THE HEARTLAND OF AMERICA

The Andersons has a long tradition of service and innovation through our agricultural fertilizer businesses. We pride ourselves on being able to present the highest quality and most technologically advanced products available to the market. Recently, The Andersons launched several new products into the agricultural market – all designed to enhance crop performance, quality, and yield while ensuring alignment with the 4R Nutrient Stewardship program which is focused on using the **Right Source** of nutrients at the **Right Rate**, at the **Right Time**, and in the **Right Place**.

## SUSTAINABLE PHOSPHORUS

We are excited about pairing a renewable and plant-available phosphorus source, struvite, with The Andersons Dispersing Granule (DG) technology for agriculture production. This product, SmartPhos® DG, has low water solubility, allowing for a slow, steady supply of nutrients to crops while limiting movement into waterways. Research shows this technology stays in the soil longer than traditional forms of phosphorous.

Leaching studies conducted at The Ohio State University show SmartPhos DG released up to 40 times slower than traditional forms of phosphate fertilizer.

SmartPhos DG is currently being evaluated and tested as a potential approach for addressing harmful algal blooms (HAB) in Lake Erie through the H2Ohio Technology Assessment Program (TAP). SmartPhos DG has the potential to reduce nutrient loading to rivers, streams, and lakes while also providing a phosphorus source that can sustain agriculture production.



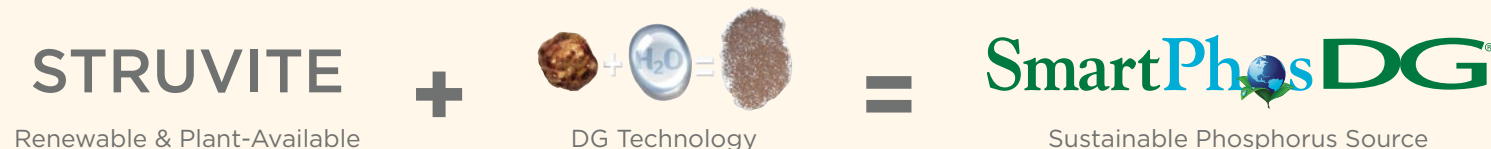
SmartPhos DG has been selected to participate in the Next Gen Fertilizer Innovation Challenge hosted by the EPA and USDA. This challenge aims to identify concepts for novel technologies for fertilizers and other product technology innovations that can reduce the environmental effects from modern agriculture while maintaining or increasing crop yields.



**INNOVATION** is about **PURSuing OPPORTUNITIES**. It's about figuring out **HOW TO DO THINGS BETTER** and **MORE EFFICIENTLY**. The worst failure is not taking those risks. **YOU HAVE TO TAKE RISKS TO MAKE PROGRESS**.

And when you can **MAKE PROGRESS** and **SERVE A REAL PURPOSE** in society, it feels good. I think this company does serve a **REAL PURPOSE IN SOCIETY**. We have to **CONTINUE ON**.

**CHUCK ANDERSON**  
VP, Specialty Liquids  
and Industrial



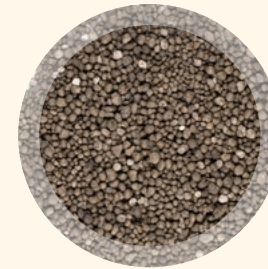
# INDUSTRY INNOVATION HOMEGROWN IN THE HEARTLAND OF AMERICA

**INNOVATION** is looking for new, **OUTSIDE-THE-BOX SOLUTIONS** for customers. It's keeping an **OPEN MIND** when **FACED WITH DIFFICULTY** and turning the situation into an **OPPORTUNITY** for growth. It's using **CREATIVITY** to be more **EFFICIENT**.



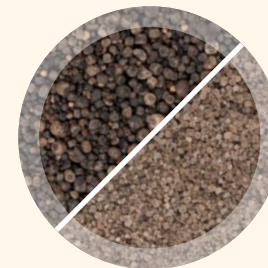
## GRANULAR MICRONUTRIENTS

In February 2023, a new line of granular micronutrients was released by The Andersons, MicroMark® DG. These products are designed with a blend of micronutrients created to optimize plant health and maximize yield potential. They also feature DG technology, resulting in homogenous spherical granules for easier blending, spreading, and most importantly, increased efficacy. With The Andersons DG technology, granules break down in the soil into thousands of sub-particles which increase the coverage and availability to crops.



## HUMIC COATED AMMONIUM SULFATE (HCAS™)

This innovative fertilizer product utilizes proprietary technology to improve upon traditional ammonium sulfate granules by bonding them with carbon-rich potassium humate. These clean, spherical, free-flowing granules are designed for turfgrass applications, delivering nitrogen, sulfur, and humic acid with a single application, a manufacturing challenge the industry had faced for decades.



## MAUMEE VENTURES

Maumee Ventures is the venture capital (VC) arm of The Andersons, commercializing ag innovation. Our vision is to foster promising innovations by leveraging our unique capabilities to accelerate growth.

Maumee Ventures focuses on:

- Plant nutrients and crop protection
- Grain supply chain
- Freight logistics
- Precision science
- Food safety and field tracing
- Renewable energy

Our belief is that if you build a compelling and simple-to-use product that solves a problem, results and returns will follow. We have a narrow focus and we back ideas and teams where we can add significant value beyond just a capital injection.



# INDUSTRY INNOVATION HOMEGROWN IN THE HEARTLAND OF AMERICA

## BIOCHAR DG™

BioChar DG is a soil amendment made from the carbon skeleton of wood, or other organic matter, through the process of super heating. Every small piece of biochar has millions of molecular bonding sites that hold water, nutrients, microbes, fungi, and bacteria that would otherwise be washed away or die from harsh conditions. Once introduced to your soil, biochar will stay for years, helping build the soil profile. BioChar DG applications result in rich, carbon-heavy soil that feeds itself and the plants growing in it.

CharX® is an organic, carbon-based soil amendment containing 30% high-quality humic acid and 43% granulated biochar. This combination of material provides the benefit of the quickly available humic acid, and the long-term soil building qualities of the biochar that will last for decades. Both humic and biochar add carbon into the soil and increase microbial activity, resulting in greater nutrient holding in the soil and better processing in the plant.

The Andersons BioChar DG and CharX feature DG Technology, which allows particles to disperse when watered. The DG Technology helps the particle move past the thatch layer of your lawn or the mulch in your garden bed, and into the soil without any raking, digging, or tilling. The spherical and uniform granules also mean low-dust, making the product easier to work with.



## INNOVATIVE LIQUID FERTILIZER ADDITIVES

The Andersons announced a new liquid starter additive, Power Pass® technology, that is designed to increase crop performance and aid in enhancing storability for select low-salt starter fertilizers. The addition of Power Pass technology with liquid starter fertilizer applications increases the absorption of other applied nutrients. More nutrients in the plant leads to improved plant health to better defend against environmental stressors such as drought and pests.

Additionally, The Andersons has launched a line of biological products designed to be added to liquid fertilizer applications to deliver beneficial and viable microbes at the time of applications. Soil microbes are an important key to a healthy functioning soil. These organisms help with cycling nutrients, mineralization of organic matter, and maintaining soil structure. Bio Pass®, Bio Pass® LG, and Bio Reverse® contain naturally occurring microbial strains chosen to perform specific functions in the soil.



# PUSHING FORWARD WITH ENVIRONMENTALLY SOUND PRACTICES

E-RECYCLING PROJECTS

ACTIVE PROCESS TO IDENTIFY PRODUCT REUSE OPTIONS

REDUCED OUR ENVIRONMENTAL INCIDENT RATE BY 27% OVER A 3-YEAR PERIOD

BENCHMARK EHS ALLIANCE TO ONE PLATFORM

PARTICIPATED SUPPLIER LoCT



**PROTECTING OUR WORLD** and ourselves requires a fine balance between **DEVELOPING**, **GROWING**, and **LIVING**. We need to understand how everything we do **IMPACTS** corporate **RESPONSIBILITY**, **SAFETY**, **COMPLIANCE**, and the **HEALTH** of our community. We all have the power to make a **DIFFERENCE** in this world and by doing the right thing, we can **PROTECT** the **ENVIRONMENT** for **GENERATIONS** to come."

*NIKKI WALBORN*  
Senior Specialist - EHS





# OUR APPROACH TO ENVIRONMENTAL ACTION

At The Andersons, we value our relationships with our growers. As we look to the future, this means being focused on subjects related to carbon footprinting, carbon credits, carbon in-setting, regenerative farming production, and sustainable sourcing. It is good for business to help our growers prepare for upcoming opportunities that technology and an interest in GHG emissions mitigation will bring. At The Andersons, we succeed when farmers succeed. This is, in part, what Sustainability and Environmental Innovation (SEI) is about - linking commercial sourcing success from farmer to end-user in a mutually beneficial way. Whether by independent project with our growers or through a Climate-Smart Grant provided by the USDA, The Andersons and our growers are proud to support and invest in a sustainable future.

## LOWERING OUR CARBON FOOTPRINT

As we continue our journey in the understanding of our carbon footprint, we know the importance of setting true and attainable GHG targets. Launched in 2020 by Mars, McCormick, and PepsiCo, the Supplier Leadership on Climate Transition (Supplier LoCT) helps suppliers understand their carbon footprint and set science-based emission reduction targets. As of 2022, Supplier LoCT is comprised of 12 brands and 500 suppliers.

We recognize the importance of reducing energy use and conserving raw materials and natural resources, all of which allow us to provide agricultural products in a sustainable manner. Therefore, we remain committed to lowering our carbon footprint within the products we process by looking at ways to improve energy efficiencies at our facilities, continuously improving the transportation of our products, and informing our grower customers of opportunities. We joined the Supplier LoCT to accelerate our progress in measuring, monitoring, and reporting our impact. The content of this report is a continuation of that effort.

This review marks the second year of successfully tracking our Scope 1 and Scope 2 metrics throughout our North American facilities. It also marks the first year in which we obtained third-party certification of those metrics.



We all want a **SUSTAINABLE FUTURE** for ourselves, our families, and others. But, for all to **SHARE IN THE BENEFITS** of a sustainable future requires the **INVESTMENT BY ALL** in support of that outcome. Often, we hear others say, “....they need to do more”, but we must all be willing to **DO OUR PART**, each within our own industries, by **INNOVATING** and **INVESTING** wisely in ways to deliver traditional goods and services in **NEW** and **SUSTAINABLE WAYS**. We must take the **DELIBERATE STEPS** necessary for **CONTINUOUS IMPROVEMENT** toward a sustainable future. All of us will stumble from time to time. But, if we are **PATIENT** and **PERSEVERE**, we can **MAKE A DIFFERENCE**.

**TIMOTHY VENVERLOH**

*Sr. Director, Sustainability and Environmental Innovation*



# MEASURING OUR ENVIRONMENTAL PERFORMANCE

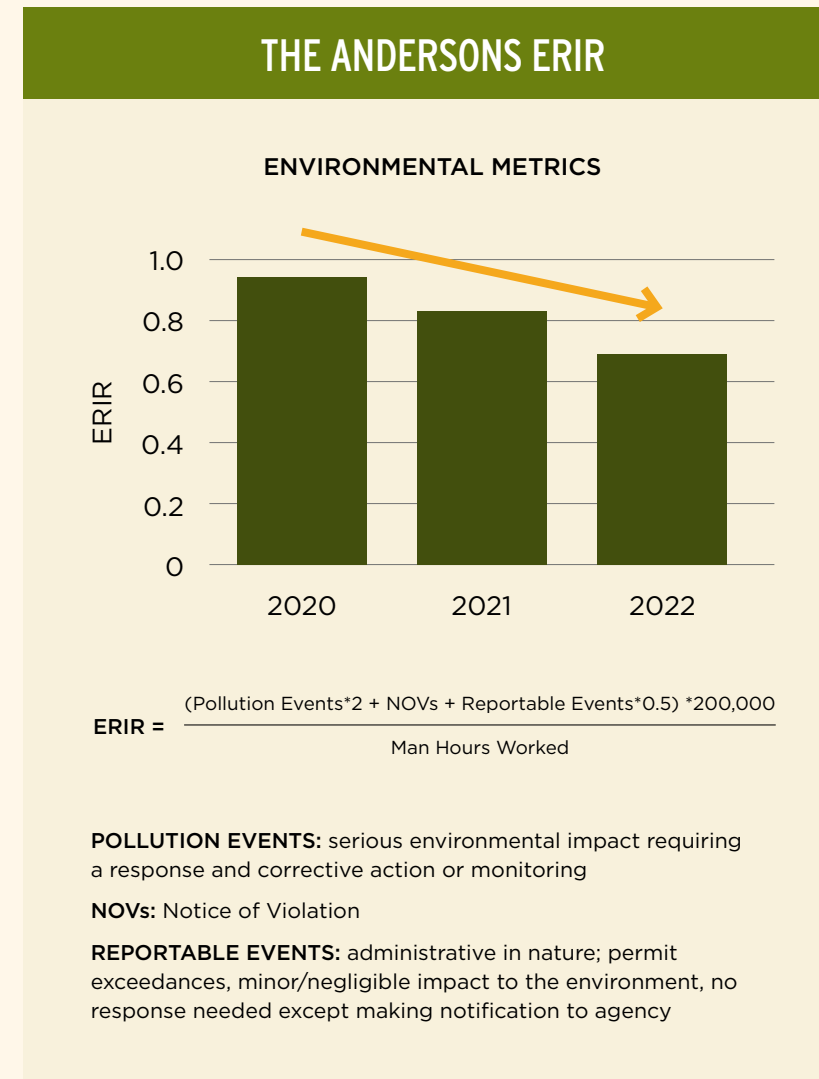
## PRESERVE AND PROTECT

We acknowledge and accept our responsibility to respect the local, regional, and national environmental laws and regulations established to preserve the natural environment. We are committed to compliance with permits and licenses issued to our facilities.

## MEASURABLE IMPROVEMENT

The Andersons measures environmental compliance performance by using the Environmental Reportable Incident Rate (ERIR) metric. This metric weighs serious pollution events, of which our goal is always zero, regulatory reportable events/excursions from permit requirements, and formal notices of non-compliance from regulatory agencies. These incidents are then weighed by hours worked within each business to normalize performance. Annually, each business reviews their previous year's performance and sets goals for the upcoming year in an effort to continually improve.

Since this system was implemented in 2020, The Andersons has shown continuous improvement trends for environmental compliance. We attribute this improvement to implementing a risk-based EHS learning culture, operation's ownership of the environmental function, and launching of the Benchmark EHS management system across all of The Andersons facilities.





# BIODIVERSITY

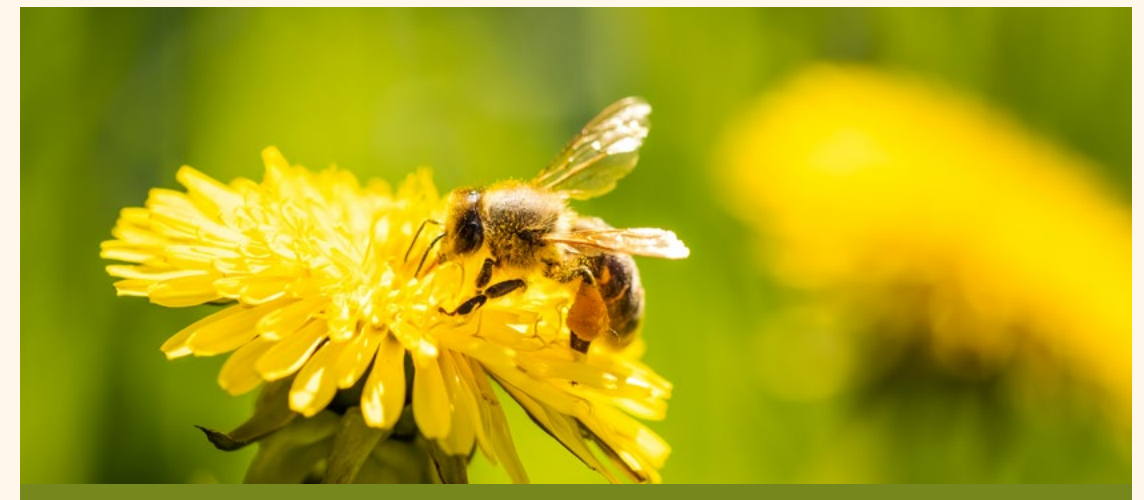
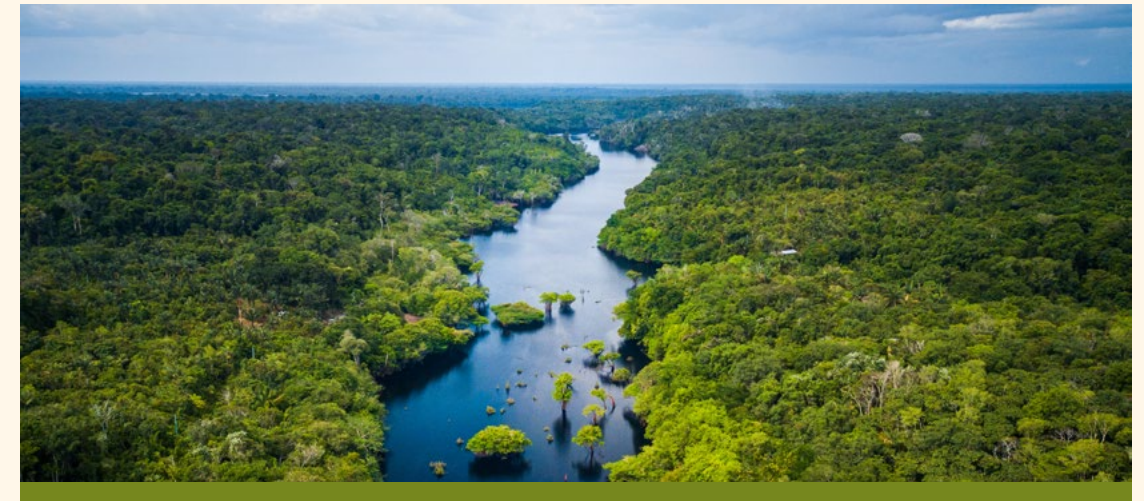
The natural world around us and how all the different organisms live and work together is important. That's why at The Andersons, protecting the plants, animals, insects, and microorganisms that share our planet is an important part of our philosophy. Each one works and lives in an ecosystem necessary to maintain a delicate balance of life on earth.

Raw materials within the agricultural supply chain also are critical to ensure that the global population has enough food and resources for life.

The Andersons fully understands the need to maintain precious forests. Our newly published Deforestation Statement confirms our commitment to build responsible supply chains throughout all aspects of our business. Although we do not own or manage the land that is used for the cultivation of agricultural commodities, we strive to work with the farmer growers and other stakeholders to promote continuous improvement in environmentally sustainable growing practices. Please see our [Deforestation Statement](#) in its entirety to review our approach to Life on Land.

## 4R NUTRIENT STEWARDSHIP

We continue our participation in The Fertilizer Institute's 4R Nutrient Stewardship Program which was established in 2014. The 4R's provide a fertilizer application framework focused on using the **Right Source** of nutrients at the **Right Rate**, at the **Right Time**, and in the **Right Place**, maximizing crop uptake of nutrients while minimizing nutrient loss. The objective is to create long-term positive impacts on water bodies associated with agricultural production areas, to share the most up-to-date information about responsible nutrient stewardship with dealers and growers, and to help the agriculture sector adapt to new research and technology in the area of nutrient stewardship. Through programs like 4R, the resources to maintain a sustainable food supply are achievable.



# SUSTAINABLE WATER PRACTICES

We recognize both that water is the most vital resource for the agriculture industry and that this increasingly scarce resource plays a critical role in society. Access to clean water is a fundamental human right and indispensable to every community, ecosystem, and economy. At The Andersons, that drives how we manage our business. We understand the challenges that exist around potential physical impacts of climate change, which vary by region and contribute to events like water shortages or diminution of water quality. We also understand the water concerns within the farming industry. Therefore, the need to conserve and protect the water we use is essential in all parts of our operations.

Water is used within our ethanol production process and at select liquid fertilizer production locations. It is used for steam production, process cooling, and processes like operating wet gas scrubbers for environmental compliance. The water in our evaporative cooling towers is reused in several cycles to minimize freshwater additions, and wastewater is recycled back to processes multiple times to minimize wastewater generation. Additionally, we have a preventative maintenance process to routinely examine our water pipes and valves to prevent leaks and steam losses. Water not consumed in operating processes is collected, treated, and then discharged following permit requirements. Fully

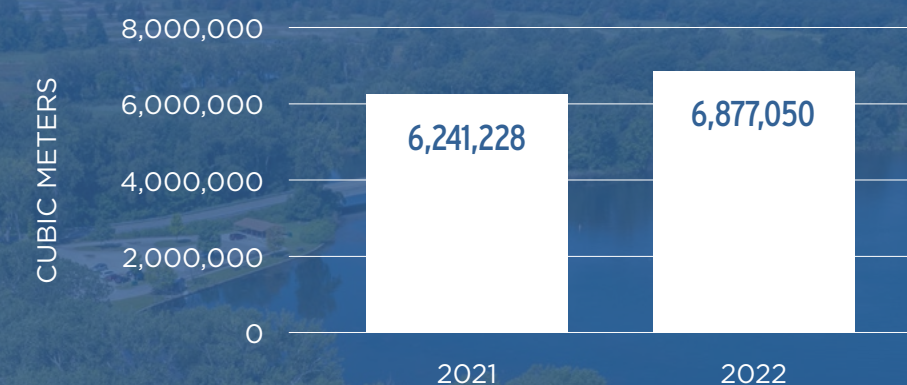
treated water goes to a surface body of water, such as a river or stream as allowed by permit. Partially treated water is discharged to publicly owned treatment facilities for further treatment.

The Andersons continues to follow federal, state, and local water regulations to ensure that our operations do not disrupt the water quality within the communities where we operate. Our wastewater treatment facilities are operated and maintained to meet the strict environmental requirements in our National Pollutant Discharge Elimination System or industrial pre-treatment permits. To ensure discharges meet or exceed the requirements, internal testing and monitoring is conducted beyond what is required by the permits. Additionally, operating incidents are promptly investigated and corrective actions are taken to minimize the risk of reoccurrence.

Even though The Andersons does not operate in any water stressed areas where water usage restrictions exist<sup>1</sup>, we remain committed to advancing our ESG approach knowing the importance of water conservation as we look to develop key reduction targets.

1. We define water stress areas as regions in which more than 40% of available water is used by industry, households, and agriculture. Our definition is based on the Water Risk Atlas (Aqueduct 3.0) published by the World Resources Institute. For more information, see [wri.org/aqueduct](http://wri.org/aqueduct)

## WATER USE



The volume of water use shown here is our best corporate-wide estimation as we use both public service-provided water and well water. We are still processing all facilities and our numbers may increase annually as the data is refined.

## IMPROVING WATER RESOURCES

**SmartPhos® DG Sustainable Phosphorus** – decreases runoff – keeps nutrients in the soil longer. Initiative to prevent algae blooms, Lake Erie

**Ethanol Plants** – Cooling tower closed loop system – scrubber water recycling system

**Seymour Nutrient and Industrial** – At the fertilizer facility they reuse stormwater as a raw material in the line granulation process. This reduces the consumption of ground water.



# FOCUSING ON CLIMATE CHANGE

## ENERGY AND EMISSIONS - SCOPE 1 AND SCOPE 2

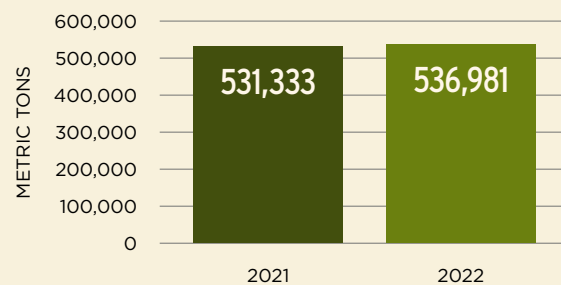
For the third year, we calculated and reported our Scope 1 (direct emissions from our equipment) and Scope 2 (emissions from the electricity and steam we buy from local utilities) emissions. To better understand our true carbon footprint, we first examined how our operations function. The Andersons has over 120 facilities which include renewable fuels operations, grain facilities, fertilizer production or blending operations, research labs, administrative buildings, farm centers, and fleet (trucking). Our five ethanol facilities account for the majority of our GHG emissions. The predominant on-site use of energy is from our natural gas utility providers, with petroleum from our fleet operations, and a small portion of operations using propane.

Our Scope 2 GHG predominantly reflects purchased electricity. This electricity mainly comes from fossil fuel electrical facilities. However, we have locations in Canada that receive power from a renewable fuel source, water. The Renewable - Hydro graph shows the amount of hydro sourced in 2022 and is excluded from our overall Scope 2 figures.

During 2022, we continued to expand energy efficient initiatives, many of which fit within our desire to be a low cost operator. For example, at our Denison ethanol facility, we installed 70 LED bulbs, replacing outdated metal halide and fluorescent lighting, and decreasing electricity usage. At the Greenville ethanol facility, lighting systems were placed on timers, saving an approximate 44,000 watts of electricity ensuring lights in non-key areas did not run all the time.

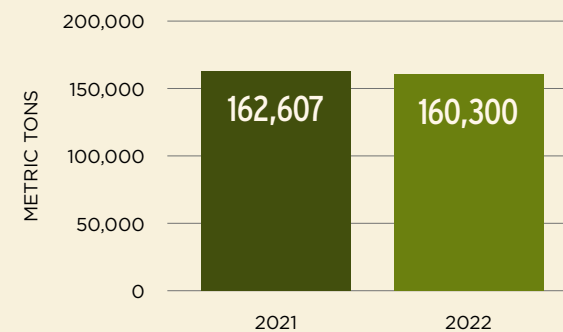
We also continue to maintain a robust preventative maintenance program to ensure efficiency of our fuel burning equipment while seeking to reduce costs by decreasing energy usage.

### SCOPE 1



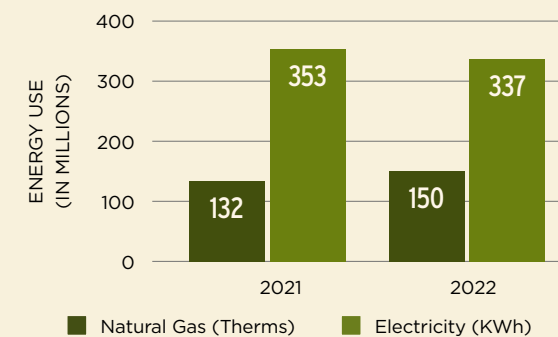
We continue to refine our Scope 1 metrics as we begin to include fleet. The above figures are our best estimate for 2021 and 2022 as these do not include all locations and fleet.

### SCOPE 2



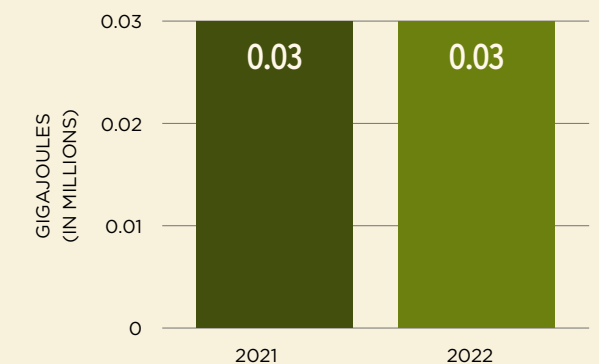
Purchased power from fossil fuels. Our renewable - hydro power has been excluded from this graph.

### ENERGY USE



The total natural gas and electricity shown here is our best corporate-wide estimation as we refine our usage.

### RENEWABLE - HYDRO



Renewable electricity purchased within our Canadian facilities.

# FOCUSING ON CLIMATE CHANGE

Refining The Andersons carbon footprint was our focus as we continued to follow the Supplier LoCT process described earlier. As previously mentioned, the data reported in this year's Scope 1 is still being refined. This explains the increase in emissions we saw from 2021 to 2022 as we continue to gather our data. We also worked with a third-party consultant to review and certify our 2022 GHG emissions for accuracy and transparency.

Our plan in 2023 is to continue the Supplier LoCT process to create GHG emission targets, refine our data collection process, and look for ways to continue implementing innovative ideas that reduce our energy intensity, allowing us to produce more while using less energy.

## ETHANOL STEAM GENERATION

One example of our energy efficiency efforts is our Heat Recovery Steam Generator (HRSG). Four of our ethanol plants have natural gas thermal oxidizers which are used to control air emissions by destroying volatile organic compounds. A thermal oxidizer burns the organic compounds, and the resulting hot gases pass through an HRSG heat exchanger, where the gases heat water in tubes, boiling it to generate steam. Originally, steam from these units, along with additional economizer coils in the exhaust gas stack, were used exclusively as the steam source for the ethanol plants. It remains this way in the Denison, Iowa plant. As the capacity of the plants has expanded, a package boiler or a combined heat and power unit has been utilized at three of the plants to supplement the steam production, but the HRSGs continue to be used to their fullest extent to reduce the amount of natural gas needed to operate the plant.





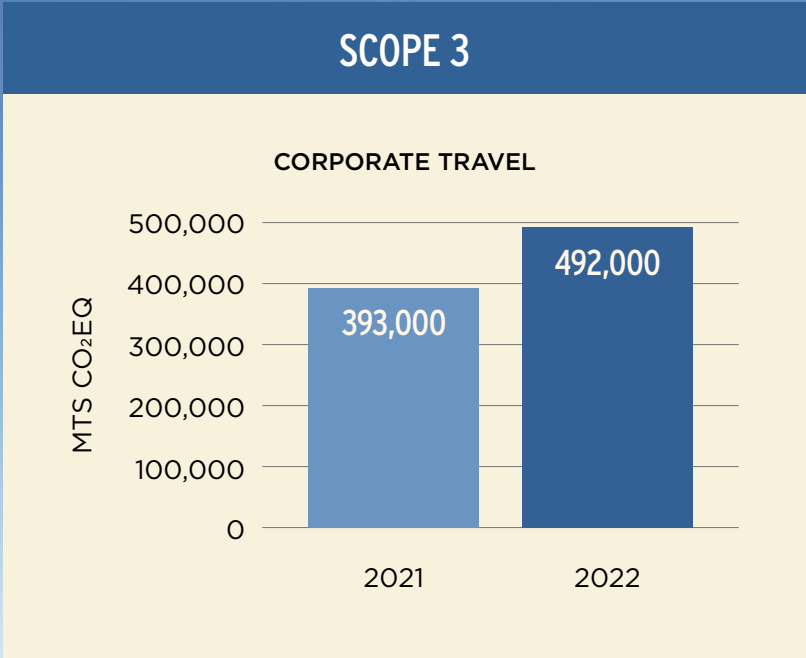
# FOCUSING ON CLIMATE CHANGE

## SCOPE 3

The Andersons continues its efforts to understand and capture our Scope 3 supply chain GHG emissions. In 2023, we hired an outside consultant to help determine how to best calculate this data.

This review showcases our corporate travel metric. With the diminishing impact of COVID-19, our employees are able to resume a normal travel schedule, including business meetings at offsite locations and travel between our facilities including our Switzerland and U.K. offices. These factors account for the increase in our Scope 3 travel metric.

Even though we are still analyzing our Scope 3 data, The Andersons will continue to collaborate with farming communities, suppliers, and customers as we work together to learn more about GHG emissions and their impact on the industry. These efforts will focus on water quality, soil health, nutrient run-off, and soil erosion, as well as GHG emissions.



# REDUCING WASTE SYSTEMS THROUGH RECYCLING

The Andersons is committed to eliminating unnecessary waste from our businesses. This business practice not only makes our facilities cost effective but aligns with our efforts in creating a sustainable environment for future generations to enjoy.

We work to reduce our waste streams by focusing on decreasing landfill waste through recycling and reusing byproducts in our operations.

## RENEWABLES

Within our ethanol facilities, we process the entire corn kernel, so waste from the feedstock is limited to a small number of cobs and husks removed in the scalping operation. Facilities then provide products to farmers to use in field application. The dry mill process, which grinds corn and combines it with water and enzymes to produce a slurry mash which is then fermented and distilled, produces a portfolio of products without wasting a single component of the original kernel.

**ETHANOL:** Provides a clean-burning, high-octane fuel

**DISTILLERS DRIED GRAINS WITH SOLUBLES:**  
Provides nutritional animal feed

**CORN OIL:** Provides high-energy animal feed and low-carbon feedstock for biodiesel fuel

**CO<sub>2</sub>** – Provides carbonation for beverages and dry ice

Our products are mainly shipped in bulk trucks or railcars, eliminating downstream user packaging waste. Wastewater from planned maintenance cleaning outages is either treated or used in land application or organic digesters.

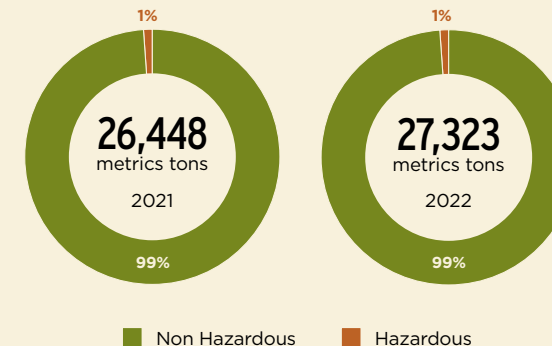
## NUTRIENT AND INDUSTRIAL

The Nutrient and Industrial operations focus on reusing byproducts and wastes. We recovered more than 7,000 tons of material for reuse, which would have been previously disposed of in a landfill. Where practical, nutrients from our facilities are recovered and reused to avoid off-site disposal. For example, in some of our fertilizer production processes, we reuse storm water as makeup water, water added to the process to compensate for losses.

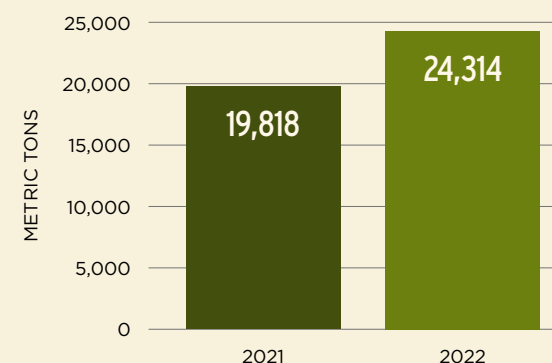
## TRADE

Within our Trade operations, harvested crops are received, stored, and processed before being sold to our customers. In doing so, we work to avoid generating waste as much as possible. However, when waste is generated, alternate markets are sought to avoid landfilling secondary materials.

## WASTE IMPACT



## WASTE DIVERTED FROM DISPOSAL



## WASTE HANDLING

Through our recycling efforts, we remain focused on waste minimization and the handling of waste throughout our operations. Waste that cannot be recycled through our process can also be sold or donated to be used in other products as a raw material, or used as an end product. Examples of our landfill diversion processes include:

### COB PACK – MAUMEE

Cat litter not viable for retail was donated to a local pet shelter saving 50 tons diverted from landfill.

### CORPORATE OFFICES

We partnered with PCs for People, a nonprofit that provides refurbished computers to eligible customers for affordable prices, to hold several electronic recycling events. We were able to keep 2.23 tons of computer equipment out of waste facilities.

## AGRECYCLING

The AgRecycling business takes 60,000 tons of waste corn cobs from seed corn growers and produces laboratory animal bedding, cat litter, and products for oil and gas remediation.



# TYING IT ALL TOGETHER - EHS MANAGEMENT SYSTEMS

The Andersons has EHS policies and procedures to ensure the support of our employees within all aspects of EHS responsibilities. Our periodic internal audits evaluate the processes in place and the understanding of those policies. Internal audits are also conducted to evaluate the working conditions at our operational facilities. These audits assist in the “plan, do, check, adjust” process of our EHS program. Employees also are encouraged to identify EHS issues that affect their daily work. Corrective actions are created where deficiencies exist, and policies are revised when opportunities for improvement arise. The Andersons strives for continuous improvement to ensure that we operate in an environmentally compliant manner and all employees go home safely.

## EHS COUNCIL - EHS FROM THE TOP DOWN

The Andersons has established an EHS Council, comprised of the EHS directors of each business and the corporate environmental director, and overseen by a member of the corporate leadership team. The purpose of the EHS Council is to guide continuous improvement in EHS performance with the ultimate goal that each business team have ownership and responsibility for EHS culture. The council works to set standards, develop policies and systems to drive a consistent, uniform, and repeatable approach across all business units, and to ensure that EHS events, risks, and concerns are reviewed and elevated appropriately within the organization to promote a learning culture and awareness leading to risk reduction. The council’s scope encompasses companywide EHS policies, processes, and systems detailing minimum standards for each business to ensure a consistent and uniform approach to EHS and drive operational ownership, such as the conscience of the organization.

## Aligning EHS onto one platform to integrate all modules with incident reporting, audit completion, action tracking, and trending of data.

- Innovative functionality addressing regulatory compliance, industry health, environment safety, and risk management
- Enterprise license with unlimited number of users
- Mobile access
- Real-time notifications for leadership
- User-friendly, intuitive applications
- Regulatory compliance calendar
- Dashboard analytics allow leaders to react quickly and measure success of program initiatives
- Connects interdepartmental activity, streamlining compliance and reporting
- Tracks and details action items allowing for strategic financial planning related to risk reduction
- Identify program improvement areas through detailed root cause analysis and data mining tools
- Visibility and transparency to EHS performance indicators/metrics, site specific or business-wide



 **BENCHMARK  
GENSUITE®**

**4,947 completed compliance calendar tasks with a 99% rate of completion in Benchmark Gensuite.**

# GROWING AS A COMMUNITY



**SERVICING** others with integrity is part of my everyday goal of remaining **ACCOUNTABLE** for my values and The Andersons **STATEMENT OF PRINCIPLES!**

FORBES AMERICA'S BEST SMALL COMPANIES 2023

2023 NEWSWEEK AMERICA'S GREATEST WORKPLACE FOR DIVERSITY

EMPLOYEE CONTRIBUTIONS TO OVER 600 CHARITIES

EMPLOYEE RESOURCE GROUPS

COMPANY CHARITY MATCH OVER \$300,000

**ZAILETT MORALES**  
*Credit Analyst II*

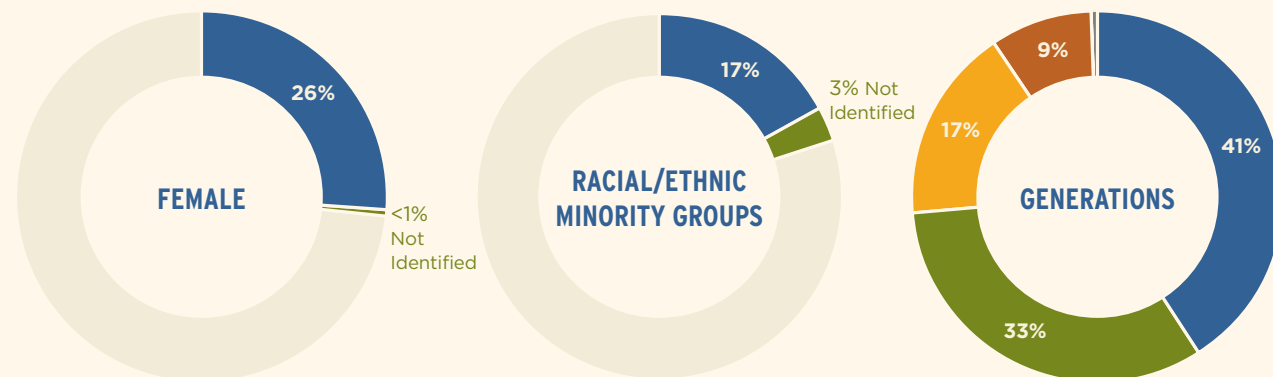




# WHO WE ARE - 2022 WORKFORCE METRICS

## TOTAL WORKFORCE

Includes all employee types (including international) except temporary

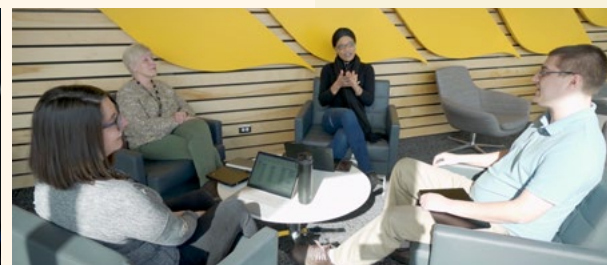


- Millennial
- Generation X
- Baby Boomers
- Generation Z
- Silent Generation - <1%
- Not Identified - <1%

## SENIOR LEADERSHIP



- Millennial
- Generation X
- Baby Boomers



# WHO WE ARE - COMMITMENT TO OUR EMPLOYEES

"We believe in the dignity of honest work and that working toward company goals should provide support and opportunity for each member of the organization to establish and progress toward personal goals," as stated in our SOP.

The Andersons is committed to being accepting and inclusive while reflecting the diversity of our communities. Opportunities for employment and advancement are available to all qualified candidates, without discrimination. We are committed to providing a work environment that is free from all forms of harassment.

## EMPLOYEE BILL OF RIGHTS

We believe it is our employees right to know the following:

- What is my job?
- What does the job pay?
- How am I doing?
- How can I improve?

We call this our "Employee Bill of Rights" which is located within our [Statement of Principles](#).

## EMPLOYEE REFERRAL PROGRAM

We are always looking to grow our teams with talented people, and our Employee Referral Program helps us do just that. It not only shortens the hiring process, but also improves our chances of hiring the right candidates. Introduced in 2022, this program serves as a recruiting and retention tool designed to incentivize employees to refer qualified candidates for potential employment as well as reward the new employee for maintaining continuous employment for at least one year.

## HUMAN RIGHTS

We are committed to respecting human rights as set up in The United Nations Universal Declaration of Human Rights, International Labour Organization Conventions, UN Guiding Principles on Business & Human Rights, and UN General Assembly Resolution. In the development of our policy, we identified and continue to monitor the following key impacts and risks:

- Child Labor
- Workforce Free of Harassment & Discrimination
- Health & Safety of Our Employees
- Diversity & Inclusion
- Compensation & Benefits
- Fair Employment
- Forced Labor
- Compliance



**1,011**  
ACCESSES TO OUR STATEMENT OF  
PRINCIPLES COURSE IN OUR ONLINE  
TRAINING, MYLEARNING



**222**  
EMPLOYEES  
REFERRALS



# WHO WE ARE - DIVERSITY & INCLUSION

Per our SOP, The Andersons believes in an accepting and inclusive workplace. "We strive to treat each person with respect and to utilize his or her unique talents. We believe differences in people are a strength when they are focused on a common goal. Each employee of The Andersons has a responsibility to cultivate an environment in which differences are truly valued and respected." In 2022, we launched several ERGs, which are employee led and designed to allow employees to come together to learn more about one another, to develop professionally, and to explore common goals and interests. The missions of each ERG are below.

## EMPLOYEE RESOURCE GROUPS

### WORKING PARENTS

The Andersons Working Parents ERG strives to offer a welcoming environment where parents and associates can express their feelings, talk openly about the difficulties they are experiencing, and provide support. The group's goal includes assisting parents in staying educated on current topics and initiatives that are in place to assist them. Through every step of your family life, our group is here to help you.

### L.E.A.D. (LEAD, ENGAGE, ADVISE, DEVELOP)

The L.E.A.D. ERG strives to inform, educate, and inspire employees to reach professional goals.

### MILITARY AND VETERAN SUPPORT

The Military and Veteran Support ERG is for employees interested in or involved with the military community. This includes veterans, employees serving in the Guard/Reserve, and employees with friends or family in the military.

## P.R.I.D.E. (PEOPLE, RESPECT, INCLUSION, DIVERSITY, EDUCATION)

The P.R.I.D.E. ERG was founded to provide a safe space for LGBTQ+ employees and their allies so that we may increase visibility and awareness; foster education; and promote goodness, integrity, fairness, and respect in order to better serve our customers, employees, and local communities.

## RECRUITING EXPECTATIONS & OUTREACH

As we continue to implement best hiring practices, our recruiting expectation aims to increase the number of diverse employees throughout the company. We recognize that each position in the company is important to our success as well as acknowledging the worth and dignity of every individual. Therefore, candidate pools for various compensation levels must include at least one qualified diverse candidate in the interview slate.

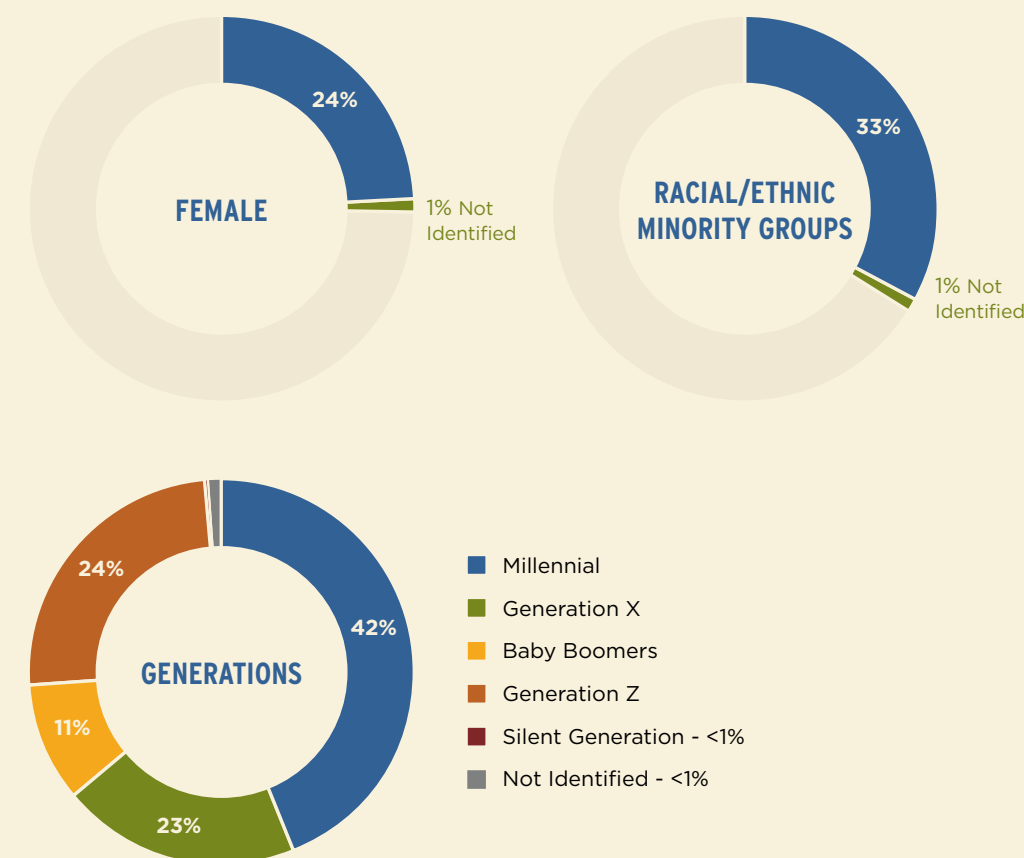
To expand the diversity within The Andersons talent pool, we are increasing our engagement with Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS). MANRRS is a professional organization that promotes the academic and professional development among ethnic minorities. In 2023, we are sponsoring the Purdue University chapter of MANRRS.

## DEI EDUCATION

1,002 employees accessed training on Expert Insights on Unconscious Bias Training. This session includes understanding bias, unconscious bias, and micro-aggressions. Continued bias training is essential for leadership development so we are aware of unconscious bias, microaggressions (indirect, subtle, or unintentional discrimination), and other barriers to inclusion, as well as how to motivate positive behaviors and attitudes so that collectively we have continued growth as a company.

## NEW HIRES

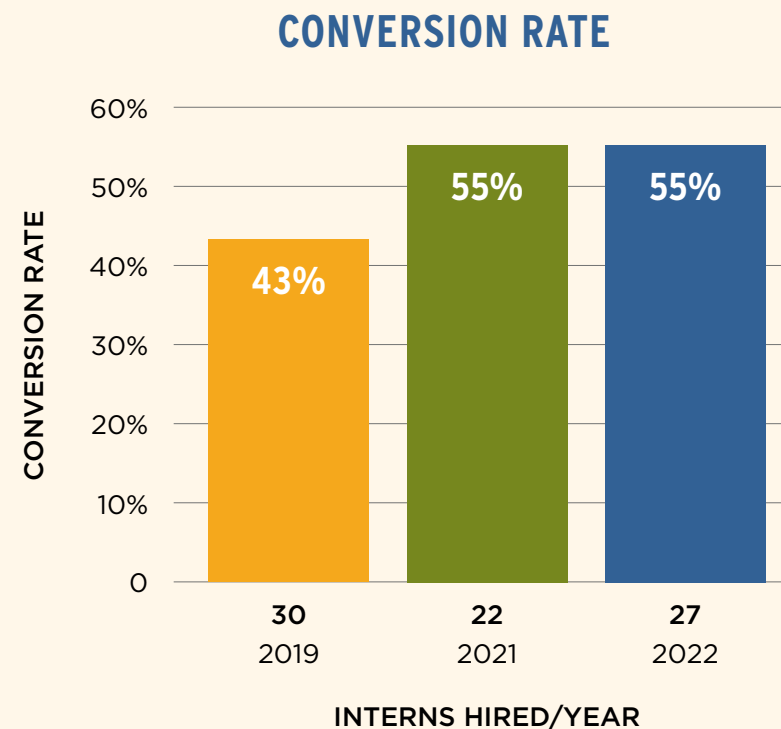
Includes all new hire employees excludes temporary workers.



# WHO WE ARE - INTERNSHIPS

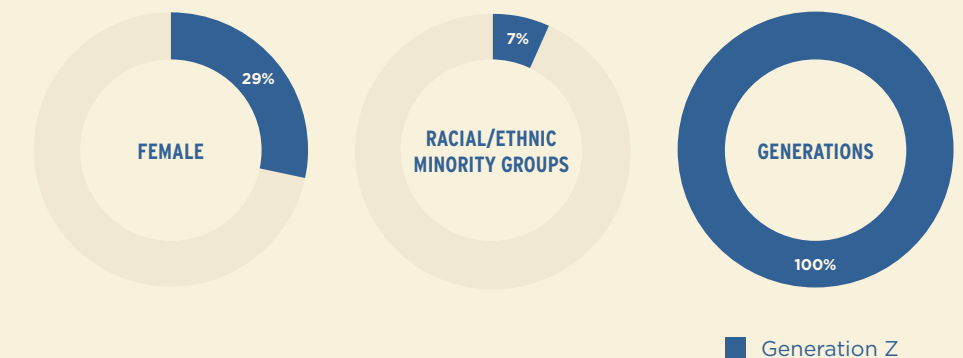
The Andersons has a robust Internship Experience to support an effective, consistent, and positive program. The program enables interns to build professional relationships, receive on the job experience, guidance on career goals, access to mentorships, and potential transition into a full-time role. Our program is built utilizing four main categories: professional events, social events, community events, and intern expectations. By the end of the internship our interns will accomplish challenging, realistic responsibilities, along with developing and/or becoming knowledgeable about the professional competencies needed for their future career success.

The graph to the right shows in 2019 we hired 30 interns across the organization, and we converted 13 interns for a full-time position within the company. Due to COVID-19, in 2020 the company made a decision to not have a formal internship program as most of our employees were working remotely. In 2021, we hired 22 interns across the company, and converted 12 for hire. This brings us to 2022 where we hired 27 interns and converted 15 for full time positions within the company. In 2023, we are projected to hire 34 interns for our intern experience in May.

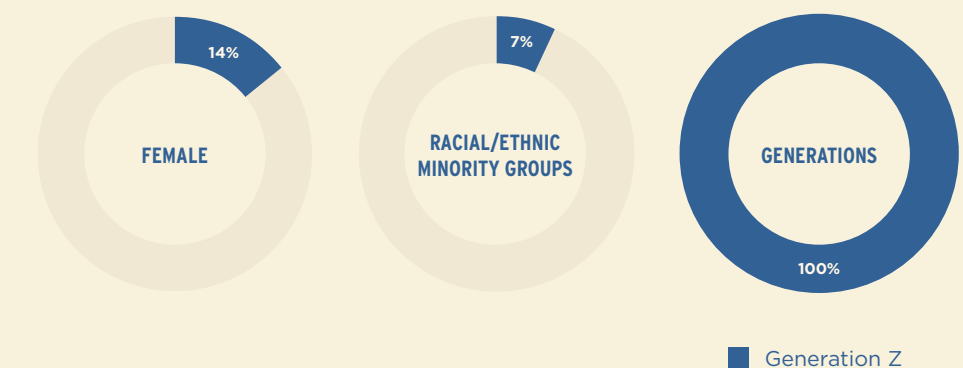


- ACCOUNTING & FINANCE
- COMMUNICATIONS
- CORPORATE INSURANCE
- ENGINEERING
- ENVIRONMENTAL HEALTH & SAFETY
- HUMAN RESOURCES
- INFORMATION TECHNOLOGY
- LAB TECHNICIANS
- MARKETING
- MERCHANDISING
- PROCUREMENT
- RESEARCH & DEVELOPMENT

## PARTICIPANTS IN THE INTERNSHIP EXPERIENCE



## INTERNS CONVERTED TO FULL-TIME



96% FAVORABLE INTERN EXPERIENCE BASED ON COHORT FEEDBACK



# WHO WE ARE - COMPENSATION AND BENEFITS

The Andersons is committed to maintaining fair and competitive compensation and benefit programs, which show a proper concern for internal relationships and external market factors. Benefits for our employees support the company's need for productive workers to carry out our mission statement, as well as support the employee (and family) needs for health and welfare protections and financial security in retirement. Pay for performance and an opportunity for participation in company ownership have been a tradition and remain important, as well as help build a stronger, more successful organization. During our compensation process, employees are eligible to participate in a company bonus program and a merit increase annually.

In April, our benefits team began a Benefits Education Series. The Benefits Education Series focused on selected topics that were either common interest, topics that tie directly to benefits, or needed attention based on benefits survey results. The topics covered were the following:

- Health Savings Accounts
- Employee Assistance Program
- Care.com Benefits
- Retirement Savings Investment Plan
- Healthy Lifestyles Program
- Worker's Compensation Program
- Open Enrollment
- Holiday Stress/Resources Available

The education series detail is housed on our website where employees can reference the resources at a later time.

401K MATCH PROGRAM

401K PRE-TAX, ROTH IN-PLAN CONVERSION BENEFIT ROLLOUT\*

ADOPTION ASSISTANCE

ANCILLARY BENEFITS

ANNUAL PERFORMANCE CONTRIBUTIONS

CARE.COM

DISABILITY INSURANCE

EDUCATION ASSISTANCE

EMPLOYEE ASSISTANCE PROGRAM

EMPLOYEE REFERRAL PROGRAM

EMPLOYEE SHARE PURCHASE PROGRAM

HEALTHCARE OPTIONS (NO WAITING PERIOD)

HEALTHY LIFESTYLES PROGRAM

HSA

LEAVE PROCESS

MENTAL HEALTH AWARENESS/RESOURCES

NEW YEAR BENEFITS CHECKLIST

PAID PARENTAL LEAVE

RELOCATION PACKAGES

VACATION

\*added in 2023

COMPENSATION PRACTICES		
<div>EXTERNAL COMPETITIVENESS</div> <div>Alignment with the external market to provide competitive programs</div>	<div>INTERNAL EQUALITY</div> <div>Pay alignment in similar jobs with similar responsibility within the organization</div>	<div>PAY FOR PERFORMANCE</div> <div>Individual performance drives the opportunity to earn</div>
STATEMENT OF PRINCIPLES		



# TALENT DEVELOPMENT

## NEW HIRE ORIENTATION

The Andersons New Hire Orientation is a way for new employees to become acquainted with The Andersons, our [Statement of Principles](#), the markets we serve, and our businesses across the company. Having a proper orientation helps to make new hires feel welcome, appreciated, and valued from the beginning of their journey which leads to a better employee experience overall. Our New Hire Orientation program provides basic organizational information for employees to help them feel prepared for their new role within the company.

**"It was great to have a variety of presenters share their focus groups and provide a little history within the organization. Very impressed to start out with a welcome from our CEO. The overall presentation flowed very nicely and showed a real team effort of collaboration. Well done."**

- Anonymous

► 230 NEW HIRES ATTENDED ORIENTATION

► 92% FAVORABLE SCORE OF THOSE EMPLOYEES WHO ATTENDED

**27,444 TOTAL CONTENT LAUNCHES WITHIN  
OUR LEARNING MANAGEMENT SYSTEM.**

## TRAINING JOURNEYS

The Andersons offers training journeys that are phased, customized trainings for new employees based on their role, with separate tracks for managers. Content includes tactical process training which requires completion within the first 30 days of hire, with other content being required at the 60 and 90-day marks. Training is available for anyone that may need a refresher at any point throughout their career.

### SUBJECT MATTER EXPERTS (SME)

We've created subject matter expert safety and process videos that are used for both training classes and performance support. Short videos have been created with an expert explaining and demonstrating processes to solve problems such as how to run a lab test, take a grain sample, or run a Workday report. By capturing our expert processes, we have the ability to share with those with less experienced. The experts get the development opportunity to train others, share their expertise, and be seen as leaders across the company. During 2022, we had 13,089 plays of our SME developed content for a total of 1,384 hours.

### ASPIRE JOURNEYS – TECHNOLOGY & DEVELOPMENT

Our IT employees have access to Technology and Development bootcamps which include courses on Data/AI, Security, DevOps, Project Management, SAP, and more! There were 10,955 page views and 326 tracked session hours.

► 459 TRAINING JOURNEYS LAUNCHED

► 12,425 TRAINING HOURS RECORDED  
(This does not include on the job training)

## FOUNDATIONS OF LEADERSHIP

Foundations of Leadership is an introduction to The Andersons for new managers. This program covers company goals and objectives, introduces the different business units and their key functions, outlines several key Human Resources processes, and provides a portal through which new managers can collaborate and build relationships with leaders and peers. Leaders have 90 days to complete the full course as it is embedded into their customized training journeys. MIT Sloan Aspire Leadership Journeys are high-level leader based content included within all of our management level training journeys. This journey is designed to provide leaders with a solid foundation of core leadership competencies that will help them effectively develop, grow, and lead their teams to successful business outcomes. The journey focuses on the critical areas of being an excellent leader. The program gives our supervisors the ability to have a development path rather than just clicking around in the learning management system looking to find something that will help. During the COVID-19 pandemic, this program was conducted virtually, but in early 2023, we resumed in-person, small group classes.

► 2,799 OVERALL LEADERSHIP CONTENT COMPLETION

► LIVE FOUNDATIONS OF LEADERSHIP COURSE

WEEK 1 - 89% FAVORABLE | WEEK 2 - 95% FAVORABLE

**TO CULTIVATE A CULTURE OF FEEDBACK, WE LAUNCHED  
35 FEEDBACK SURVEYS TO PROMOTE ENGAGEMENT,  
COMPANY GROWTH, AND LONG-TERM SUCCESS.**



# PERFORMANCE MANAGEMENT

Our goal is to create an environment where people can perform to the best of their ability, giving them the opportunity to work efficiently while producing the highest quality work. We believe that ongoing performance conversations are crucial to our long term success.

The performance management process allows employees to be an advocate for themselves and have healthy discussions with their managers about their performance, development items, and future goals. These conversations are extremely important as they align with our Employee Bill of Rights within our [Statement of Principles](#); "How am I Doing?", and "How Can I Improve?"

The Performance Management Process kicks off in November every year and aligns with our pay for performance compensation practices. Every regular full-time and part-time employee of The Andersons participates in the performance review process.

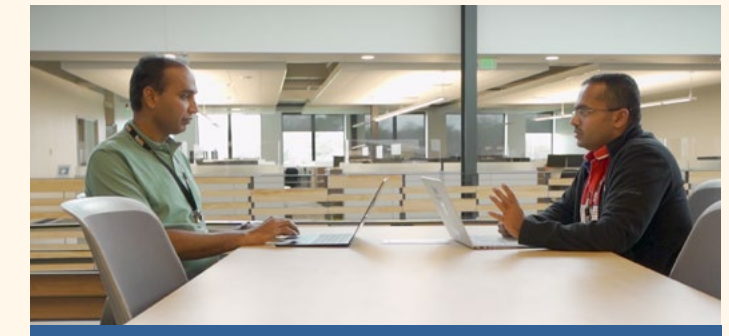
**PLANNING** - Goal and Expectation Setting

**MONITORING** - Goal Calibrations and Check-Ins

**DEVELOPING** - Feedback, Coaching, and Skill Refinement or Expansion

**RATING** - Performance Evaluations

**REWARDING** - Merit, Bonus, Promotions



# EMPLOYEE ENGAGEMENT SURVEYS

Employee engagement surveys are a great first step to measure, understand, and drive employee success. By continuously and consistently listening to our employees, it will not only help guide our engagement initiatives, but build employee trust, empower managers, and improve workplace culture.

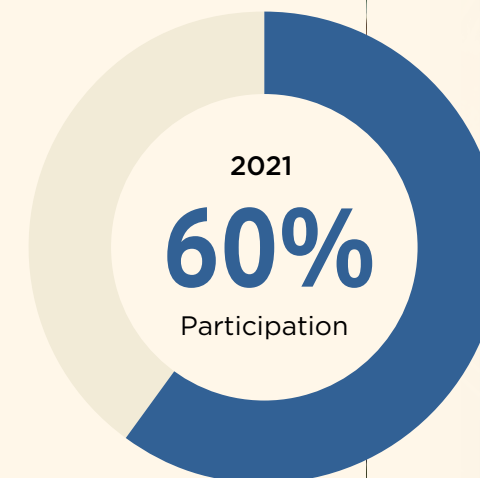
It is important to The Andersons that we give employees a confidential way to share their voice and feedback. It's an opportunity to establish two-way communication and involve employees by giving them a direct voice to management. All full and part-time employees are encouraged to participate in the survey.

When we conduct the survey, we measure our employee engagement levels across the company. Measuring key drivers of engagement will allow us to identify where we may need improvements or take action. This survey allows us to evaluate employee satisfaction, management/leadership effectiveness, and working environment. This feedback can help us receive valuable, actionable data that we can implement for organizational growth.

Once results are received, they are communicated through various avenues, such as from a direct manager, a business unit management team, an HR business partner, or during a town hall where overall company results are shared. Our Corporate Leadership Team is committed to action planning. Once results are reviewed, action planning begins.

As a company, three action items following the 2021 engagement survey were:

- Consistent communication and cascading our new strategy
- Hosting a leadership advance to ensure all leaders were aligned and engaged with new strategy. During this advance we also reinforce expectations for our leaders.
- Conducting a benefits survey across our employee population where we were able to view feedback from different levels within the organization. Over 1,000 employees participated in the survey which gave us beneficial information regarding what employees want, and where they need additional education. A benefits education series was created as well as a benefits overview is provided during our new hire orientation.





# HEALTH AND WELLNESS

For over two decades, The Andersons has invested in employee wellness. Healthy Lifestyles, our voluntary wellness program, is based on the principle that a healthy employee is a safer, more productive employee both at work and at home. Participants are offered incentives to have annual preventive care visits and health screenings in addition to online health assessments and wellness workshops.

All full-time employees and their eligible spouses can participate in Healthy Lifestyles programs, challenges, and contests. Employees who are enrolled in one of The Andersons medical benefit plans are eligible to receive discounts off their medical premiums when they or their spouse participate in wellness activities throughout the year.

The Healthy Lifestyles program addresses five dimensions of wellness which include: financial, emotional, occupational, physical, social, and intellectual. A few of these program highlights include:

## EMOTIONAL

Coming out of the COVID-19 pandemic, employees and their families were struggling to regain work life balance. Each of our locations posted a list of mental health resources that are available to employees. Through our EAP provider, LifeWorks, we offered online bi-weekly half hour discussions such as *Resiliency for Working Parents* and *The Benefits of Community and Giving Back*. In addition, incentives were offered to those that attended a variety of 60 minute webinars such as *The Importance of Unplugging* and *Lighten Your Day*.

## PHYSICAL

Combining physical activity with the benefits of social engagement, we launched the Accelerate Challenge which promotes movement. Over 450 employees around the country, along with a few spouses, logged over 80,000 miles (in steps) over a six-week period. Many employees formed groups like the 31 member *Slow Down for What* in Overland Park, Kansas and the 23 member *All About That Pace* team in Maumee, Ohio to help encourage each other and find creative ways to add more steps to their day.

## BUT DOES A WELLNESS PROGRAM LIKE HEALTHY LIFESTYLES PROVIDE RESULTS?

Annually, we work with our medical benefits provider, Anthem, along with our wellness provider Bravo, to measure our progress.

- Latest statistics show employees participating in Healthy Lifestyles averaged 31% lower medical costs than non-participants, even though they averaged about the same number of services.
- Participants were more likely to have annual wellness and preventive care visits.
- Participants were less likely to use the emergency room or be hospitalized.
- There has also been a correlation between maintaining or improving biometric health over time for those actively participating in Healthy Lifestyles programs.

## 2022 HIGHLIGHTS

- Nearly 100 employees participated in our fitness center rebate program and many more took advantage of wellness discounts ranging from healthy meals memberships to wellness trackers.
- Co-hosted a walk to help support mental health awareness for NAMI (National Alliance of Mental Illness)
- Distributed educational materials on Breast Cancer Awareness
- 1,133 employees and 331 spouses earned an average discount of \$862 and \$451 respectively.
- The Andersons was named a winner in the 2022 Bravo Winning With Wellness Awards in the 'Good to Great' category.



# COMMUNITY ENGAGEMENT - A LEGACY OF SERVICE FOR 75 YEARS

For 75 years, service to our community has been a cornerstone of The Andersons. We firmly believe in the importance of generously pursuing worthwhile opportunities that benefit the communities in which we work and live, including several key areas:

- Agriculture and Environment
- Social Services
- Civic and Community
- Education
- Arts and Culture
- Health and Wellness

The company established a goal of 75 acts of service in celebration of our 75th anniversary. We exceeded that goal with 105 events conducted in communities across The Andersons operating footprint. Over 5,000 team event volunteer hours, involving over 980 employees and over 160 guests supported 91 different organizations. An additional 1,300 hours were voluntarily reported by employees for their individual volunteer hours. Some examples of our employees' commitment to service are on following pages of this review.

Since 1947, we have contributed a portion of our operating income each year to community organizations. Millions of dollars have been distributed in more than 1,020 communities in over 20 states. These funds come from

our company and the corporate foundation, as well as from other related foundations and funds. Another important aspect of our service to others is our annual workplace giving campaign, encouraging each employee to contribute to the charities that they choose, in their local communities and across the nation. Our giving program does not restrict the charities to which employees can give. Our system, YourCause, includes over 1.5 million eligible 501(c)(3) from across the U.S. and over 86,000 organizations in Canada recognized by CanadaHelps. In 2022, 618 charities were chosen through payroll giving pledges, 488 of those were selected by single donors, reflecting employee's freedom to support charities of their choice. With the help of The Andersons, which pays all costs to administer the campaign, 100% of each employee's contribution goes directly to the charities.

The gift match program allows employees to magnify the value of their contributions. We match, dollar for dollar and up to \$1,000 per calendar year, contributions employees have made to charitable organizations. The company matched over \$300,000 through this program. The company expanded the gift match benefit for employees using payroll deduction. This increased our overall participation in the gift match program. Over 95% of employees using payroll deduction used the gift match to double their donation, up to \$1,000, with the contribution from the company.



**57%**  
of employees  
supporting their  
communities.



Over  
**\$400,000**  
in employee donations to nonprofits.



**362%**  
increase in  
volunteer projects.



Over  
**6,425**  
community  
service hours.



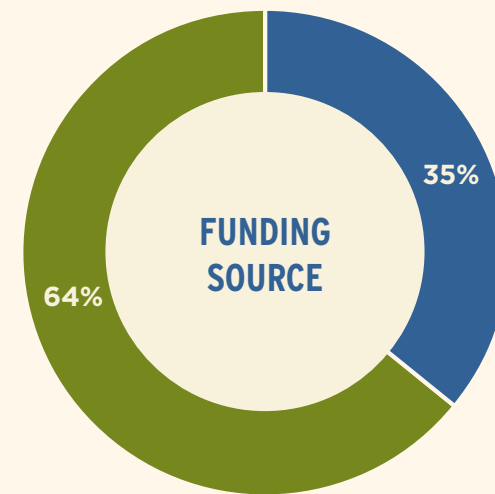
# SUPPORTING OUR COMMUNITIES

## THE ANDERSONS INC. CHARITABLE FOUNDATION

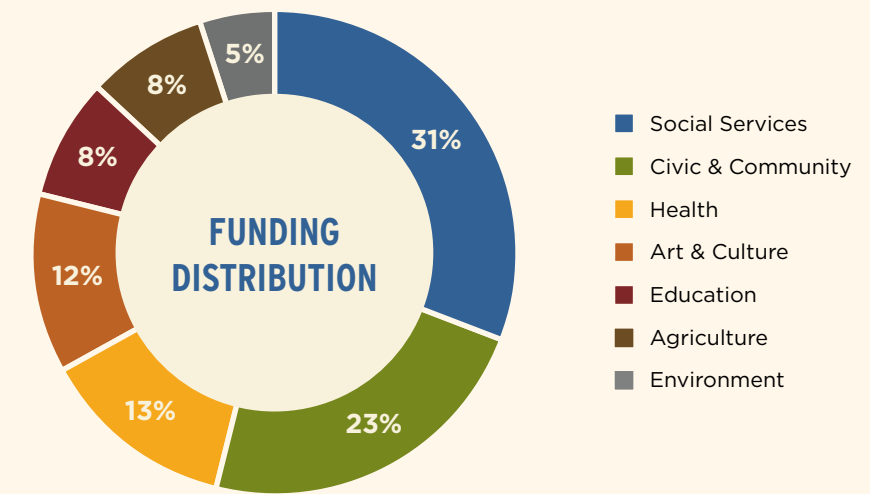
In 2007, The Andersons Inc. Charitable Foundation (corporate) was established to continue the company's commitment to the communities where we operate. In 2022, The Andersons contributed \$3 million to the corpus value of the foundation for on-going and future giving.

## THE ANDERSONS EMERGENCY RELIEF FUND

The Andersons Employee Emergency Relief Fund was created in 2022 to help employees who are in need of immediate financial assistance following an unforeseen disaster or personal hardship. The fund relies on support from the sponsoring organization (The Andersons Inc. Charitable Foundation) and individual donations made by The Andersons Inc. Charitable Foundation's partners, employees, and/or the general public. Every donation makes a difference, no matter the amount, and combined with the donations of others, helps to provide grants when they are needed most.



- Direct Community Giving from the Company
- Annual Giving from Foundations



- Social Services
- Civic & Community
- Health
- Art & Culture
- Education
- Agriculture
- Environment

Contributions include funds from our company and the corporate foundation, as well as from foundations established by company funds. The graph above depicts the funding resource distributions and the sectors those donations support.





# SUPPORTING OUR COMMUNITIES

## HABITAT FOR HUMANITY

For decades, The Andersons has supported a variety of Habitat for Humanity initiatives. The company continued its support for the Northwest Ohio Chapter by supporting Project Playhouse. Various teams helped prepare parts for the Project Playhouse event. Project Playhouse provides homeownership concepts to the youngest members of the community, while also supporting their parents in the joy of homeownership through home builds and renovation projects. This idea was transplanted in the Siouxland community by our Sioux City team who purchased a kit online and constructed it as a donation to their local Habitat for Humanity chapter. It was such an overwhelming success, a second playhouse was constructed by the team and donated to Habitat for a second family. We continue to look for ways to transplant great ideas from one community to the next, allowing for greater impact. We also applaud the efforts of our teams in Waterloo, Indiana and Overland Park, Kansas who helped with a house build and ReStore organizational project respectively.

## VETERAN SUPPORT

### CARE KITS

Many of The Andersons employees are veterans, having given their service and commitment to their country. Two locations honored Veterans Day by packing 200 care kits for local veterans - Overland Park, Kansas, in support of Veterans Community Project, and Maumee, Ohio, in support of American Red Cross Veterans Services.



### WREATHS ACROSS AMERICA

Four communities in Maumee, Ohio; Overland Park, Kansas; Paxton, Nebraska; and Loveland, Colorado had employees participate in Wreaths Across America where volunteers went to local cemeteries to decorate veteran headstones. Wreaths Across America Service Projects lead to a Military and Veterans Employee Resource Group.



### K9 HEROES FOR HEROES

Overland Park, Kansas office offered gift wrapping services at the holidays in exchange for donations to K9 Heroes for Heroes, a nonprofit providing service support dogs to veterans in need. An awareness day was also organized for employees who wanted to learn more about the mission of the organization.





# SUPPORTING OUR COMMUNITIES

## EVENTS FOCUSED ON FOOD INSECURITY ISSUES

Being an organization directly involved in the food supply chain, The Andersons employees have a focused passion and offer resources to minimize food insecurity issues in the communities where they operate. There were a number of service events focused on providing financial and in-kind support and gaining a better understanding of the root causes food of food insecurity.

**Mission Possible**, an annual competitive event held in June between our Central Office Building employees in Maumee, Ohio, and our commodity trading office in Overland Park, Kansas, continues to generate energy and healthy competition for a good cause. In the Toledo Metro area, a semi-truckload of bottled water was provided with the support of employees for the Cherry Street Mission Ministries. Bottled water is a much needed resource for the homeless shelter as the summer months heat up and guests need hydration. Over tens of thousands of products were donated for food pantries and pet shelters serving both communities. Overland Park won the grocery cart trophy and truly made it another successful “Mission Possible.”



The Sergeant Bluff, Iowa location also conducted a food collection for their local foodbank, Siouxland Community Food Kitchen, during a location celebration event at their facility. They collected a variety of in-kind items needed to support clients of the food pantry. We also had employees in Dunkirk, Indiana, support their local foodbank, Second Harvest Foodbank of Central Indiana, with a Tailgate Food Distribution day.

## FOOD PACKING EVENTS

Harvesters Foodbank in Kansas City was grateful for attendees at our Annual Merchandising Meeting who carved out time to pack snacks and lunches for children in the Kansas City metro area. Finding ways to work service into our normal business events and meetings was a nice way to encourage participation throughout the year.

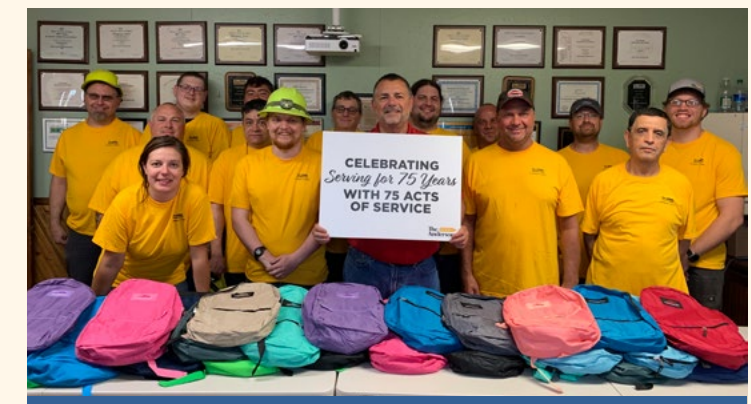
Our Maumee Plant, Large Pack team packed 500 snack packs for children in the Toledo Metro area served by Connecting Kids to Meals. Additionally, our Central Office Building packed 500 snack packs. This event included a number of retirees who came back to help, continuing the tradition and legacy of giving back.

The East Grand Forks team packed “Fun Kits” for children visiting the foodbank in their community with their parents. Our Clymers team in Indiana helped repackage large bins of fresh fruits and vegetables for families visiting the Food Finders Foodbank.



## CARE KIT BUILDS

In addition to the food gathering events that were organized to support food insecurity issues, a variety of communities also conducted “kit builds” in response to a variety of needs in their local areas. Everything from breast cancer treatment comfort items, to backpacks for school supplies, to personal care items for women being served in a women’s domestic violence shelter, to hygiene items for teenagers being served in a local foster care program, our employees have a keen awareness for needs we could fulfill with a simple packing event. These events weren’t limited to just the packing of items, but more importantly included awareness education about the needs in our community. These service events often lead to increased volunteerism, financial support, or advocacy for the organizations providing much needed services in our communities. We are grateful for our employees who give their time, talent, and treasure to help those in their local communities.



# SUPPORTING AGRICULTURE

## EDUCATING THE FUTURE

We support agricultural education and STEM career interest by supporting programs that explore and expose students to career pathways in our industry. Professionals actively participate with students in the field. We celebrate the interest and curiosity of students who want to pursue further education in business, agriculture, and environmental stewardship.

Our Overland Park, Kansas office hosted 22 students from the Dickinson Scholars Program at the University of Missouri – Columbia. These students are in the College of Agriculture, Food, and Natural Resources (CAFNR) and are interested in learning about the Kansas City agribusiness community. The Overland Park team shared information about our company and career opportunities, and even played a trivia game. The Andersons was also presented a CAFNR Industry Partner Award as recognition for our participation on campus and with the Dickinson Scholars Program.



## SUPPORT TO AGRICULTURAL ORGANIZATIONS

We provide financial support to the Progressive Agriculture Safety Day® (PAF Safety Day) program, which is recognized as the largest rural safety and health education program for children in North America. It provides education, training, and resources to make farm, ranch, and rural life safer and healthier for all children and their communities.

Since the inception of the program in 1995, more than 1.9 million individuals have been reached in 45 states, two territories, and nine Canadian provinces.

On an annual basis, we support a variety of FFA and 4-H organizations at the national, state, and local levels. The company along with the corporate foundation provide annual direct support to organizations that advance the agriculture industry, such as Progressive Agriculture Safety, Nutrients for Life, Illinois Agriculture in the Classroom, There's a Pig in my Classroom, state-level agriculture leadership institutes, and more.

## FIELDS OF PROMISE CLYMERS, INDIANA

We continue the commitment to the United Way of Cass County Backpack Program through our full-circle program, Fields of Promise. Our Clymers, Indiana, ethanol facility includes 40 tillable acres that employees and local volunteers plant and harvest. We donate the seed and nutrients needed. Once harvested, the crop is sold to the ethanol plant, with the profits donated to the United Way of Cass County's Backpack Program. The program sends home weekend backpacks filled with food to elementary school-age children and their families.

## NUTRIENT STEWARDSHIP PROGRAM SUPPORT

The Andersons, Inc. Charitable Foundation provides program and research support to a number of organizations advocating best practices and nutrient stewardship methodologies for production agriculture. A few of the projects The Andersons funds annually are Heidelberg University – National Center for Water Quality Research, Ohio Nature Conservancy, Soil and Water Conservation Districts in communities where the company has operations, and test plot research projects with multiple universities.





# SUSTAINABLE SUPPLY CHAIN

As discussed in our [Statement of Principles](#), our customers are essential to our business and we strive to provide them with the highest quality products and services. Having a sustainable supply chain ensures our ability to source quality resources to fulfill this commitment. We adhere to our policies and procedures which govern the approval and monitoring process of all suppliers. These systems ensure that the products we procure meet food safety, quality standards, and regulatory compliance. The Andersons has employed, trained, and certified individuals who oversee the supplier approval process and supplier management system.

This is also reinforced within our Supplier Approval Statement, which describes the systems in place to ensure the products we procure meet all food safety and regulatory compliance.

The Andersons adheres to the Global Food Safety Initiative (GFSI). GFSI is a business-driven initiative for the continuous improvement of food safety management systems with the ambition to ensure confidence in the delivery of safe food to consumers worldwide. We completed nine GFSI audits with 100% closure of all non-conformances for certification.

In addition, many of our domestic suppliers work with sustainable frameworks like the U.S. Soy Sustainability Assurance Protocol and the newly adopted U.S. Corn Sustainability Assurance Protocol. Both programs work with farmers to provide insight into consumers of U.S. corn and soy products and the commitment of growers to continue to adopt strategies and technologies to improve the sustainability of agriculture. Requirements are set by the USDA Farm Service Agency to define minimum verification thresholds.

**We had less than 1% GFSI non-conformance rate.**

**We use a risk-based approach for all our products. 100% of high-risk ingredients go through a risk/hazard analysis to determine compliance. The Andersons has policies and procedures which govern the quality of our products to ensure regulatory compliance is met.**

**Zero recalls, zero incidents resulting in fines or penalties for non-compliance with food regulations or from voluntary codes related to the health and safety impacts of products or services.**



# SUSTAINABLE SUPPLY CHAIN

The United States Department of Agriculture (USDA) is committed to supporting a diverse agriculture supply chain through Partnerships for Climate-Smart Commodities and has invested over \$3.1 billion in 141 projects. The Andersons teamed with other companies to create and implement a Climate Smart project. This project was selected and awarded a grant to fund the work over five years. By design, the project will focus on climate smart practices in sourcing areas that are recognized as water impaired. The Soil and Water Outcomes Fund will lead the team to recruit farmers, and collect and analyze data. This project will provide sustainable sourcing metrics to our farmers and project partners. The GHG-related learnings produced from the project farms and participants will help farmers and others in the agriculture supply chain understand and adopt climate smart practices that lessen environmental impact and enhance farming resiliency. In addition, we continue our involvement with water-related issues in the Great Lakes area. To learn more about Partnerships for Climate-Smart Commodities, visit [usda.gov/climate-solutions/climate-smart-commodities](https://usda.gov/climate-solutions/climate-smart-commodities).

The Andersons understands the importance of providing sustainable sourcing products. Whether we source corn, soybeans, wheat or specialty grains and ingredients we understand the need for products that are non-Genetically Modified Organisms (non-GMO). We have facilities with

light processing capabilities that are certified organic, which serves as an important link in the supply chain between organic producers and our customers.

To meet regulations, the USDA's National Bioengineered Food Disclosure Standard requires food manufacturers, importers, and certain retailers to ensure bioengineered foods are appropriately disclosed. The Andersons food handling facilities ensure compliance by providing proper labeling on all packaged products containing GMOs. Shipping paperwork with appropriate labeling accompanies all bulk products shipped by truck or rail as well. Alternatively, these facilities also maintain certification against the Non-GMO Project Verification standard and undergo rigorous, annual inspections to ensure continued compliance and ensure non-GMO product integrity is maintained.

The Andersons Canada facilities are SQF Level 3 and Canadian Identity Preserved Recognition System plus Hazard Analysis Critical Control Point (CIPRS+ HACCP) certified. SQF is a globally recognized comprehensive food safety and quality systems accreditation that is third-party audited. CIPRS+ HACCP is also third-party audited by the Canadian Grain Commission. It certifies that a grain company has effective production control from receiving through shipping and manages the risks associated with handling, storing, processing, and shipping grains, oilseeds, and pulses.





# SUSTAINABLE SUPPLY CHAIN

## RESPONSIBLEAG

We support the efforts of the ResponsibleAg certification platform in an effort deliver on the vision of safely storing and handling agricultural supplies for employees, neighbors, and customers. The program helps to ensure members are compliant with environmental, health, safety, and security regulations. More than just being a member of ResponsibleAg, The Andersons has three sites that have gone through the audit process, have an employee board member, and have trained in-house auditors to support this initiative. To learn more about ResponsibleAg and their vision, visit [responsibleag.org](https://responsibleag.org)



## FIELD TO MARKET

The Alliance for Sustainable Agriculture gathers a diverse group across the entire value chain to ensure the production of food, feed, fiber, and fuel is continued in a sustainable manner. Conserving our natural resources and uniting U.S. agricultural supply chains to meet the future food demand is only a small part of their mission. The Andersons is proud to be a member of this collaborative team and working together in a sustainable and responsible way. To learn more about Field To Market, visit [fieldtomarket.org](https://fieldtomarket.org)





# AWARDS, CERTIFICATION, AND RECOGNITION

The Andersons' facilities hold various certifications based on the nature of the products produced. For example, the Ontario, Canada grain and bean facilities are SQF, organic, CIPRS, Kosher, and Halal certified.



## FEED FACTORS LIMITED

The company's U.K. subsidiary holds several accreditations and awards including:

European code of Good Trade Practices (GTP) & Good Manufacturing Practices (GMP)

Organic Food Federation

GAFTA Trade Assurance Scheme (GTAS)

The Queen's Award for Enterprise: Sustainable Development 2022 – The Queen's Awards for Enterprise is an awards program for British businesses and other organizations who excel at international trade, innovation, sustainable development or promoting opportunity (through social mobility).



## AMERICA'S GREATEST WORKPLACES FOR DIVERSITY BY NEWSWEEK

The Andersons has been named as one of America's Greatest Workplaces for Diversity by Newsweek for 2023. Inclusion in this list is the direct result of research that captured 350,000 responses from employees of companies across the country with more than 1,000 employees. They were asked to rate drivers for employment satisfaction including working environment, company culture, and more.

## FORBES AMERICA'S BEST SMALL COMPANIES

The Andersons has been recognized as one of Forbes America's Best Small Companies for 2023. Forbes analyzed more than 1,000 companies with market capitalizations between \$300 million and \$2 billion, screening for stock return, sales growth, return on equity, and earnings growth in the last 12 months and over the last five years. The Andersons earned a ranking of 29th out of the top 100 companies!





# FOSTERING A SAFETY CULTURE

EHS MANAGEMENT TOOL IMPROVEMENTS

LED LIGHTING CAMPAIGN

LIFE CRITICAL POLICIES

EHS LEADER TRAINING

SAFETY CULTURE SURVEY 95% PARTICIPATION

EHS LEADER TRAINING

## EHS VISION STATEMENT

At The Andersons, we care deeply about the health and safety of our employees, customers, suppliers, visitors, contractors, the community, and the environment we are stewards over. Through effective feedback and positive recognition, we will actively promote and pursue the safety of people and the well-being of the environment in all that we do. We seek to be committed and accountable for continuously being aware of, identifying, and reducing significant incidents at work and to encourage the same at home.

"At The Andersons, we continuously look to deliver on our **EHS MISSION** to **CARE** and be a **GOOD STEWARD** to our **CUSTOMERS, COMMUNITIES, EMPLOYEES**, and the **ENVIRONMENT**. Our efforts go much further than just a typical focus on metrics, compliance, or prioritizations. We are **ENGAGED** in daily efforts to **GROW** an interdependent culture with **EHS INGRAINED** throughout all of our **BUSINESS ENDEAVORS**."

**KEN HUNT**

Director EHS, Nutrient and Industrial





# MANAGING SAFETY

At The Andersons, safety management is a shared responsibility. All employees are responsible for their own actions to ensure they do not endanger themselves or a co-worker. All supervisors share in the responsibility of safety for each team member and for effective development, modification, and implementation of safety activities. The Andersons has developed and implemented Life Critical Policies and other health and safety practices to support employee and supervisor efforts. We continue to strive for improvements to ensure all employees go home safely.

## SAFETY COMMITTEES

Safety committees are an essential hazard management liaison for the workforce. Functional safety committees are formed and maintained at all company locations. The committee is expected to take an active role in reviewing hazard management activities at the facility level and to take action for improvements. Activities include review of site and company programs to determine their suitability and effectiveness; review of incidents and near misses to share the understanding of root causes and corrective actions; inventory and discussion of facility safety concerns and work to develop acceptable solutions. Safety committees are usually made up of non-supervisory employees drawn from all major work areas. Frequency of meetings is determined by the committee, and occur on a regular, ongoing basis.





# LIFE CRITICAL POLICIES

In 2021, The Andersons embarked on the journey of implementing Life Critical Policies as a standard course of action for employees to follow to protect against Serious Injury and Fatality (SIF) events. Ten topics were selected to hold the designation:

- Bulk Storage Entry
- Confined Space Entry
- Control of Hazardous Energy
- Combustible Dust
- Elevated Work
- Hazardous Material Management
- Hot Work
- Industrial Mobile Equipment
- Rail Safety
- Rigging, Hoisting, and Towing

Additionally, three SIF policies were developed and delivered as part of the initiative to eliminate SIF events: Safe Work, Risk Assessment and Reduction, and Incident Reporting and Learning from Incidents.

The policies are being implemented over a three-year time frame outlined below.

**2021** - Bulk Storage Entry, Confined Space Entry, Control of Hazardous Energy, Elevated Work, Rail Safety and the three SIF policies

**2022** - Combustible Dust, Hazardous Material Management, and Hot Work

**2023** - Industrial Mobile Equipment and Rigging, Hoisting, and Towing

## RISK ORIENTED INSPECTIONS

To continue our focus on mechanical integrity and safety throughout the year, The Andersons continues to employ an arc flash program that performs yearly studies on business electrical equipment. Equipment is evaluated and workers are informed about potential electrical hazards and provided information regarding safe interaction when conducting maintenance work.

## DUST HAZARD ANALYSIS

The Andersons reconfirmed dust hazard analysis (DHA) for sites with combustible dust. We employed a third-party to revisit the DHAs for six sites that fall into this category.

The agriculture industry recognizes that dust from organic materials can result in high levels of combustibility. The combustibility of the material when combined with a heat source and oxygen presents an elevated safety risk. The Andersons has assessed all facilities and a Dust Hazard Analysis (DHA) for each location.

The DHA is performed by a cross functional team which includes facility and technical representatives. Each facility examines their process by reviewing materials, equipment, current controls, and the current dust combustibility risk. The team also reviews improvements that will reduce or eliminate overall risk. These improvements are documented within the DHA and placed into The Andersons risk management tracking system.

In conjunction with reaching the individual facility analysis, The Andersons also recognized combustible dust as a Life Critical Policy. This LCP provides training to employees on how housekeeping, equipment maintenance, and the integration of equipment monitoring all work together to manage the combustible dust risk.



# ROAD 2 ZERO SAFETY CULTURE SURVEY

The Andersons Road 2 Zero program is a focused approach and tracking mechanism to delivering proactive Environment, Health, and Safety solutions at a site level. The basis of the program is to drive site leadership engagement as well as the elimination of major EHS concerns while delivering on management system performance. We believe our company has an essential accountability to safeguard life, health, property, and the environment for the well-being of all involved, and Road 2 Zero is a leading indication to our fulfillment in this journey. Road 2 Zero performance indicators were very positive with all businesses organizing resources to implement the SIF reduction activities. Maximum points for year end is 100, with the minimum requirement of 85. Minimum performance criteria were achieved in all business units.

Managing safety includes looking at key safety indicators to evaluate safety performance and predict potential risks. A safety culture survey acts as a proactive tool to predict future outcomes or events. Asking employees to provide honest feedback on the current programs is the most successful way gauge the overall effectiveness of safety programs.

Benefits of completing a survey include:

- Safety culture surveys can help identify factors that adversely affect the safety culture. A strong positive culture is needed in order to support an effective health and safety program.
- When employees respond to surveys anonymously, they often are more open and honest and welcome the opportunity to express their views.
- The survey allows for sorting of the question ratings and comments by several parameters such as department, job function, and years with the company. This opens the door for management to engage with workers very specifically on issues identified within specific employee groups.

## SAFETY CULTURE QUESTIONS

**37 Total Questions**

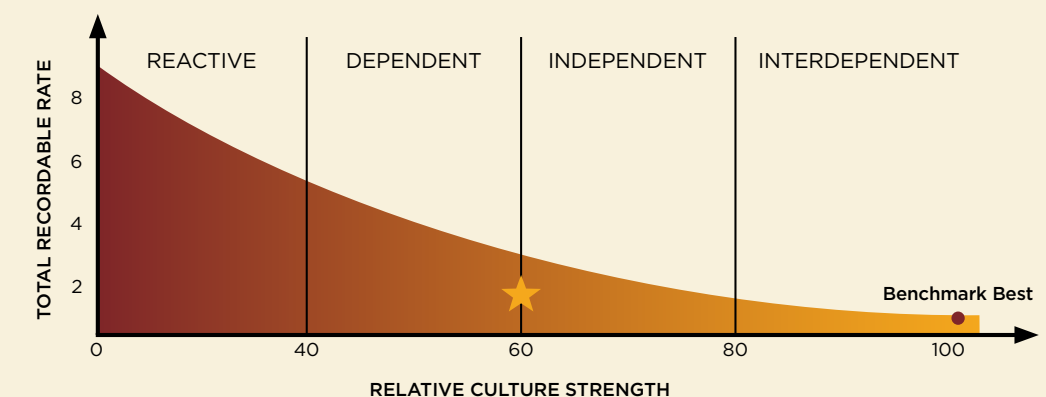
**9 - Leadership Safety**

**9 - Safety Structure**

**10 - Safety Processes and Actions**

**8 - SIF (Serious Injury and Fatality)**

## THE ANDERSONS OVERALL ON THE dss+ BRADLEY CURVE™



★ The Andersons overall RCS: 60



## STRENGTHS

Presence of safety values

Extent in which safety rules are obeyed

Thorough investigation of injuries and incidents

Safety meeting attendance

Employees empowered to take action in safety



# ROAD 2 ZERO SAFETY CULTURE

## BEHAVIOR BASED SAFETY

We have had a Behavior Based Safety program in place since 2009 to promote peer-to-peer safety at our facilities. The program is based in a philosophy of "no name, no blame," where data collected on the observation is not attributed to the specific employee, rather with an emphasis on reinforcing safe practices and correcting at-risk work practices or conditions. All employees have access to the web-based Behavior Based Safety program to enter results or observations. Employees are encouraged to perform observations on high-risk work to ensure our Life Critical Policies are being used during daily work.

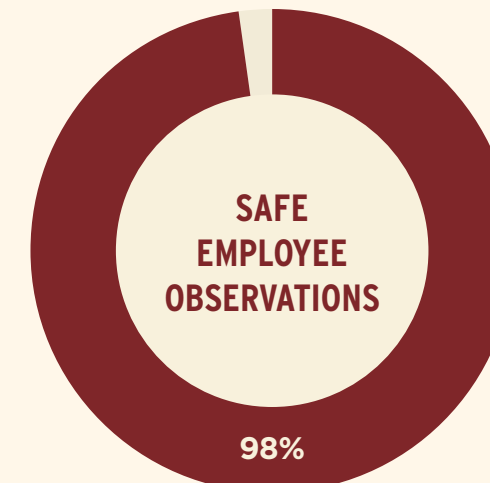
## CONTRACTOR SAFETY

The Andersons values our contractor partner relationships. We use a third-party service to collect and review contractor safety programs, insurance, and performance that create our safety criteria. Contractors meeting the criteria are classified as pre-qualified to work at The Andersons sites. Contractors who struggle with some of the criteria undergo further review and may be classified as on "probation." Site project managers and EHS will more closely monitor their on-site activities to ensure safe contract work practices are utilized.

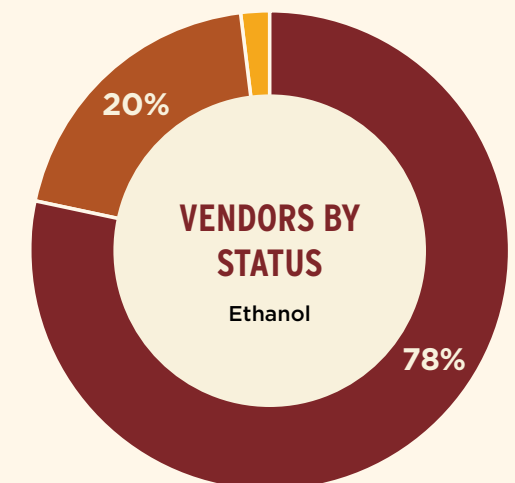
Contractors receive The Andersons specific safety training through the third-party website or on-site at one of our facilities before starting work. Once on-site, personnel work with the contract employees to assure safety of all during the entire scope of the project.



- Work Surroundings
- Walking/Work Surface
- Housekeeping
- Body Position/Ergonomics
- Work Area Control
- Selection and Use
- Hands
- Eyes/Face
- Line of Fire
- Head
- Eyes on Path/Task
- Communication - Before
- Body/Uniform/Hi-Vis



Employees note safe and at-risk behaviors as part of the observation process. For at-risk observations, we follow up to ensure corrective actions are put in place to address the behaviors or conditions.



- Prequalified
- Not Prequalified
- Other



# PROCESS SAFETY

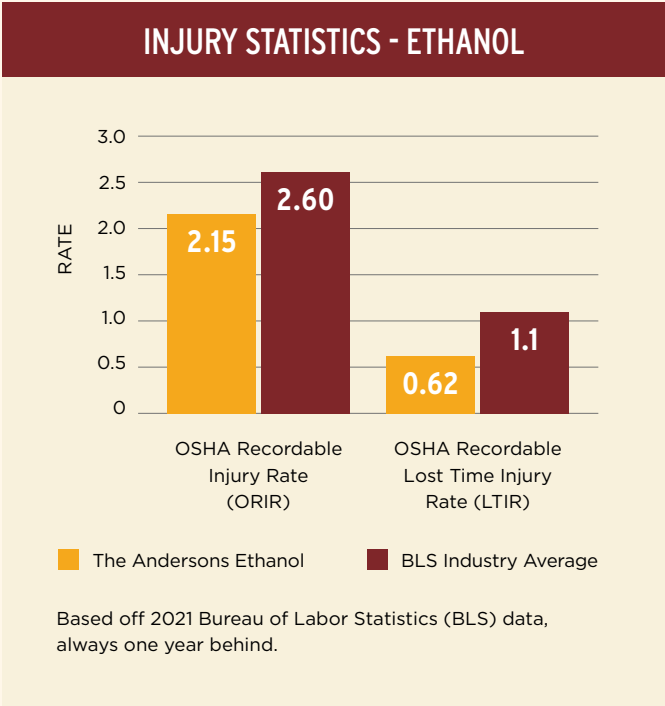
A number of our facilities abide by OSHA’s Process Safety Management (PSM)/ Process Hazard Analysis (PHA) and/or EPA’s Risk Management Program (RMP) rules. These facilities have more than 10,000 lbs of anhydrous ammonia, propane, ethanol, or natural gasoline. We manage our process safety risk by employing safe work practices, taking care of our process equipment by upholding a growing mechanical integrity program, and managing our changes through a focused program. Further, we employ the most recent anhydrous ammonia and propane equipment standards to help ensure the safety of our workforce, our neighbors, and the environment.

## THIRD-PARTY AUDITS - PSM/RMP/PHA

Since 2020, we started employing third-party auditors as part of our process safety program. Whether it be triennial PSM, RMP audits, PHAs, or mechanical integrity, third-parties have helped us identify areas where we can improve our process safety and eliminate hazards so that we can safely and compliantly execute our business plan.

Smith and Burgess have performed our third-party audits for PSM and RMP, along with our PHAs. The company also helps train OSHA inspectors on audits and PHAs.

We also employed the use of a loss control specialist from our insurance broker to identify any design issues with our processes. The specialist utilized current design standards as part of the audit.



METRIC	2022
Hours	4,045,684
Recordable Injuries	40
OSHA Recordable Incident Rate	1.98
Lost Time Injuries	10
Lost Time Incident Rate	0.49



REDUCTION FROM 2021 TO 2022

50% lost time

23% OSHA recordable



# EMERGENCY RESPONSE

## EHS LEADER TRAINING

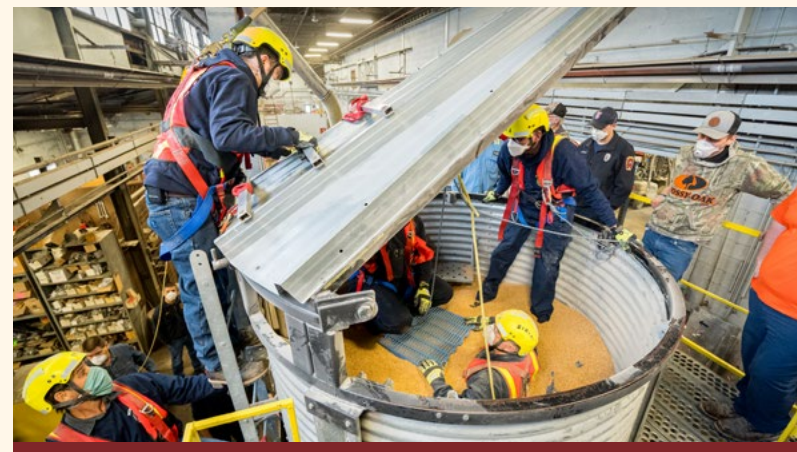
To help us become a better version of ourselves, we recognize the need for our leaders to be involved in continuous improvement of their skillsets. This is why we employed the services of Trinity Consultants to help educate our EHS leaders and many of our operations personnel on PSM/RMP compliance. The course was focused on understanding both the overall programs and information on new and impending updates to the standards. This continuous improvement process of leader education was a new initiative for 2022, and plans are in place to standardize the path for the future with a focus on leadership engagement in EHS.

## EMERGENCY RESPONSE DONATIONS

The Andersons provides direct financial support to emergency response organizations for equipment investments, including AED defibrillators, fire trucks, facilities, and specific response equipment. We also provide in-kind support by manufacturing and donating grain rescue tubes used in grain entrapment situations. Our fabrication shop manufactures the grain rescue tubes, and state fire school and local emergency response teams train responders on the proper use of a tube in the event of an accident. The Andersons has donated more than 95 grain rescue tubes since 2011 to fire departments in communities the company serves. Two were donated in 2022.

## GREENVILLE SAFETY DAY

The Greenville ethanol site partnered with The Ohio State University Extension Agricultural Safety and Health program and Greenville Fire Department to host two days of grain safety awareness and firefighter training utilizing the Grain C.A.R.T. (Comprehensive Agricultural Rescue Trailer). The first day was exclusively training for local fire departments in the Darke County area, where firefighters had the opportunity to do hands-on practical training using equipment on the rescue trailer. The second day was open to local farmer customers, employees and their families to promote grain safety awareness, including the hazards of entrapment in grain bins, the importance of lockout-tagout on the farm, and other farm machinery hazards.





# GOVERNANCE

CYBERSECURITY TRAINING

CORPORATE GOVERNANCE PROGRAM

BOARD OF DIRECTORS

ENTERPRISE RISK MANAGEMENT

CORPORATE OFFICERS

POLICIES AND PROCEDURES

We are **PROUD** of our **STRONG GOVERNANCE PRACTICES** which align with **STAKEHOLDER EXPECTATIONS** and **PROTECT** the **INTEGRITY** of our business and operations while allowing us to **GROW** the business **STRATEGICALLY."**

**CHRISTINE CASTELLANO**  
*Executive Vice President,  
General Counsel &  
Corporate Secretary*





# OUR APPROACH

We believe transparency, integrity, and accountability are key ingredients to our success. Within our SOP, we discuss our various stakeholders and the way in which we always aspire to do better. The SOP is reviewed by the board on an annual basis.

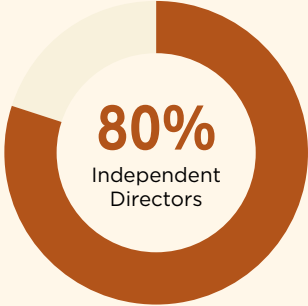
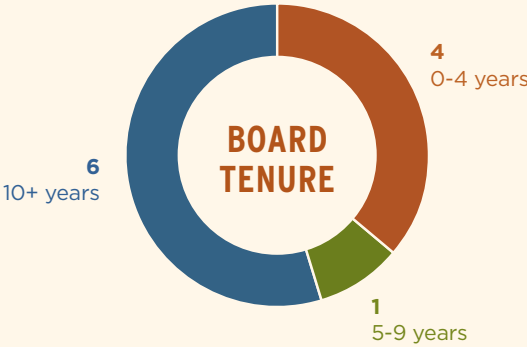
## OUR BOARD OF DIRECTORS

The board represents the shareholders and oversees The Andersons strategy and business performance. Each member has a diverse set of qualifications, qualities, and skills that support our strategy. To ensure board refreshment and introduction of new ideas and expertise, one new independent director joined the board in 2022, and one new independent director in 2021.

Our board is committed to high ethical standards in the conduct of our business, and to communicating our financial results and other material matters with a spirit of transparency so that shareholders can make informed decisions. Ross Manire and Pamela Hershberger are designated financial experts to the Audit Committee and board member Catherine Kilbane is designated independent lead director. In 2022, our directors were elected or re-elected to the board by shareholder votes ranging from 94% to 99%.

Our experienced board members have the knowledge and understanding of risks that could potentially impact the agriculture business. They focus on identifying policies and practices that mitigate risks, secure operations, and support long-term strategy. Our Corporate Governance Guidelines summarize certain governance principles under which our directors operate.

DIRECTOR QUALIFICATIONS AND EXPERIENCE		Patrick E. Bowe	Michael J. Anderson	Gerard M. Anderson	Steven K. Campbell	Gary A. Douglas	Pamela S. Hershberger	Catherine M. Kilbane	Robert J. King, Jr.	Ross W. Manire	John T. Stout, Jr.
General Management											
Finance and M&A											
Sales and Marketing											
Human Resources											
Other Public Company Board Experience											
C-Suite Experience											
Risk Management											
Business Operations											
Agribusiness											



# BOARD COMMITTEES

The Andersons Board of Directors is made up of a majority of independent directors. Each of the four committees, which are responsible for specific areas of oversight and policy decision making as set forth in each committee’s charter, is made up entirely of independent members. Committee charters can be found on [andersonsinc.com](https://www.andersonsinc.com), under the Governance tab.

## GOVERNANCE/NOMINATING COMMITTEE

The Governance/Nominating Committee recommends to the board actions to be taken regarding the board’s structure, organization and functioning, and selects and reviews candidates to be nominated to the board. The Governance/Nominating Committee also reviews the company’s ESG activities.

## AUDIT COMMITTEE

The Audit Committee oversees the accounting, internal controls, and financial reporting process of the company, as well as the company’s cybersecurity program. The Audit Committee also oversees the company’s ERM program.

## COMPENSATION & LEADERSHIP DEVELOPMENT COMMITTEE

The Compensation and Leadership Development Committee reviews the recommendations of the company CEO and Human Resources as to the appropriate compensation, which includes base salaries, short-term and long-term compensation, and benefits of the company’s officers.

## FINANCE COMMITTEE

The Finance Committee is charged with monitoring and overseeing the company’s financial resources, strategies, and risks, especially those that are long-term in nature.

BOARD COMMITTEES				
	AUDIT	COMPENSATION & LEADERSHIP DEVELOPMENT	FINANCE	GOVERNANCE/ NOMINATING
GERARD M. ANDERSON			●	●
STEVEN K. CAMPBELL			●	
GARY A. DOUGLAS	●	●		
PAMELA S. HERSHBERGER	●	●		
CATHERINE M. KILBANE	●			●
ROBERT J. KING, JR.		●	●	
ROSS W. MANIRE	●	●		
JOHN T. STOUT, JR.		●	●	

● CHAIR    ● MEMBER

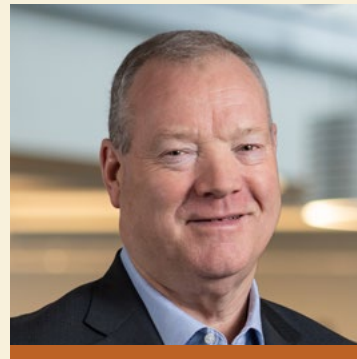


# CORPORATE OFFICERS

Our Corporate Officers are leaders with diverse talent and skills, who bring deep industry expertise and are focused on developing a strong talent pipeline.

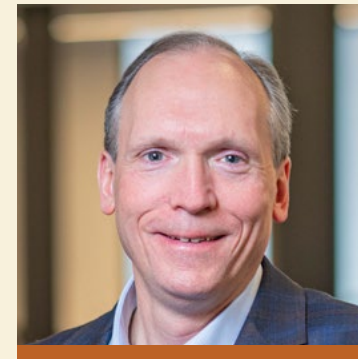
## OVER 133 YEARS

of experience in agriculture, leadership, finance, legal, risk management, and manufacturing.



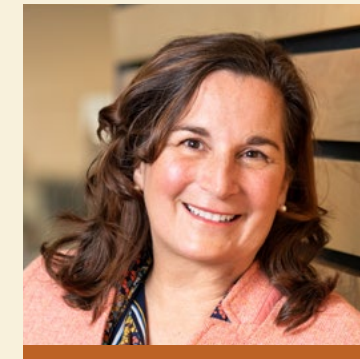
**PATRICK E. BOWE**

President and  
Chief Executive Officer  
Joined: 2015



**BRIAN A. VALENTINE**

Executive Vice President and  
Chief Financial Officer  
Joined: 2018



**CHRISTINE M. CASTELLANO**

Executive Vice President, General  
Counsel and Corporate Secretary  
Joined: 2020



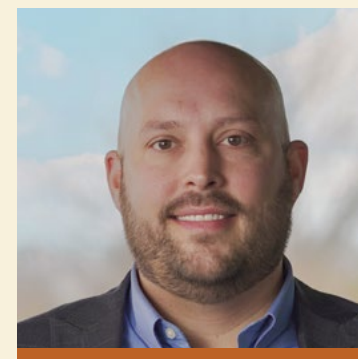
**WILLIAM E. KRUEGER**

Chief Operating Officer and  
President, Trade and Processing  
Joined: 2019



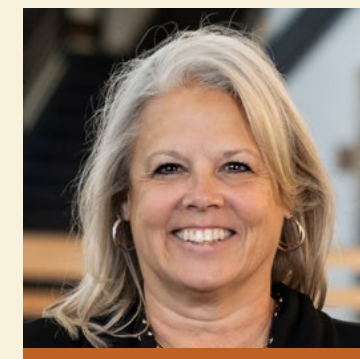
**JOSEPH E. MCNEELY**

President, Nutrient and Industrial  
Joined: 2018



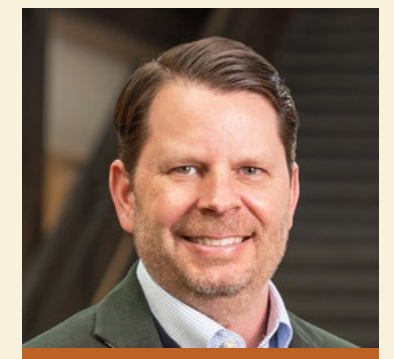
**MICHAEL T. HOELTER**

Vice President, Corporate  
Controller and Investor Relations  
Joined: 2013



**ANNE G. REX**

Vice President, Strategy,  
Planning and Development  
Joined: 1994



**BRIAN K. WALZ**

Vice President and Treasurer  
Joined: 2019

# POLICIES

The Andersons relationships are governed by our [Statement of Principles](#) as well as a robust set of written policies which are applicable to all employees, contractors, customers, visitors, vendors, and other third-parties.

## STANDARDS OF BUSINESS CONDUCT AND RESPONSE PROGRAM

This policy ensures that employees understand our standards of business conduct and includes topics like conflict of interest, fraud, and supplier relations. This policy includes the procedures for reporting concerns, including the ability to report anonymously through a third-party ethics hotline. Employees are required to acknowledge this policy on an annual basis, and to report any potential conflicts of interest to appropriate decision makers.

## OPEN DOOR POLICY

This policy is to encourage open, honest, and candid conversations between employees and their managers or supervisors, or other members of management, to mutually discuss and arrive at constructive solutions to job-related concerns without fear of reprisal.

## HARASSMENT FREE WORKPLACE POLICY

We believe in a work environment that prohibits harassment and discrimination based on race, age, disability, and other characteristics protected under state and federal law and provides for equal employment opportunity for all. Mandatory annual training is provided to all supervisors.

## ANTI-FRAUD POLICY AND RESPONSE PROGRAM

This policy was created to support the company's commitment to protecting its revenue, property, reputation, and other assets; to emphasize clearly the need for accurate financial reporting; and to define guidelines for the investigation and handling of fraud, should it occur.

## ANTI-CORRUPTION, ANTI-BRIBERY COMPLIANCE POLICY

This policy further enforces our commitment to integrity by protecting our business reputation by laying out the rules of interaction when selecting business partners like contractors, consultants, customers, and suppliers. It enforces our zero-tolerance for bribes or the facilitation of payments in any form and requires compliance with all applicable laws regarding bribery and corruption. The International Trade Compliance Policy also addresses compliance matters related to U.S. export and trade sanction laws.

## HUMAN RIGHTS POLICY

We are committed to protecting and promoting labor rights of our employees, providing a safe work environment, respecting the rights of disadvantaged people by addressing human rights, antislavery, and human trafficking.

## DEFORESTATION STATEMENT

We strive to build responsible and sustainable supply chains throughout all aspects of our business. Although we do not own or manage the land that is used for the cultivation of agricultural commodities, we developed a [Deforestation Statement](#) to show our commitment to work with suppliers and other stakeholders to promote continuous improvement in environmentally sustainable growing practices.

## DISCLOSURE AND INSIDER TRADING POLICY

This policy protects confidential company information and employee trading in company shares to maintain a fair market for company securities and to ensure that legally material information is appropriately disclosed to the public.





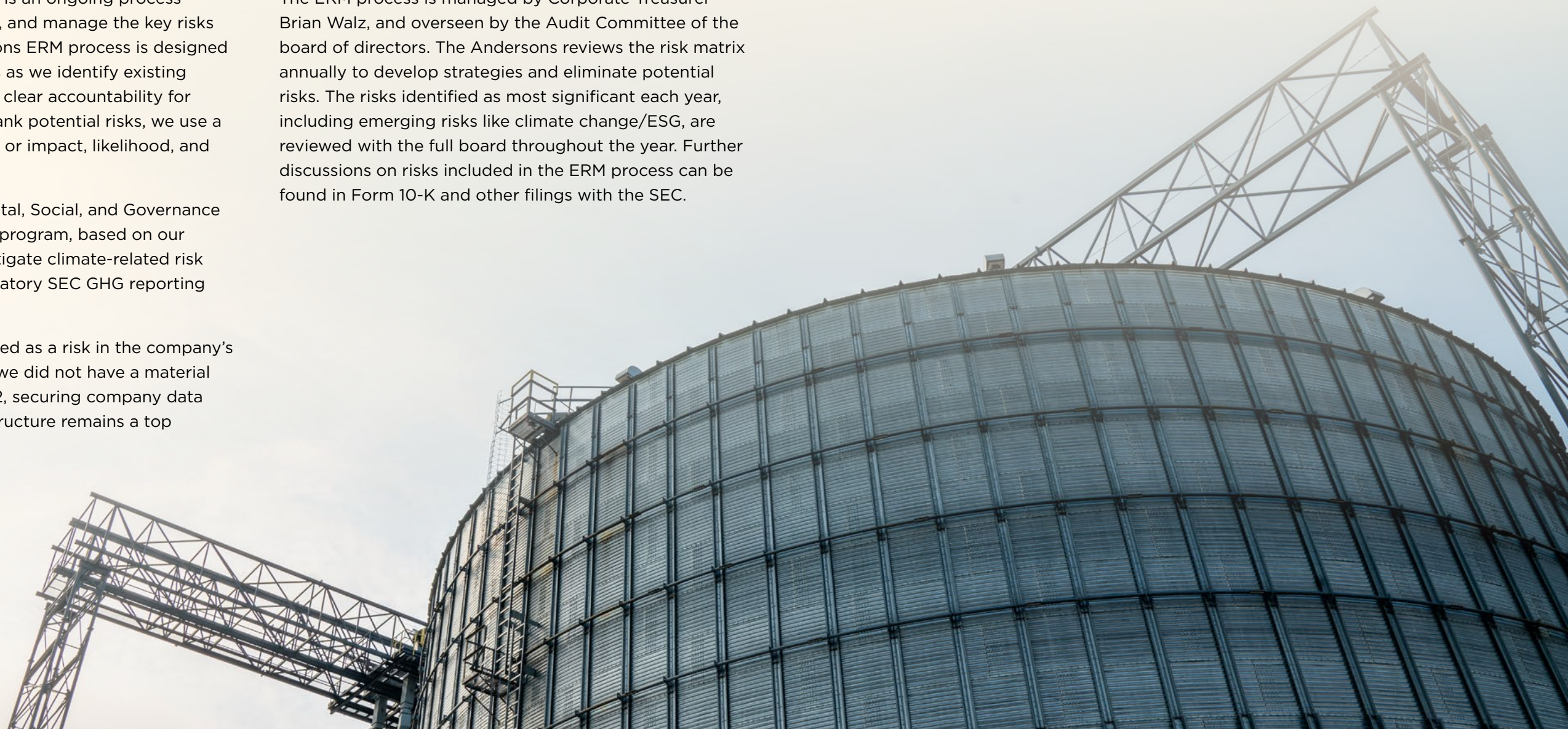
# ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management is an ongoing process designed to identify, analyze, and manage the key risks to our business. The Andersons ERM process is designed to incorporate best practices as we identify existing or emerging risks and create clear accountability for ongoing risk mitigation. To rank potential risks, we use a risk matrix to review severity or impact, likelihood, and existing mitigation controls.

Climate Change/Environmental, Social, and Governance is a risk included in the ERM program, based on our desire to understand and mitigate climate-related risk and to prepare for any mandatory SEC GHG reporting requirements.

Cybersecurity also was defined as a risk in the company's ERM program. Even though we did not have a material cybersecurity breach in 2022, securing company data and critical electronic infrastructure remains a top priority to daily operations.

The ERM process is managed by Corporate Treasurer Brian Walz, and overseen by the Audit Committee of the board of directors. The Andersons reviews the risk matrix annually to develop strategies and eliminate potential risks. The risks identified as most significant each year, including emerging risks like climate change/ESG, are reviewed with the full board throughout the year. Further discussions on risks included in the ERM process can be found in Form 10-K and other filings with the SEC.





# CYBERSECURITY

Cyberattacks are a leading risk for businesses and continue to evolve and increase in sophistication and frequency throughout major corporations. The mission of The Andersons Information Security team is to safeguard the confidentiality, integrity, and availability of information systems, identity, and data assets by creating and maintaining a resilient and secure infrastructure and fostering a culture of security awareness, training, and compliance.

Our security program aligns with the National Institute of Standards (NIST) – Cybersecurity Framework. NIST is an industry standard that is used to assess and manage cyber maturity and consists of standards, guidelines, and best practices to manage cybersecurity risk.

## EMPLOYEE EDUCATION

Annually, we provide training to all employees to inform them of common cybersecurity risks and tactics. Training includes computer-based simulations instructing employees on how to identify common cyber risks and phishing schemes. We also conduct monthly phishing simulations across 100% of our employees. These interactive simulations allow employees to get a real life visual of phishing emails that have affected other corporations' data.

Employees who do not score well on the computer-based simulation or who click on a link in a phishing simulation receive additional training.

Our vice president, information technology is responsible for our cybersecurity program and provides routine briefings to the Audit Committee of our board of directors as well as an annual report to the entire board.

We maintain Acceptable Use Policies for all corporate IT equipment and networks. These policies support our cybersecurity program and our compliance with relevant laws and regulations. Employees are required to acknowledge the policies when first hired and on an annual basis.

**100% of employees who have email received routine phishing simulations.**

**No material cybersecurity breach in 2022.**





DATA QUALITY



14701 St. Mary's Ln., Ste. 500  
Houston, TX 77079

T 281.616.0100  
TRCcompanies.com

The Andersons Verification Statement for Reporting Year 2022 Scope 1 and Scope 2 Emissions		April 27, 2023
Name: The Andersons		
Reviewed By: Walt Williams Project Manager for ESG Services		Signature: Walt Williams
<b>Emissions Inventory:</b> The verification of The Andersons' 2022 Scope 1 natural gas emissions data and Scope 2 emissions data included detailed review of primary data and calculations for The Andersons facilities. Detailed review included verification of energy use reported against the supplier invoices for both natural gas Scope 1 and Scope 2 emissions. Both international and domestic facilities were included in this review, and specifically the domestic (US) and international facilities with the highest total carbon dioxide equivalent (CO <sub>2</sub> e) emissions. The facilities selected for detailed review of primary data accounted for 97 percent of natural gas Scope 1 CO <sub>2</sub> e emissions and 91 percent of Scope 2 emissions, both in excess of the 70 percent threshold required for a limited verification.  TRC's verification excluded other Scope 1 fuels such as propane, diesel, and gasoline. The Andersons are still in the process of developing auditable emissions estimates for those fuel types. Likewise, TRC's verification excluded Scope 1 mobile sources.  The verification included 100 percent of biogenic emissions resulting from fermentation in the ethanol production process. These biogenic emissions are not classified as standard Scope 1, 2, or 3 emissions under reporting protocols. As such, TRC applied similar diligence to biogenic emissions as Scope 1 emissions. The biogenic emissions (including biogenic CO <sub>2</sub> captured and sold by The Andersons) are considered verified for reporting purposes.  During the detailed review of primary data and calculations for these facilities, TRC identified and confirmed the correction of several errors in the reported data. TRC evaluated the methodology for estimation of final stationary source Scope 1 and Scope 2 emissions and did not find any significant omissions or errors.  Having conducted a detailed review of the usage data for facilities/resources as described above, the emissions calculations for domestic and international facilities were reviewed. Additionally, all domestic and international facilities were reviewed for presence or absence of resource usage data. The reviewed facilities and sources of emissions are representative of the greenhouse gas (GHG) emissions inventory for The Andersons and included: <ul style="list-style-type: none"><li>• Scope 1 direct emissions from natural gas,</li><li>• Scope 2 indirect emissions from total purchased electricity for all operations, and</li><li>• Biogenic emissions from the fermentation process (including biogenic CO<sub>2</sub> captured and sold).</li></ul>		
<b>Boundaries:</b> Boundaries include all company locations that are under The Andersons financial and operational control. The Andersons assumes 100 percent ownership of emissions from facilities under their operational control, even when equity ownership is less than 100 percent.		



The Andersons Verification Statement for Reporting Year 2022 Scope 1 and Scope 2 Emissions		April 27, 2023
<b>Greenhouse Gas Inventory Procedures:</b> The Andersons’ internal GHG Inventory procedures are not formally documented in an inventory management plan. Current inventory procedures were evaluated and found to be consistent with, and representative of, the GHG emissions inventory for The Andersons for Scope 1 direct emissions from natural gas, Scope 2 indirect emissions from total purchased electricity for The Andersons facilities, and biogenic emissions from the fermentation process (including biogenic CO <sub>2</sub> captured and sold by The Andersons).  For the Ethanol facilities, natural gas emissions are tracked through US EPA 40 CFR Part 98 Subpart C reporting, and biogenic CO <sub>2</sub> sold is tracked through US EPA 40 CFR Part 98 Subpart PP reporting. The US EPA Part 98 data validation system meets the criteria for limited verification. For electricity usage from Ethanol facilities, and natural gas and electricity usage from Trade and Plant Nutrient facilities, primary fuel and energy data are tracked through the CASS expense management system. The emissions calculations utilized published emission factors to calculate GHG emissions. Market-based Scope 2 emissions were calculated and reported.		
<b>Verification Level of Assurance:</b> Limited Assurance: A “Limited Assurance,” following the ISO 14064-3 <i>Greenhouse Gases - Specification with guidance for the validation and verification of greenhouse gas assertions</i> , is appropriate for basic GHG reporting and for voluntary reduction efforts where there are no imminent requirements or compliance obligations associated with GHG reductions. A Limited Assurance is intended to establish the basis for stakeholder reporting and external communications; support claims of carbon neutrality, and for credit for early action; and to enable assessments of performance of GHG reduction initiatives towards voluntary targets. Given the status of The Andersons’ emissions inventory and management system, a Limited Assurance, as defined in the ISO 14064-3 Standard is appropriate for this project. This verification covers the calendar year 2022 GHG emissions inventory for the facilities discussed above.		
<b>Verifier Qualifications:</b> TRC was retained by The Andersons to provide third-party verification for energy use, and GHG reporting for Inventory Year 2022 for reporting in 2023. TRC’s GHG experts are qualified and experienced in performing both “Reasonable” and “Limited” assurance engagements, and have familiarity and expertise in GHG programs, reporting platforms and protocols including CDP, WRI/WBCSD GHG Protocol, and ISO 14064-3 Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions Standard.  The lead verifier for this engagement is Walt Williams. Mr. Williams is a Project Manager for ESG Advisory Services with four years of environmental management experience. He has expertise in greenhouse gas emissions quantification, reporting and management, and climate change policy. He has developed GHG inventories for individual facilities by a variety of protocols.		



The Andersons Verification Statement for Reporting Year 2022 Scope 1 and Scope 2 Emissions		April 27, 2023
<b>Summary:</b>  The Andersons’ 2022 assertion of Scope 1 (natural gas) and Scope 2 (market-based) GHG emissions is a total of 697,281 metric tonnes (MT) of CO <sub>2</sub> e, and a total of 1,584,431 MT biogenic CO <sub>2</sub> as follows: <ul style="list-style-type: none"><li>• Scope 1, Natural gas: 536,981 MT CO<sub>2</sub>e</li><li>• Scope 2, Market-Based Reporting: 160,300 MT CO<sub>2</sub>e</li><li>• Fermentation Biogenic Emissions: 1,326,670 MT CO<sub>2</sub></li><li>• Fermentation Biogenic CO<sub>2</sub> Sold: 257,761 MT CO<sub>2</sub></li></ul> Based on the detailed review of greater than 70 percent of The Andersons’ 2022 Scope 1 (natural gas) and Scope 2 GHG emissions inventory, as discussed above, TRC believes the inventory is free of major clerical or transcription errors. Based on the review of the methodology for estimation of Scope 1 (natural gas) and Scope 2 emissions, as discussed above, TRC did not find any significant omissions or errors. TRC has found no evidence that the GHG assertion is not materially correct, and no evidence that The Andersons’ assertion is not a fair and accurate representation of The Andersons’ actual GHG emissions, with a “Limited” level of assurance, according to the ISO 14064-3 Standard.		

# GLOSSARY

**BBS**

Behavior Based Safety – process that informs management and employees of the overall safety of the workplace through safety observations. BBS is intended to focus workers’ attention on their own and their peers’ daily safety behavior.

**BENCHMARK**

In-house reporting software system used to oversee environment, health, and safety incident reporting, audit completion, action tracking, and trending of data.

**CLT**

The Andersons, Inc. Corporate Leadership Team

**CO<sub>2</sub>**

Carbon Dioxide

**CO<sub>2</sub>E**

Carbon dioxide equivalent – a common unit of measurement converting all greenhouse gases to carbon dioxide. MPC calculates CO<sub>2</sub>e emissions using the EPA factors identified in Table A-1 at 40 CFR Part 98.

**EPA**

The U.S. Environmental Protection Agency

**ERG**

Employee Resource Group

**ERM**

Enterprise Risk Management

**ESG**

Environmental, Social, and Governance

**FDA**

U.S. Food and Drug Administration

**GFSI**

Global Food Safety Initiative – recognized food and safety certification program

**GHG**

Greenhouse Gases – carbon dioxide and methane

**GRI**

Global Reporting Initiative - ESG reporting framework standards

**NMFR**

Near Miss Frequency Rate – the number of reported near miss safety events multiplied by 200,000 divided by the total hours worked in the calendar year.

**OSHA**

The U.S. Occupational Safety and Health Administration

**OSHA RECORDABLE INCIDENT**

An injury or illness that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness, or a significant injury or illness diagnosed by a physician or other licensed health care professional.

**PSE**

Process Safety Event – an event involving the release of containment of hazardous material that can result in health and environmental consequences.

**TIER I:** Loss of Primary Containment (LOPC) with the greatest consequence. This includes non-toxic and non-flammable materials, from a process that results in consequences as listed per the API 754 Guide.

LOPC resulting in fatality, loss time injury, community evacuation, or shelter in place; LOPC with fire or explosion damage > \$100,000.

**PSM**

Process Safety Management – OSHA regulation

**SASB**

Sustainability Accounting Standards Board

**SCOPE 1 EMISSIONS**

All direct greenhouse gas emissions by a company. This includes fuel combustion, company vehicles and fugitive emissions.

**SCOPE 2 EMISSIONS**

Indirect greenhouse gas emissions from consumption of purchased electricity, heat or steam.

**SCOPE 3 EMISSIONS**

Other indirect greenhouse gas emissions that occur in a company’s value chain that are not captured by Scope 2.

**SDG**

Sustainable Development Goals – represent a universal call to action to improve our global condition.

**SEC**

U.S. Security and Exchange Commission

**SENIOR LEADERSHIP**

Highest-ranking employees at the company. This group includes those leaders without direct reports.

**SUPPLIER LoCT**

Supplier Leadership on Climate Transition – an initiative to help engage suppliers in climate action and solutions.

**TCFD**

Task Force on climate – Related Financial Disclosures

**TON**

Metric ton — 2,205 pounds

**USDA**

U.S. Department of Agriculture





SASB

	Accounting Metric	Category	Unit of Measure	Code	Comment or Location
GREENHOUSE GAS EMISSIONS	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO <sub>2</sub> -e	FB-AG-110a.1	Page 23, 70
	Discussion of long-term and short-term strategy or plant manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	FB-AG-110a.2	Pages 13, 19, 23-24, 70
ENERGY MANAGEMENT	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	FB-AG-130a.1	Page 23, 26, 70
WATER MANAGEMENT	(1) Total wate rwithdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousandcubic meters (m <sup>3</sup> ), Percentage (%)	FB-AG-140a.1	Page 22, 71
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	FB-AG-140a.2	Page 22, 71
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	Number	FB-AG-140a.3	Page 22, 71
FOOD SAFETY	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-AG-250a.1	Page 43
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	Percentage (%) by cost	FB-AG-250a.2	Page 43
	(1) Number of recalls issued and (2) total amount of food product recalled <sup>1</sup>	Quantitative	Number, Metric tons (t)	FB-AG-250a.3	Page 43
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Quantitative	Rate	FB-AG-320a.1	Page 52, 75
ENVIRONMENTAL	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard.	Quantitative	Percentage (%) by cost	FB-AG-430a.1	<1%, Page 43-44
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-AG-430a.2	Page 43
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Discussion and Analysis	n/a	FB-AG-430a.3	Pages 43-45
GMO	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Discussion and Analysis	n/a	FB-AG-430b.1	Page 44
INGREDIENT SOURCING	Identification of principal crops and description of risks and opportunities presented by climate change	Discussion and Analysis	n/a	FB-AG-440a.1	Pages 6, 21-22, 43-45

1. Note to FB-AG-250a.3– Disclosure shall include a description of notable recalls, such as those that affected a significant amount of product or those related to serious illness or fatality.

	Activity Metric	Category	Unit of Measure	Code	Comment or Location
ACTIVITY METRICS	Number of processing facilities <sup>2</sup>	Quantitative	Number	FB-AG-000.B	Pages 6, 8 and 2022 Annual Report

2. Note to FB-AG-000.B – Processing facilities include those facilities that are involved in the manufacturing, processing, packing, or holding of agricultural products and exclude administrative offices.

## GRI 2: GENERAL DISCLOSURES 2021

Disclosure	Location (Reference or URL)
THE ORGANIZATION AND ITS REPORTING PRACTICES	
2-1 Organizational details	The Andersons, Inc. and its subsidiaries Location of headquarters: Maumee, Ohio 2023 Sustainability Review: Where We Operate, page 6 2022 Form 10-K: Item 1, Business page 1; Item 2: Properties, page 12 We are a publicly traded company on the NASDAQ Stock Exchange. 2022 Form 10-K: Cover
2-2 Entities included in the organization’s sustainability reporting	Business Units, page 7
2-3 Reporting period, frequency, and contact point	This report covers our Environmental, Social, and Governance data and initiatives from January 1 through December 31. Information on initiatives that extend into 2023 are also shared within this report. Sustainability Review: About This Review, page 5 Annual Contact Point: Please visit the Sustainability section on our website for further information on our sustainability initiatives. <a href="https://www.andersonsinc.com/sustainability">andersonsinc.com/sustainability</a>
2-4 Restatements of information	Our Scope 1 and Scope 2 data has been recalculated to the GHG Protocol for 2021
2-5 External assurance	2023 Sustainability Review: About This Review, page 5; Governance - External Assurance, page 61
ACTIVITIES AND WORKERS	
2-6 Activities, value chain, and other business relationships	2023 Sustainability Review: A Letter From our CEO Pat Bowe; Sustainability At The Andersons; Growing As A Community 2022 Form 10-K: Item 1 - Business, page 1
2-7 Employees	2023 Sustainability Review: Growing As A Community, pages 29-32 2022 Form 10-K: Item 1: Human Capital Resource, page 5
2-8 Workers who are not employees	The Andersons, Inc. does hire seasonal workers and has included them in some of the metrics. Areas where seasonal workers have been left out has been noted.
GOVERNANCE	
2-9 Governance structure and composition	2023 Sustainability Review: Governance - Our Approach and Board Committees, pages 55-56 2023 Proxy Statement: Corporate Governance, pages 11-23
2-10 Nomination and selection of the highest governance body	2023 Sustainability Review: Governance - Our Approach, page 55 Proxy Statement: Election of Directors, pages 11-12
2-11 Chair of the highest governance body	Board Chairman, Michael J. Anderson, 2023 Sustainability Review: Governance - Our Approach, page 55 2023 Proxy Statement: Corporate Governance - Board Meetings and Committees, pages 16
2-12 Role of the highest governance body in overseeing the management of impacts	2023 Sustainability Review: Sustainability At The Andersons - Key Stakeholders and Material Topics, page 11-12 2023 Sustainability Review: Governance - Our Approach, page 55 2023 Proxy Statement: Corporate Governance - Environmental, Social, and Governance Oversight, page 19
2-13 Delegation of responsibility for managing impacts	2023 Sustainability Review: Governance - Our Approach and Board Committees, pages 55-56; and Enterprise Risk Management, page 59 2023 Proxy Statement: Corporate Governance - Environmental, Social, and Governance Oversight, page 19
2-14 Role of the highest governance body in sustainability reporting	The Governance and Nominating Committee is responsible for the review and approval of our ESG reporting. 2023 Sustainability Review: Governance - Board Committees, page 56



GRI

	Disclosure	Location (Reference or URL)
GRI 2: GENERAL DISCLOSURES 2021	GOVERNANCE (CONTINUED)	
	2-15 Conflicts of interest	2023 Sustainability Review: Governance - Policies, page 58 Standards of Business Conduct and Response Program Anti-Corruption, Anti-Bribery Compliance Policy
	2-16 Communication of critical concerns	2023 Sustainability Review: Governance - Board Committees, page 56 2023 Sustainability Review: Governance - Policies, page 58 2023 Proxy Statement: Corporate Governance - Communications to Board, page 19
	2-17 Collective knowledge of the highest governance body	2023 Sustainability Review: Governance - Our Approach, page 55 2023 Proxy Statement: Election of Directors - Director Skills, Experience, and Background, page 13
	2-18 Evaluation of the performance of the highest governance body	2023 Proxy Statement: Election of Directors, page 11
	2-19 Remuneration policies	2023 Sustainability Review: Governance - Board Committees, page 57 2023 Proxy Statement: Executive Compensation, page 35
	2-20 Process to determine remuneration	2023 Proxy Statement: Corporate Governance - ESG Highlights and Oversight, page 11; Compensation/Risk Relations, page 23; Executive Compensation, page 30; Director Compensation, page 51
	2-21 Annual total compensation ratio	2023 Sustainability Review: Governance - Our Approach, page 55 2023 Proxy Statement: Executive Compensation, page 30
	STRATEGY, POLICIES, AND PRACTICES	
	2-22 Statement on sustainable development strategy	2023 Sustainability Review: A Letter From Our CEO Pat Bowe, page 3
	2-23 Policy commitments	2023 Sustainability Review: Material Topics, page 12; Building A Robust Sustainability Program, pages 13-14; Measuring Our Environmental Performance, page 20; Biodiversity, page 21; Focus On Climate Change, page 24, Governance - Policies, page 58
	2-24 Embedding policy commitments	2023 Sustainability Review: Biodiversity, page 21; Governance - Policies, page 58
	2-25 Processes to remediate negative impacts	2023 Sustainability Review: Governance, pages 56-60
	2-26 Mechanisms for seeking advice and raising concerns	2023 Sustainability Review: Governance- Policies, page 58 2023 Proxy Statement: Corporate Governance - Code of Ethics, page 14
	2-27 Compliance with laws and regulations	2023 Sustainability Review: Pushing Forward with Environmentally Sound Practices, pages 18-27
	2-28 Membership associations	2023 Sustainability Review: Growing As A Community - Awards, Certification and Recognition, page 46
	STAKEHOLDER ENGAGEMENT	
	2-29 Approach to stakeholder engagement	2023 Sustainability Review: Sustainability At The Andersons - Key Stakeholders, page 11
GRI 3: MATERIAL TOPICS 2021	GUIDANCE TO DETERMINE MATERIAL TOPICS	
	3-1 Process to determine material topics	2023 Sustainability Review: Sustainability At The Andersons - Material Topics, page 12
	3-2 List of material topics	2023 Sustainability Review: Sustainability At The Andersons - Key Stakeholders, page 11; Material Topics, page 12
	3-3 Management of material topics	2023 Sustainability Review: About This Review, page 7; Sustainability At The Andersons, pages 9-17; Pushing Forward With Environmentally Sound Practices, pages 18-27; Growing As A Community, pages 30-45; Fostering A Safety Culture, pages 48-53; Governance, pages 55-60
GRI 13: AGG 2022	AG SECTOR	
	13 Management of material topics	2023 Sustainability Review: Sustainability At The Andersons - Innovation, page 15-16; Pushing Forward with Environmentally Sound Practices - Biodiversity, page 21; Growing As A Community - Supporting Agriculture, page 42; Sustainable Supply Chain, pages 43-45

GRI

	Disclosure	Location (Reference or URL)
GRI 201: ECONOMIC PERFORMANCE	ECONOMIC PERFORMANCE	
	201-1 Direct economic value generated and distributed	2022 Annual Report Form 10-K pages 31-35
	201-2 Financial implications and other risks and opportunities due to climate change	2022 Annual Report Form 10-K page 10
	201-3 Defined benefit plan obligations and other retirement plans	2022 Annual Report Form 10-K pages 41, 49, 50, 56
GRI 205: ANTI - CORRUPTION 2016	ANTI-CORRUPTION	
	205-1 Operations assessed for risks related to corruption	2023 Sustainability Review: Governance - Policies, page 58
	205-2 Communication and training about anti-corruption policies and procedures	2023 Sustainability Review: Growing As A Community - Talent Development, page 34; Governance - Policies, page 58
	205-3 Confirmed incidents of corruption and actions taken	2023 Sustainability Review: Governance, pages 58-60
GRI 302: ENERGY 2016	ENERGY	
	302-1 Energy consumption within the organization	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23; Performance Data, page 70
	302-2 Energy consumption outside of the organization	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 25; Performance Data, page 70
	302-3 Energy intensity	2023 Sustainability Review: Performance Data, page 70
	302-4 Reduction of energy consumption	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices, pages 18 - 27; Performance Data, page 70
GRI 303: WATER AND EFFLUENTS 2018	WATER	
	303-1 Interactions with water as a shared resource	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Sustainable Water Practices, page 22; Performance Data, page 71
	303-2 Management of water discharge-related impacts	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Sustainable Water Practices, page 22; Performance Data, page 71
	303-3 Water withdrawal	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Sustainable Water Practices, page 22; Performance Data, page 71
	303-4 Water discharge	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Sustainable Water Practices, page 22; Performance Data, page 71
	303-5 Water consumption	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Sustainable Water Practices, page 22; Performance Data, page 71
GRI 304: BIODIVERSITY 2016	BIODIVERSITY	
	304-2 Significant impacts of activities, products, and services on biodiversity	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Biodiversity, page 21
GRI 305: EMISSIONS 2016	EMISSIONS	
	305-1 Direct (Scope 1) GHG emissions	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23; Performance Data, page 70
	305-2 Energy indirect (Scope 2) GHG emissions	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23; Performance Data, page 70
	305-3 Other indirect (Scope 3) GHG emissions	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23; Performance Data, page 70
	305-4 GHG emissions intensity	2023 Sustainability Review: Performance Data, page 70
	305-5 Reduction of GHG emissions	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23-25
	305-6 Emissions of ozone-depleting substances (ODS)	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Focus On Climate Change, page 23-25
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2023 Sustainability Review: Performance Data, page 70



GRI

	Disclosure	Location (Reference or URL)
GRI 306: WASTE 2020	WASTE	
	306-1 Waste generation and significant waste-related impacts	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Reducing Waste Systems Through Recycling, page 26; Performance Data, page 71
	306-2 Management of significant waste-related impacts	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Reducing Waste Systems Through Recycling, page 26; Performance Data, page 71
	306-3 Waste generated	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Reducing Waste Systems Through Recycling, page 26; Performance Data, page 71
	306-4 Waste diverted from disposal	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Reducing Waste Systems Through Recycling, page 26; Performance Data, page 71
	306-5 Waste directed to disposal	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - Reducing Waste Systems Through Recycling, page 26; Performance Data, page 71
GRI 308/414: SUPPLIER ASSESSMENT 2016	SUPPLY CHAIN MANAGEMENT	
	308-1 New suppliers that were screened using environmental criteria	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Performance Data, page 71
	308-2 Negative environmental impacts in the supply chain and actions	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Performance Data, page 71
	414-1 New suppliers that were screened using social criteria	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Governance: Policies, page 58
	414-2 Negative social impacts in the supply chain and actions taken	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Governance: Policies, page 58
GRI 401: EMPLOYMENT 2016	EMPLOYMENT	
	401-1 New employee hires and employee turnover	2023 Sustainability Review: Growing As A Community - Who We Are, pages 31-32; Performance Data, pages 71-74
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2023 Sustainability Review: Growing As A Community - Who We Are, page 33
	401-3 Parental leave	2023 Sustainability Review: Growing As A Community - Who We Are, page 33
GRI 403: OCC HEALTH AND SAFETY 2018	HEALTH AND SAFETY	
	403-1 Occupational health and safety management system	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - EHS Management Systems, page 27
	403-2 Hazard identification, risk assessment, and incident investigation	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53
	403-3 Occupational health services	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53
	403-4 Worker participation, consultation, and communication on occupational health and safety	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53
	403-5 Worker training on occupational health and safety	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53; Growing As A Community - Talent Development, page 34
	403-6 Promotion of worker health	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2023 Sustainability Review: Fostering A Safety Culture - Management Safety pages 48-53
	403-8 Workers covered by an occupational health and safety management system	2023 Sustainability Review: Pushing Forward With Environmentally Sound Practices - EHS Management Systems, page 27; Fostering A Safety Culture - Management Safety pages 48-53
	403-9 Work-related injuries	2023 Sustainability Review: Fostering A Safety Culture - Management Safety page 52; Performance Data, page 75
	403-10 Work-related ill health	2023 Sustainability Review: Fostering A Safety Culture - Management Safety page 52; Performance Data, page 75






GRI

	Disclosure	Location (Reference or URL)
GRI 404: TRAINING AND EDUCATION 2016	TRAINING AND EDUCATION	
	404-1 Average hours of training per year per employee	2023 Sustainability Review: Growing As A Community - Talent Development, page 34
	404-2 Programs for upgrading employee skills and transition assistance programs	2023 Sustainability Review: Growing As A Community - Talent Development, page 34
	404-3 Percentage of employees receiving regular performance and career development reviews	2023 Sustainability Review: Growing As A Community - Performance Management, page 35
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	DIVERSITY AND INCLUSION	
	405-1 Diversity of governance bodies and employees	2023 Sustainability Review: Growing As A Community - Who We Are, pages 29-32; Performance Data, page 75
GRI 408/409/411: HUMAN RIGHTS 2016	EMPLOYMENT	
	408-1 Operations and suppliers at significant risk for incidents of child labor	2023 Sustainability Review: Growing As A Community - Who We Are, page 30; Governance - Policies, page 58
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2023 Sustainability Review: Growing As A Community - Who We Are, page 30; Governance - Policies, page 58
GRI: SECURITY	CYBERSECURITY	
	3-3 Management of material topics	2023 Sustainability Review: Governance - Cybersecurity, page 60; Performance Data, page 75
GRI 413: LOCAL COMMUNITIES 2016	COMMUNITY ENGAGEMENT	
	413-1 Operations with local community engagement, impact assessments, and development programs	2023 Sustainability Review: Growing As A Community - Community Engagement, pages 38-42; Performance Data, page 75
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	FOOD SAFETY	
	416-1 Assessment of the health and safety impacts of product and service categories	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Performance Data, page 75
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	2023 Sustainability Review: Growing As A Community - Sustainable Supply Chain, pages 43-45; Performance Data, page 75





The Andersons aims to align with the Sustainable Development Goals as we continue to enhance our ESG platform within our own processes, partnerships with grower suppliers to food company end users. To the right is a table of SDG goals and indicators where we feel we may have the most impact in making our industry and the world more sustainable.

		Target and indicators	Alignment
	<b>ZERO HUNGER</b> End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and that progressively improve land and soil quality	2023 Sustainability Review: Sustainability At The Andersons - Industry Innovation, pages 15-17; Growing As A Community - Sustainable Supply Chain, pages 43-45
	<b>QUALITY EDUCATION</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university 4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex	2023 Sustainability Review: Growing As A Community - Talent Development, page 34
	<b>CLEAN WATER AND SANITATION</b> Ensure availability and sustainable management of water and sanitation for all	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity 6.4.1 Change in water-use efficiency over time	2023 Sustainability Review: Pushing Forward With Environmental Sound Practices - Sustainable Water Practices, page 22
	<b>DECENT WORK AND ECONOMIC GROWTH</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour intensive sectors	2023 Sustainability Review: Growing As A Community, pages 28-45
	<b>CLIMATE ACTION</b> Take urgent action to combat climate change and its impacts	13.2 Integrate climate change measures into national policies, strategies, and planning 13.2.2 Total greenhouse gas emissions per year 13.3 Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	2023 Sustainability Review: Pushing Forward With Environmental Sound Practices, pages 19-26
	<b>LIFE ON LAND</b> Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity, and by 2020, protect and prevent the extinction of threatened species	2023 Sustainability Review: Pushing Forward With Environmental Sound Practices - Biodiversity, page 21
	<b>PEACE, JUSTICE, AND STRONG INSTITUTIONS</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	16.5 Substantially reduce corruption and bribery in all their forms 16.6 Develop effective, accountable, and transparent institutions at all levels 16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels	2023 Sustainability Review: Governance, pages 55-59
	<b>PARTNERSHIPS FOR THE GOALS</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.7 Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed	2023 Sustainability Review: Sustainability At The Andersons - Industry Innovation, pages 15-17; Growing As A Community - Sustainable Supply Chain, pages 43-45



# PERFORMANCE DATA

		Unit of Measure	SASB Map	GRI Map	2021	2022
COMPANY PERFORMANCE	ECONOMIC PERFORMANCE¹					
	Sales and Merchandising Revenue	\$ millions	-	201-1a.i	12,612	17,325
	Gross Profit	\$ millions	-	-	593	684
	Net Income Attributable to The Andersons	\$ millions	-	201-1a.iii	100	119
	Capital Expenditures and Investments (excludes acquisitions)	\$ millions	-	-	72	108
ENVIRONMENTAL PERFORMANCE	GREENHOUSE GAS EMISSIONS²					
	Total Scope 1 and Scope 2 GHG Emissions	metric tons CO₂e		-	693,940	697,303
	Scope 1 and 2 GHG Intensity Based on Fiscal Year Revenue	Metric Tons CO₂e/\$ millions		305-4	55	40
	Total Scope 1 GHG Emissions	metric tons CO2e	FB-AG-110a.1	305-1a	531,333	536,981
	Total Scope 1 CO₂ Emissions	metric tons CO₂	-	-	530,113	536,981
	Total Scope 1 CH₄ Emissions	metric tons CH₄	-	-	16	15
	Total Scope 1 N₂O Emissions	metric tons N₂O	-	-	2	2
	Biogenic CO₂ Emissions³	metric tons CO₂	-	305-1c	1,272,354	1,326,670
	Total Scope 2 GHG Emissions⁴	metric tons CO₂e	FB-AG-130a.1	305-2a	162,607	160,322
	Total Scope 3 GHG Emissions⁵	metric tons CO₂	-	305-3a	393	492
	Biogenic CO₂ Emissions⁶	metric tons CO₂	-	305-3c	257,579	257,761
	ENERGY CONSUMPTION⁷					
	Total Energy Consumption	billion gj	FB-AG-130a.1	302-1a	0.02	0.02
	Non-Renewable Sources - Electricity	billion gj	FB-AG-130a.1	302-1a	0.00	0.00
	Non-Renewable Sources - Natural Gas Including Propane	billion gj	FB-AG-130a.1	302-1a	0.01	0.02
	Renewable Sources - Hydro	billion gj	-	-	0.000033	0.000032
	Energy Intensity			302-3a		
	Total Energy Intensity Based on Fiscal Year Revenue	billion g j/\$ millions	-	302-3a	0.0000012	0.0000010
	AIR EMISSIONS²					
	Total Criteria Pollutant Emissions	tons	-	-	1260	1305
	Total SOx Emissions	tons	-	305-7a.ii	64	49
	Total NOx Emissions	tons	-	305-7a.i	449	460
	Total CO Emissions	tons	-	305-7a.vii	230	287
	Total VOC Emissions	tons	-	305-7a.iv	347	352
	Total PM₁₀ Emissions⁸	tons	-	305-7a.vi	170	157
	Total Criteria Pollutant Emissions Intensity Based on Fiscal Year Revenue	tons/\$ millions	-	305-4	0.0999	0.0753

1. As reported in The Andersons 2022 Annual Report on Form 10-K for 2022 data.

2. Direct (Scope 1) emissions occur from owned/operated facilities. Our fleet emissions were not included in this year's review as we are still gathering data and the data currently captured did not equate to any significance for the review. Emissions were calculated in accordance with the GHG Protocol Corporate Standard for ESG reporting. Emissions calculated for facilities not under the regulatory reporting scheme followed the same calculation. Gas data was available for 75 sites out of 121 sites in 2021 and for 78 sites out of the 126 sites in 2022. Available data was included in the calculations.

3. Biogenic CO<sub>2</sub> emissions resulting from our ethanol facilities fermentation process are reported separately per GHG Protocol and GRI Standards (GRI 305-1).

4. Location-based Indirect (Scope 2) emissions related to emissions from the generation of purchased electricity, steam or heat consumed by the organization.

5. Scope 3 emissions reported for Category 6, corporate air travel as The Andersons is still refining our value chain scope 3 reporting and data.

6. At some of our ethanol facilities, a portion of the fermentation process CO<sub>2</sub> is captured and exported for commercial application (dry ice). The CO<sub>2</sub> captured and sold are biogenic emissions and are therefore reported separately from our direct Scope 1 emissions. The biogenic CO<sub>2</sub> emissions were not reported in the 2022 Corporate Sustainability Review and have since been recalculated for inclusion in this year's review.

7. Includes natural gas, fuel and electricity use at our facilities. Renewable energy consumption represents hydro from some of our Canadian facilities.

8. The Clymers Ethanol plant emissions is an estimation based on 2021 data due to not being required to report in 2022.





# PERFORMANCE DATA

		Unit of Measure	SASB Map	GRI Map	2021	2022
ENVIRONMENTAL PERFORMANCE	WATER <sup>9</sup>					
	Total Water Withdrawal	cubic meters	-	303-3a	6,241,228	6,877,050
	Third Party - Municipality	cubic meters	-	303-3c.i	803,264	1,272,502
	Ground Water - Well	cubic meters	-	303-3c.ii	5,437,964	5,604,870
	Total Water Discharge	cubic meters	-	303-4a	2,192,177	10,114,916
	WASTE <sup>10</sup>					
	Total Waste Generated	metric tons	-	306-3.a	26,448	27,323
	Hazardous Waste Generated	metric tons	-	306-3.a	141	201
	Nonhazardous Waste Generated	metric tons	-	306-3.a	26,307	27,122
	Total Waste Diverted from Disposal	metric tons	-	306-4.a,c	19,818	24,314
	Nonhazardous Waste - Recycling	metric tons	-	306-4.c.ii	19,818	24,314
	Total Waste Directed to Disposal	metric tons	-	306-5.a	6,630	3,009
	Nonhazardous Waste Directed to Disposal	metric tons	-	306-5.c	6,489	2,808
	Hazardous Waste Directed to Disposal	metric tons	-	306-5.b	141	201
	Nonhazardous Waste Diverted from Disposal	metric tons	-	306-5.c	19,818	24,314
	Nonhazardous Waste - Landfilling	metric tons	-	306-5.c.iii	6,489	2,808
SOCIAL PERFORMANCE	WORKFORCE <sup>11</sup>					
	TOTAL EMPLOYEES					
	Women	%	-	405-1	25.5	26.4
	Hispanic or Latino	%	-	405-1	6.4	5.6
	Black or African American	%	-	405-1	7.5	7.7
	Asian	%	-	405-1	1.3	1.2
	American Indian or Alaskan Native	%	-	405-1	<1	<1
	Native Hawaiian or Pacific Islander	%	-	405-1	<1	<1
	Two or More Races	%	-	405-1	1.3	1.1
	Not Identified	%	-	405-1	1.9	1.6
	Total Minority Representation	%	-	405-1	19.0	17.7
	White	%	-	405-1	81.0	82.3

9. Water calculations were performed in accordance with GRI Standards (GRI 303). Water discharge is the sum of effluents (treated or untreated wastewater), used water, unused water released to surface water, ground water or third party for which we do not have any further use. Water withdrawal is the sum of all water drawn from surface water, groundwater or third party for any use over the course of the reporting period. Many facilities withdrawal from groundwater and do not have meters to accurately capture the data. Estimates have been made for these facilities where feasible. The Andersons will continue to refine their water withdrawal information each year as more data is captured and recorded.

10. Waste metrics were performed in accordance with GRI Standards (GRI 306). Waste definitions were in accordance with U.S. EPA 49 CFR Part 260-261. Waste values are still being refined as all facilities where The Andersons operates have not reported metrics due to their waste handling operations. These facilities are being addressed to ensure future data is captured.

11. Social data was compiled using EEO-1 data for United States employees and Workday for all employment data (international).



# PERFORMANCE DATA

		Unit of Measure	SASB Map	GRI Map	2021	2022
SOCIAL PERFORMANCE	WORKFORCE <sup>11</sup>					
	EXECUTIVE/SENIOR OFFICIALS AND MANAGERS					
	Women	%	-	405-1	25.0	25.0
	Hispanic or Latino	%	-	405-1	0.0	0.0
	Black or African American	%	-	405-1	0.0	0.0
	Asian	%	-	405-1	0.0	0.0
	American Indian or Alaskan Native	%	-	405-1	0.0	0.0
	Native Hawaiian or Pacific Islander	%	-	405-1	0.0	0.0
	Two or More Races	%	-	405-1	0.0	0.0
	Not Identified	%	-	405-1	0.0	0.0
	Total Minority Representation	%	-	405-1	0.0	0.0
	White	%	-	405-1	100.0	100.0
	FIRST/MID-LEVEL OFFICIALS AND MANAGERS					
	Women	%	-	405-1	20.5	21.8
	Hispanic or Latino	%	-	405-1	3.9	3.3
	Black or African American	%	-	405-1	4.4	3.0
	Asian	%	-	405-1	1.5	1.0
	American Indian or Alaskan Native	%	-	405-1	<1	0.0
	Native Hawaiian or Pacific Islander	%	-	405-1	0.0	0.0
	Two or More Races	%	-	405-1	<1	<1
	Not Identified	%	-	405-1	2.7	2.3
	Total Minority Representation	%	-	405-1	12.9	10.0
	White	%	-	405-1	87.1	90.3
	PROFESSIONALS					
	Women	%	-	405-1	43.4	41.6
	Hispanic or Latino	%	-	405-1	4.0	4.7
	Black or African American	%	-	405-1	2.8	3.2
	Asian	%	-	405-1	2.5	2.3
	American Indian or Alaskan Native	%	-	405-1	<1	<1
	Native Hawaiian or Pacific Islander	%	-	405-1	0.0	0.0
	Two or More Races	%	-	405-1	1.2	1.2
	Not Identified	%	-	405-1	2.1	2.6
	Total Minority Representation	%	-	405-1	13.1	14.2
	White	%	-	405-1	86.9	85.8





PERFORMANCE DATA

		Unit of Measure	SASB Map	GRI Map	2021	2022
SOCIAL PERFORMANCE	WORKFORCE <sup>11</sup>					
	Total Workforce - All Employees	COUNT	-	-	2,368	2,278
	Total Workforce - Women	%	-	405-1	25.5	26.3
	Total Workforce - Not Identified Gender	%	-	405-1	<1	<1
	Total Workforce - Racial/Ethnic Minority Groups	%	-	405-1	18.3	18.3
	Employees by Age Group Baby Boomers	%	-	405-1	17.8	16.8
	Employees by Age Group Generation X	%	-	405-1	33.9	32.9
	Employees by Age Group Millennials	%	-	405-1	41.1	41.0
	Employees by Age Group Generation Z	%	-	405-1	6.7	8.9
	Employees by Age Group Silent Generation	%	-	405-1	<1	<1
	Employees by Age Group Not Identified	%	-	405-1	<1	<1
	Board of Directors					
	Board of Directors - Women	%	-	405-1	20.0	20.0
	Board of Directors - Racial/Ethnic Minority Groups	%	-	405-1	10.0	10.0
	Board of Directors by Age Group Baby Boomers	%	-	405-1	10.0	10.0
	Board of Directors by Age Group Generation X	%	-	405-1	90.0	90.0
	Officers					
	Officers - Women	%	-	405-1	25.0	25.0
	Officers - Racial/Ethnic Minority Groups	%	-	405-1	0.0	0.0
	Officers by Age Group Baby Boomers	%	-	405-1	38	38
	Officers by Age Group Generation X	%	-	405-1	38	38
	Officers by Age Group Millennials	%	-	405-1	13	13
	All Senior Management	count	-	405-1	79.0	86.0
	Senior Management - Women	%	-	405-1	18.9	18.0
	Senior Management - Racial/Ethnic Minority Groups	%	-	405-1	7.0	9.6
	Senior Management by Age Group Baby Boomers	%	-	405-1	15.2	14.4
	Senior Management by Age Group Generation X	%	-	405-1	57.6	56.9
	Senior Management by Age Group Millennials	%	-	405-1	27.2	28.7



PERFORMANCE DATA

		Unit of Measure	SASB Map	GRI Map	2021	2022
SOCIAL PERFORMANCE	WORKFORCE <sup>11</sup>					
	All Supervisors	COUNT	-	-	453	445
	Supervisors - Women	%	-	405-1	21.1	21.5
	Supervisors - Not Identified Gender	%	-	405-1	<1	<1
	Supervisors - Racial/Ethnic Minority Groups	%	-	405-1	11.6	10.6
	Supervisors by Age Group Baby Boomers	%	-	405-1	14.9	13.3
	Supervisors by Age Group Generation X	%	-	405-1	43.7	43.3
	Supervisors by Age Group Generation Z	%	-	405-1	<1	1.0
	Supervisors by Age Group Millennials	%	-	405-1	40.8	42.5
	Total Hires - All Employees	count	-	401-1	797.0	913.0
	Total Hires - Women	%	-	401-1	24.3	24.3
	Total Hires - Not Identified Gender	%	-	401-1	2.5	1.0
	Total Hires - Racial/Ethnic Minority Groups	%	-	401-1	32.3	32.5
	Total Hires by Age Group Baby Boomer	%	-	401-1	5.4	9.6
	Total Hires by Age Group Generation X	%	-	401-1	18.6	19.4
	Total Hires by Age Group Millennials	%	-	401-1	49.3	42.5
	Total Hires by Age Group Generation Z	%	-	401-1	23.4	27.3
	Total Hires by Age Group Silent Generation	%	-	401-1	<1	<1
	Total Hires by Age Group Not Identified	%	-	401-1	2.6	1.0
	Intern/Co-op Hires - Total	count	-	-	14	15
	Intern/Co-op Hires - Women	%	-	405-1	28.6	28.6
	Intern/Co-op Hires - Not Identified Gender	%	-	405-1	14.3	0.0
	Intern/Co-op Hires - Racial/Ethnic Minority Groups	%	-	405-1	14.3	6.7
	Interns by Age Group Millennials	%	-	405-1	14.3	0.0
	Interns by Age Group Generation Z	%	-	405-1	85.7	100.0
	Intern to Employee Conversions - Total	count	-	-	12	15
	Intern to Employee Conversions - Women	%	-	405-1	19.0	14.3
	Intern to Employee Conversions - Racial/Ethnic Minority Groups	%	-	405-1	4.8	7.1
	Intern to Employee Conversions by Age Group Millennials	%	-	405-1	16.7	0.0
	Intern to Employee Conversions by Age Group Generation Z	%	-	405-1	83.3	100.0





PERFORMANCE DATA

	Unit of Measure	SASB Map	GRI Map	2021	2022	
SOCIAL PERFORMANCE	COMMUNITY INVESTMENT <sup>12</sup>					
	Nonprofits Supported	count	-	-	567	500
	Agriculture Supported	count	-	-	73	74
	Employee Donations to Nonprofits	\$	-	-	388,044	432,132
	Employee Volunteer Hours	hours	-	-	1,784	5,979
	Company Matching Gifts (From The Andersons Inc. Charitable Foundation)	\$	-	-	103,439	314,230
	Company Service Event Participation	%	-	-	11	45
	Total Employee Engagement	%	-	-	35	57
	SUPPLY CHAIN					
	Percent of Agriculture Products Sourced Certified to Third-Party	% by Cost	FB-AG-430a.1	-	NA	<1
Supplier Social and Environmental Audit, Nonconformance, and Corrective Action	Rate by %	FB-AG-430a.2	-	NA	<1	
SAFETY PERFORMANCE	PERSONAL SAFETY PERFORMANCE <sup>13</sup>					
	Total Fatality	count	FB-AG-320a.1	403-9	0	0
	Total Company - Fatality Rate	per 200,000 hrs worked	FB-AG-320a.1	403-9	0.00	0.00
	Total Company - OSHA RECORDABLE	count	FB-AG-320a.1	403-9	52	40
	Total Company - OSHA RECORDABLE INCIDENT RATE	per 200,000 hrs worked	FB-AG-320a.1	403-9	2.15	1.98
	Total Company - LOST TIME	count	FB-AG-320a.1	403-9	21	10
	Total Company - LOST TIME RATE	per 200,000 hrs worked	FB-AG-320a.1	403-9	0.87	0.49
	Total Company - TOTAL COUNT OF HEALTH ILLNESSES	count	-	403-10	0	0
	Process Safety Events - Tier 1 (API Calculation)					
	Total Company	count	-	-	1	1
Total Company	(total tier i count/total work hours) X 200,000	RT-CH-540a.1	-	0.04	0.05	
GOVERNANCE PERFORMANCE	GOVERNANCE					
	Board Composition - Independent Directors	%	-	-	80	80
	Board Composition - Independent Directors	count	-	-	8	8
	Board Composition - Board Diversity (women + ethnic minorities)	%	-	405-1	30	30
	Board Composition - Women	count	-	405-1	2	2
	Board Composition - Ethnic Minorities	count	-	405-1	1	1
	CYBERSECURITY					
	Email Account Holders Receiving Phishing Simulations	%	-	-	100	100

12. Includes The Andersons Foundation dollars where applicable.  
13. All data excluded contractors. The data presented does not include COVID-19 cases that The Andersons conservatively recorded as work-related.



# EEO-1 EMPLOYMENT DATE - PERFORMANCE ENHANCED

Effective as of Date: 12/31/2022      Organization: Andersons Companies (US Only)

Job Categories	Number of Employees (Report employees in only one category)														
	Race/Ethnicity														Total Col A-N
	Hispanic or Latino		Non/Hispanic or Latino												
	Male	Female	Male						Female						
			White	Black or African American	Native Hawaiian or Pacific Islander	Asian	Native American or Alaska Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	Native American or Alaska Native	Two or More Races	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1.1 Executive or Senior Level Officials and Managers	0	0	6	0	0	0	0	0	2	0	0	0	0	0	8
1.2 First or Mid-Level Officials and Managers	9	2	283	10	0	2	0	1	78	2	0	2	0	0	389
2 Professionals	8	2	167	7	0	7	1	3	125	4	0	1	0	1	333
3 Technicians	0	1	22	4	0	0	0	0	7	1	0	0	0	0	36
4 Sales Workers	0	12	58	0	0	0	0	0	26	0	0	0	1	0	86
5 Administrative Support Workers	1	0	28	1	0	0	1	0	154	9	0	4	1	2	213
6 Craft Workers	6	0	135	1	0	1	0	1	0	0	0	0	0	0	144
7 Operatives	54	8	521	84	1	6	4	9	56	7	0	0	0	3	753
8 Laborers and Helpers	4	3	29	28	0	0	0	1	16	1	0	2	0	0	84
9 Service Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	82	37	1249	135	1	16	6	15	464	24	0	9	2	6	2046





## FORWARD LOOKING STATEMENT

This sustainability review includes forward-looking statements that reflect management's current views of company performance, industry conditions and future economic environment. These statements are based on assumptions and various factors that are subject to risks and uncertainties. These risks and uncertainties are described in our 2022 Annual Report on Form 10-K, including under Item 1A. Risk Factors, and in other filings with the Securities and Exchange Commission (SEC). Forward-looking statements are made in accordance with safe harbor provisions of the Private Securities Litigation Reform Act of 1995 and Non-GAAP Financial measures. These statements are based on current expectations which involve several risks and uncertainties and do not relate strictly to historical or current facts, but rather to plans and objectives for future operations. These statements include words such as "anticipate", "forecast", "expect", "believe", "continue", "may", "seek", "might", "plan", "predict", "project", "target", "will", "would", "should", "estimate", "intend" or other similar expressions as well as statements regarding projections of future operating results, business strategy, environment, key trends and benefits of actual or planned acquisitions. We caution that these statements are not guarantees of future performance and you should not rely unduly on them, as they involve risks, uncertainties, and assumptions. While our management considers these assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties, most of which are difficult to predict and many of which are beyond our control. Factors that could cause actual results to differently materially from the future performance that we have expressed or forecast in our forward-looking statements include but are not limited to: disruption caused by health epidemics; competition in agricultural industry and other industries in which we operate; commodity market risks, including those that may result from weather conditions; financial market risks; counterparty risks; risks associated with changes to government policy or regulation, including changes to tax laws; risks related to acquisitions and disposition activities and achieving anticipated results; risks associated with merchant trading; risks related to our equity method investees and other factors detailed in reports filed with the SEC. All forward-looking statements speak only as of the date made, and we undertake no obligation to publicly update or revise any forward-looking statements to reflect events or circumstances that may arise after the date of this review except as required by law.