



2022

SUSTAINABILITY REVIEW

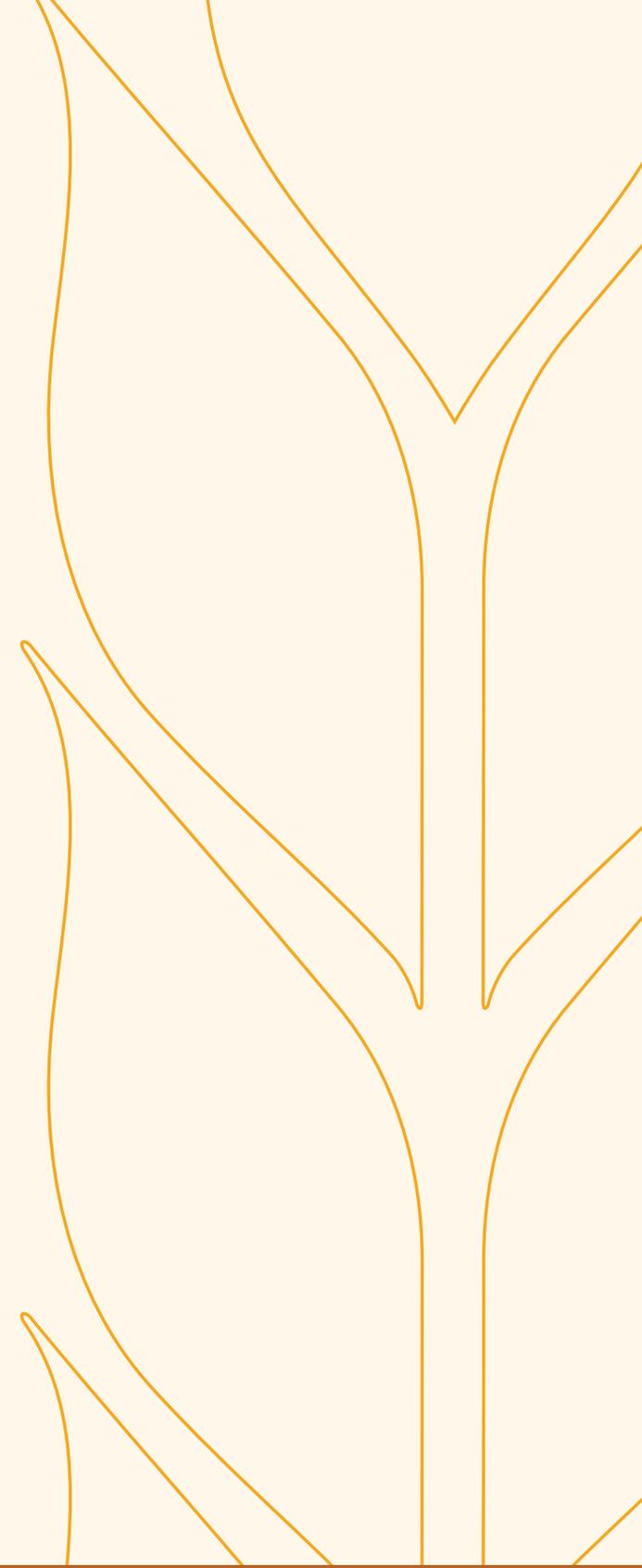


TABLE OF CONTENTS

INTRODUCTION

- 3 A Letter from CEO
Pat Bowe
- 4 A Letter from EVP
Christine Castellano
- 5 A Letter from ES&G
Director Timothy
Venverloh
- 6 About This Report

ENVIRONMENTAL

- 8 Supplier LoCT Process
- 9 Energy Use
- 10 Water Use and Waste
- 11 CO₂ Emissions (GHG)
- 13 Sustainable Sourcing and
Partnerships

SOCIAL

- 15 A Culture of Safety
- 16 Building Strong
Communities
- 17 Community Engagement
- 19 Support to Agriculture
Organizations
- 20 Our Employees

GOVERNANCE

- 24 Policies
- 25 Enterprise Risk
Management
- 26 Sustainable Development
Goals
- 27 Company Profile
- 28 Awards and Recognition

APPENDIX

- 29 GRI Index



A LETTER FROM CEO PAT BOWE

The Andersons is proud to be celebrating its 75th anniversary in 2022. Seventy-five years represents a major milestone in our legacy of service to others, which has been a primary focus of the company since its founding in 1947. To commemorate this occasion, we aspire to perform 75 acts of service in the many communities in which we live and do business. For example, so far in 2022, employees from Clymers, Indiana, hosted a bowling fundraiser in support of children's literacy through their local United Way, our Human Resources team packed spring baskets for the Ronald McDonald House Charities of Northwest Ohio, employees in the Metro Toledo area also participated in a bowling fundraiser and raised more than \$15,000 to support Junior Achievement programming, and members of The Andersons Trade and Processing team packed 1,000 lunches for the Harvesters food network in Kansas City, Missouri.

We believe, however, that our obligations to our communities and to our customers extend considerably further. To be a good corporate neighbor, we must set

our sights on what we can do to be a sustainable company and to serve, with others in our industry, as stewards of the world we all share.

The Andersons has made progress in the way we measure our Environmental, Social, and Governance programs since we first published our sustainability review in 2020. Our goal is to be successful in providing our customers with products and services that are of value, while preserving our natural resources for future generations.

Today, we share with you our 2022 Sustainability Review. We hope you enjoy reading about the actions we are taking now to create a more sustainable future for us all.



Pat Bowe
President and CEO
The Andersons



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

A LETTER FROM EVP CHRISTINE CASTELLANO

Within our **Statement of Principles**, we express the importance of valuing our employees, our growers, our customers, and our communities, as well as other stakeholders. We believe that every voice should be heard. When differences are valued and all people treated with respect, a supportive, inclusive culture can thrive and serve as a catalyst for growth and innovation. We believe that differences in people are a strength, especially when they are focused on a common goal.

One such goal for The Andersons is sustainability. We thank many people, both within our company as well as external – our growers, customers, shareholders, and communities, for adding their voice to the sustainability conversation. Today, we are excited to share our work over the past year, which has focused on analyzing and mapping our processes and procedures to include data on our carbon footprint as well as water and energy consumption. We also are excited to share our ongoing work in the social and governance space.

Our commitment to being nimble and innovative carries through to how we develop and implement customized solutions for our ag customers and communities, so that they as well may meet their sustainability needs.

Publishing this report on Earth Day, a time to pause and support environmental protection endeavors, is especially impactful as we share with you what we have accomplished thus far as well as our promise to grow our sustainability efforts for many years to come.

We look forward to what we can accomplish as a company and as an industry, and are proud to be a part of this conversation.

Christine Castellano
Executive Vice President,
General Counsel & Corporate Secretary
The Andersons



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

A LETTER FROM ES&G DIRECTOR TIMOTHY VENVERLOH



Six months ago, The Andersons published initial environmental metrics on our Scope 1 and 2 greenhouse gas emissions to complement our ongoing Social and Governance. The 2022 Sustainability Review brings together Environmental, Social, and Governance stories and metrics. This Review lays the foundation for future ES&G reporting. Our desire is to be proactive and nimble, both for our stakeholders and as new reporting requirements are promulgated.

Since November, many of our customers have encouraged our progress, and I hope that we continue to impress them with our transparency and ES&G stewardship. Because the work published in November showcased our 2020 GHG impact, we can now provide data in this report in the form of a trend. In the report, you will note energy use, emissions data trends, and disclosure of the work we are doing to report water use and waste generation. We also are able to expand on our efforts that are going into our sustainable sourcing partnerships and projects.

Timothy Venverloh

Director, Environmental, Social, and Governance
The Andersons



ABOUT THIS REPORT

INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

Welcome to The Andersons 2022 Sustainability Review. We are happy to report to you and to showcase our progress with new subjects, stories, and metrics. In addition, this report represents a new cadence, and you may anticipate that each year around Earth Day we will reveal our work from the preceding calendar year.

This report reflects our commitment to transparency and communication on progress toward sustainability-related subjects and metrics. To date, we have based our approach and focus on the common materiality issues within our industry such as GHGs, water use, energy use, waste, and sustainable production.

This report does not include details on our financial performance. These details can be found on our corporate website and in our public filings available through the U.S. Securities and Exchange Commission (SEC).

Unless otherwise noted, this report covers initiatives and performance metrics associated with our operations from January 1 through December 31, 2021. We are still in the process of gathering data and the information contained herein has not been audited.

This report has been prepared with reference to the Global Reporting Initiative's (GRI)

Sustainability Reporting Standards. For more information on the GRI, please visit their website at [globalreporting.org](https://www.globalreporting.org).

The Andersons supports the Sustainable Development Goals (SDG), which represent a universal call to action to improve our global condition. We have identified the progress and metrics in this report that align with the SDGs we feel are associated with the work we do.

For a detailed explanation of all Sustainable Development Goals and indicators, visit their website at un.org/sustainabledevelopment.

We welcome feedback on our 2022 Sustainability Review. To share questions or comments, please contact hostmaster@andersonsinc.com.





INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX



ENVIRONMENTAL

THE SUPPLIER LoCT PROCESS

INTRODUCTION

ENVIRONMENTAL

SOCIAL

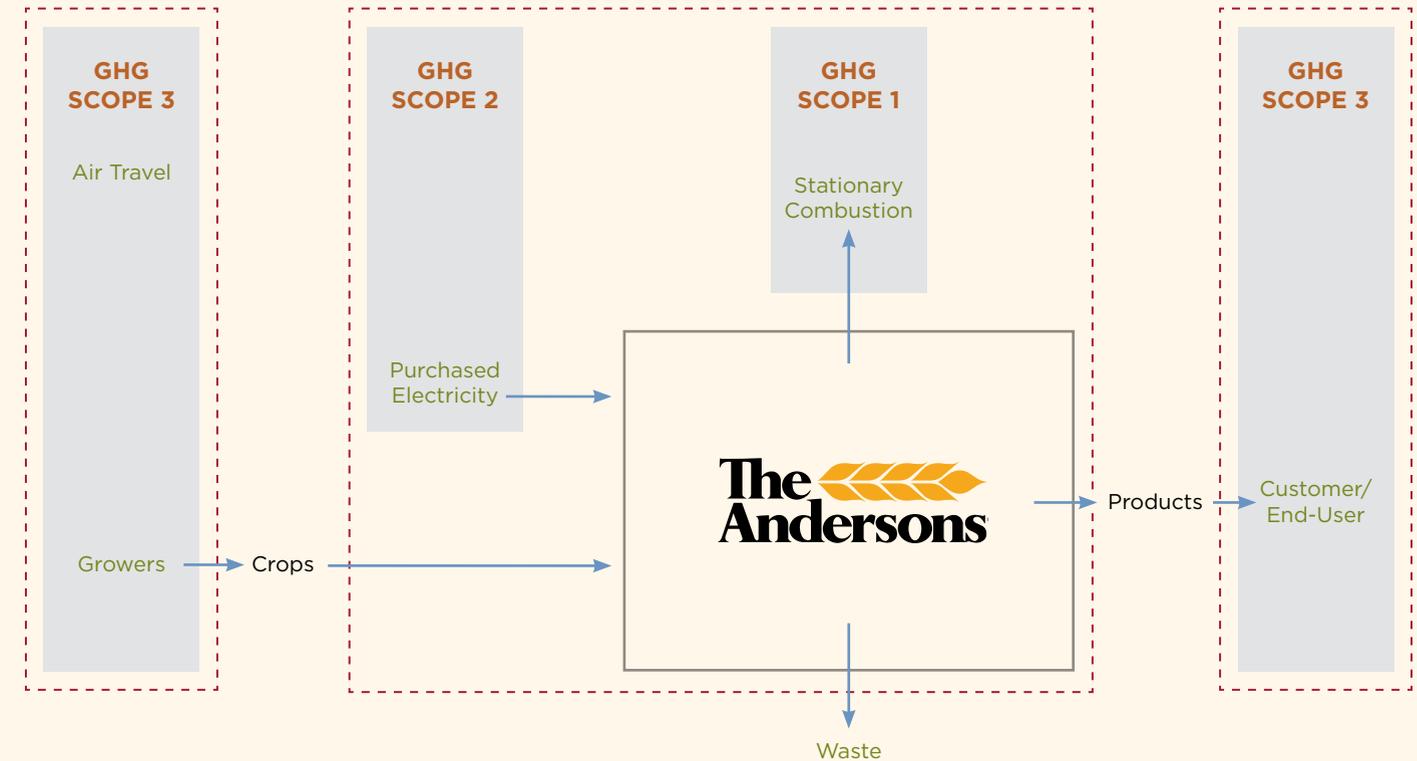
GOVERNANCE

GRI INDEX

During 2021, we participated in the Supplier Leadership on Climate Transition (Supplier LoCT) as hosted by Guidehouse Consulting. In accordance with the Supplier LoCT continuous improvement philosophy, our environmental metric calculations will continue to be refined over time. We want to thank our customers for their help and guidance as we continue this journey.

As part of the Supplier LoCT process, in 2021, The Andersons calculated energy usage across our facilities in North America.¹ We are now able to report energy and GHG emissions trending. A simplified operating boundary is shown on the right. The Andersons recognizes the many benefits that reducing energy use and conserving raw materials and natural resources provides to the world and to business sustainability. As an important part of the agricultural supply chain, we strive to better understand the risks and opportunities associated with a sustainable and ever more resilient world.

As reported in November 2021, we anticipate taking the following steps as our understanding of the data develops:



a) on-going tracking of energy and natural resources use at our major facilities

b) evaluation of trends to identify opportunities for sustainability-related projects

c) establishment of impact goals based upon consideration of trending data

d) monitoring of our progress and providing transparent reporting via established platforms

¹ In August, 2021, The Andersons sold its Rail leasing business. At the same time, the company announced its intention to divest the Rail repair business. These assets and operations have been classified as discontinued operations in our financial statements, and were not included in the calculation of GHG emissions. The Supplier LoCT logo is included with permission from Guidehouse.

ENERGY USE



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

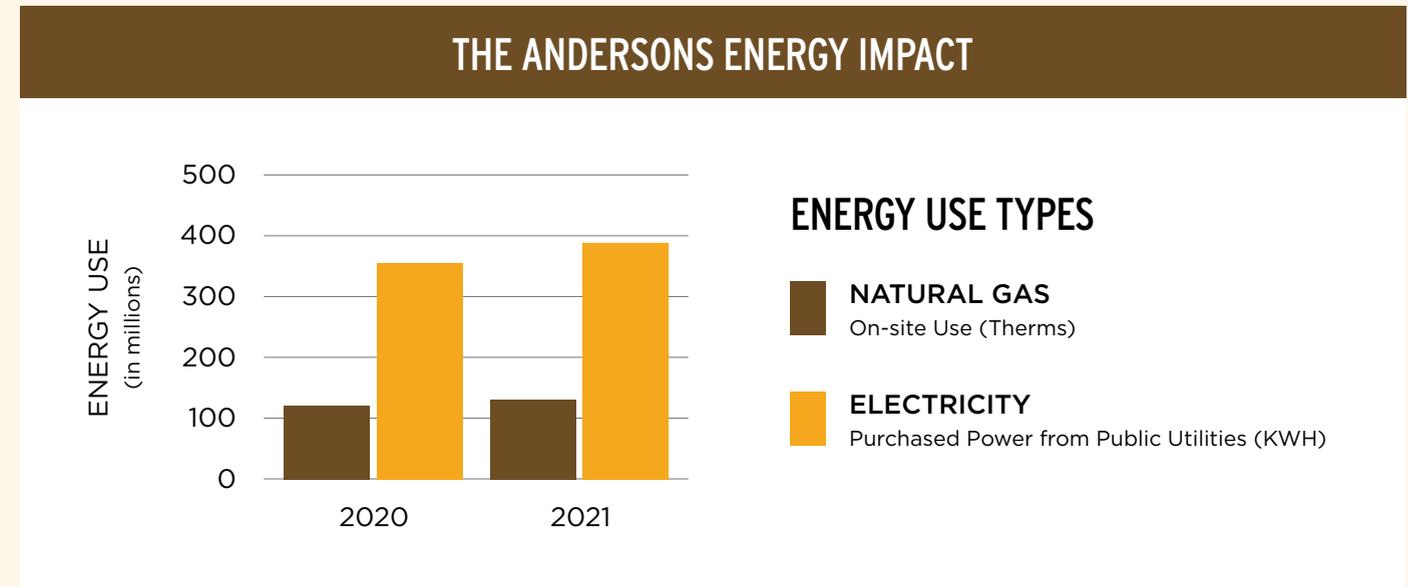
GRI INDEX

Based on our work to develop our GHG emissions impact, we are also able to disclose our energy use and type across all owned assets of The Andersons.

Our Scope 1 GHG emissions are predominately produced from on-site natural gas use.

Our Scope 2 GHG emissions are predominately produced from off-site purchased electricity.

The Andersons has more than 100 owned facilities that use energy in various forms. The predominate on-site use of energy is from natural gas utility providers and the predominate use of off-site generated power is from electric utility providers. The use of natural gas for the calendar years of 2020 and 2021 was approximately 121 million therms and 132 million therms, respectively. The use of off-site generated electric power for calendar years 2020 and 2021 was approximately 356 million kwhs and 388 million kwhs, respectively. The difference between 2020 and 2021 primarily reflects changes in the business as a result of the COVID-19 pandemic.



WATER USE AND WASTE

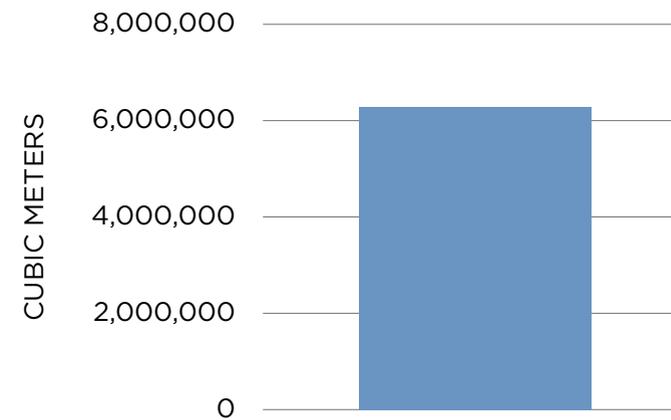


Estimates for water usage and waste generation are depicted here. We are continuing to review our operations to locate all water usage by source (e.g., public utility provider, metered well, non-metered well), and intend to continue to refine this information. Our data and progress to date for water use are shown in the chart to the right.

Similarly, we are continuing to review our operations for waste generation. Waste generated on site at facilities owned by The Andersons is generally a relatively low quantity of non-hazardous types. Our data and progress to date for waste generation are shown in the chart on the bottom right.

Using resources purposefully is important to The Andersons, and we anticipate working with our customers and partners to incorporate the concepts of circularity into our supply chain and to identify ways to reduce post-harvest loss.

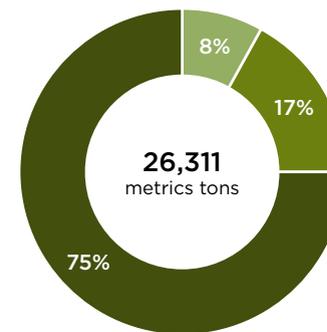
THE ANDERSONS 2021 WATER USE



WATER USE

The volume of water use shown here is our best corporate-wide estimation to date. The Andersons uses both public service-provided water and well water. We are currently recording all source types and will refine our water use metrics and disclose our progress annually.

THE ANDERSONS 2021 WASTE IMPACT BY TYPE



- RECYCLED / REUSE MIXED MATERIALS
- REFUSE WASTE
- SOLID (NOT TRASH OR RECYCLED)

The predominate wastes generated by The Andersons are non-Hazardous. Hazardous waste generation occurs at less than 1% of the total of all types.

CO₂ EMISSIONS (GHG)



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

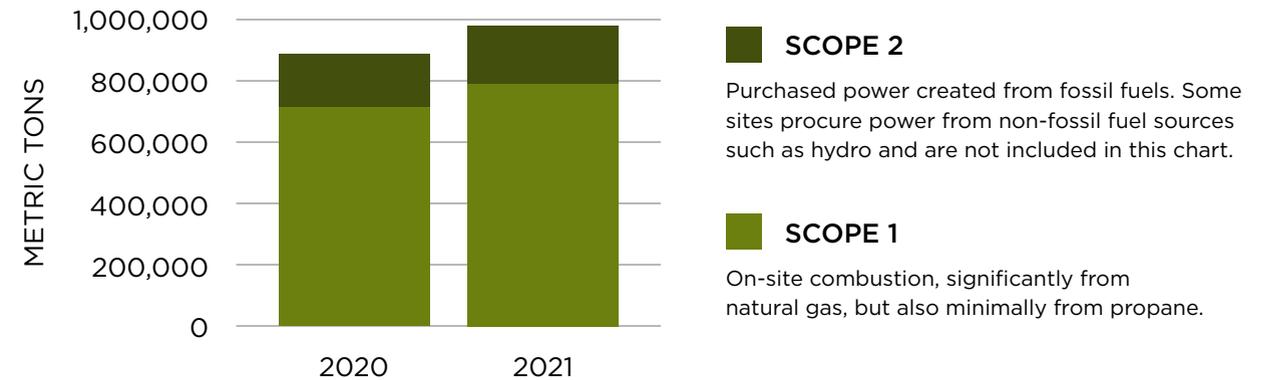
GRI INDEX

SCOPE 1 AND SCOPE 2 GHG EMISSIONS

Continuing with the work started in 2020 to baseline our Scope 1 and Scope 2 GHG impact, The Andersons has calculated our 2021 GHG Scope 1 and 2 impact shown in the chart. This is our second year calculating our Scope 1 and Scope 2 GHG emissions. These charts show our 2020 baseline GHG (Scope 1 and 2) as well as our 2021 GHG impact. The difference between 2020 and 2021 primarily reflects changes in the business as a result of the COVID-19 pandemic.

Relative to others in our industry, The Andersons has a modest combined Scope 1 and Scope 2 GHG impact. For the calendar year of 2021, we are reporting combined Scope 1 and 2 GHG emissions of approximately 975,000 mtns CO₂e (see graphic). Consistent with the Supplier LoCT process, we continue to refine these calculations annually. Our Scope 1 and 2 GHG impact is produced from the ownership and operations of just under 100 facilities located within the U.S. and Canada. As expected, the majority of Scope 1 emissions are from our five ethanol plants. All five ethanol plants are owned as part of joint ventures, with The Andersons having an approximate 51% ownership.

THE ANDERSONS GHG IMPACT



CO₂ EMISSIONS (GHG)



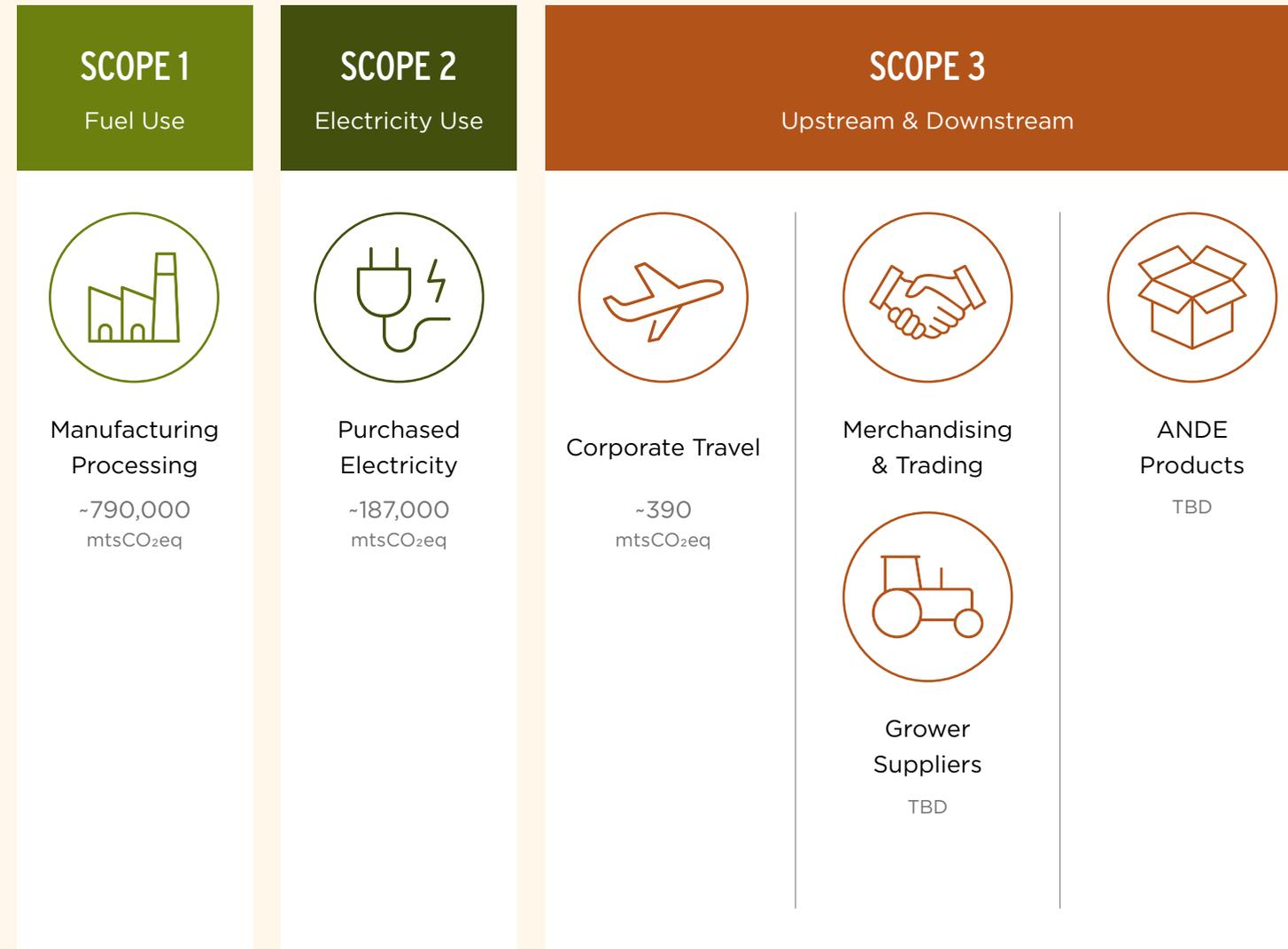
INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX



2021 SUPPLY CHAIN GHG EMISSIONS

Scope 3 GHG emissions are the most difficult to calculate. The Andersons is working to capture data related to the various elements comprising our supply chain, from grower suppliers to the end-user of our products. The agricultural industry is diligently working to discover climate mitigation practices and products that can be introduced for the benefit of all. The Andersons has already begun to partner with our suppliers and end-users in new and different ways to bring about climate-smart practices and products. We hope to showcase our efforts and metrics in upcoming Sustainability Reviews. Stay tuned!

SUSTAINABLE SOURCING AND PARTNERSHIPS



INTRODUCTION

ENVIRONMENTAL

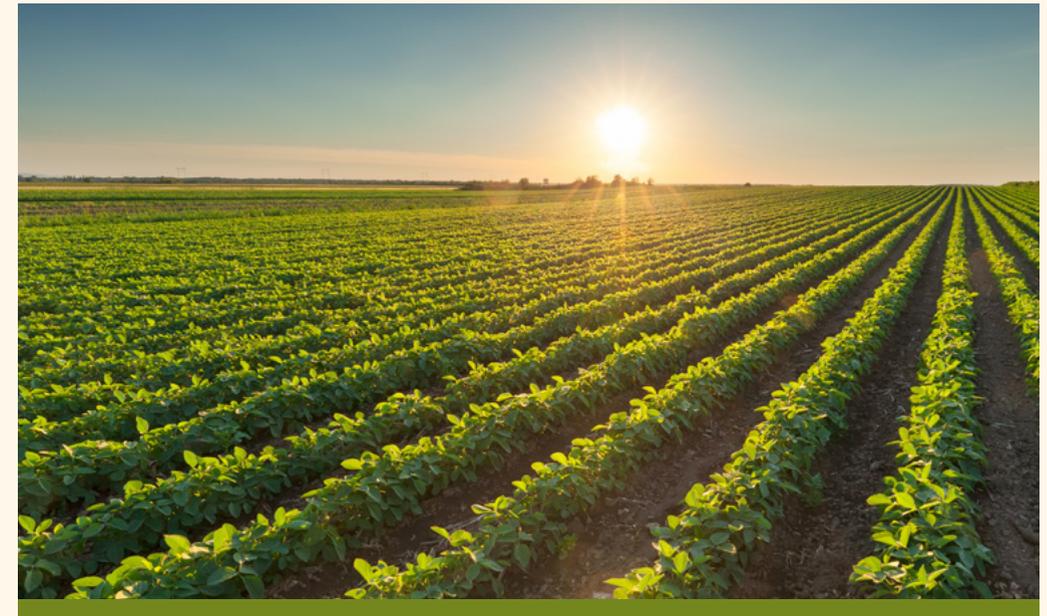
SOCIAL

GOVERNANCE

GRI INDEX

The Andersons knows it is an exciting time for agriculture, and we are happy to be a part of it. Our suppliers, customers, and industry participants are working hard to answer the call for an accelerated approach to address GHG mitigation and implement climate-smart technologies. To put a positive spin on the urgency, it's a time of discovery and adventure. The Andersons is working with others on climate-smart proposals in answer to the USDA's recent call for climate solutions through its Partnerships for Climate-Smart Commodities Program. We support the USDA in this important and urgent initiative.

In addition to this, we have been working directly with our end-users and customers to design and plan sustainable sourcing projects. We currently have projects and proposals in the planning stages to advance sustainable wheat, corn, and oats production. To do this, we have made strategic partnerships with the organizations and programs shown below, and we encourage you to visit these websites to learn more.



fieldtomarket.org



nutrientstewardship.org



responsibleag.org



theoutcomesfund.com

INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

SOCIAL



A CULTURE OF SAFETY



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

A safe work environment is a priority at The Andersons. The company continues to implement its safety programs, with an emphasis on preventing serious injuries and fatalities (SIF). To help drive a culture of learning and proactivity, SIF conditions are identified, while all incidents and near-misses, especially of SIF nature, are investigated to understand the underlying root causes and contributing factors, and to develop corrective actions.

The Andersons Road 2 Zero program is a focused approach and tracking mechanism to delivering proactive Environmental Health and Safety (EHS) 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.

Year-end 2021 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.



BUILDING STRONG COMMUNITIES



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

Service is 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

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 100 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. Each year, about half of our employees contribute to more than 500 different charities. The Andersons pays

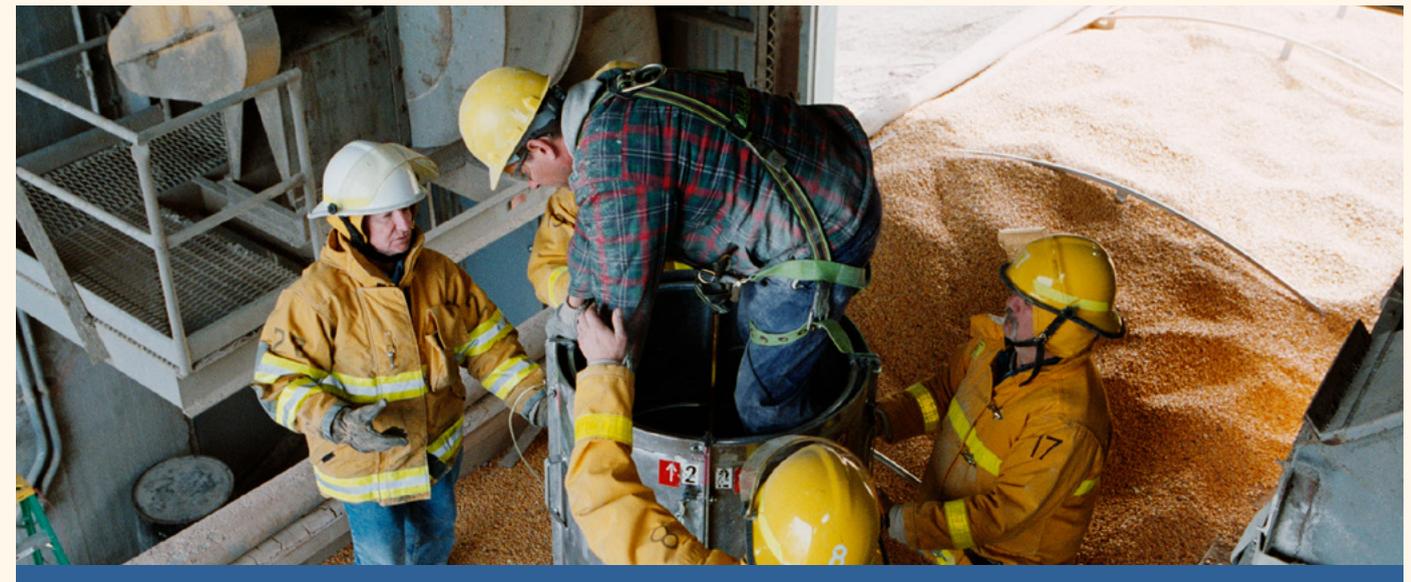
all costs to administer the campaign, so 100% of each employee’s contribution goes directly to the charities.

An added benefit is the gift match program. We match, dollar for dollar and up to \$1,000 per calendar year, contributions employees have made to charitable organizations. The company matches almost \$100,000 through this program annually.

EMERGENCY RESPONSE AND SAFETY

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 90 grain rescue tubes since 2011 to fire departments in communities the company serves (10 in 2021).



COMMUNITY ENGAGEMENT



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

The Andersons encourages its employees to engage with community organizations as volunteers, committee members, and board members. The time, talent, and advocacy provided through this engagement is often invaluable for the organization and allows our employees to expand their professional skillsets as well. Some examples of our employees' commitment to service follow.

HABITAT FOR HUMANITY Northwest Ohio Chapter

The Andersons has supported a variety of Habitat for Humanity initiatives for decades. While the COVID-19 pandemic offered many challenges in 2021, it did not hinder our commitment. Nearly 200 volunteer hours were provided to Habitat last year.

In support of Habitat's mission, the company supports having safe and affordable housing available to families. Two teams volunteered for a home build project, various teams helped prepare parts and components for the Project Playhouse event, and the company-sponsored Project Playhouse was constructed as planned. 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.

MISSION POSSIBLE

Harvesters Foodbank, City Mission, and Cherry Street Mission Ministries, Overland Park, Kansas, and Maumee, Ohio

A friendly competition between two office locations to support food insecurity in each community resulted in over 25,000 total nonperishable food items, over \$7,000 in cash donations, and a truckload of bottled water for a local homeless shelter. A shared creative and competitive drive toward an important cause in the community, amplified by an on-going pandemic, fueled a philanthropic spirit for both teams. The glory of a grocery cart trophy has started an annual event in support of the community. Congratulations to the Overland Park office location for making a "Mission Possible."

VETERANS DAY CARE KIT BUILD

Veteran Community Project and American Red Cross, Overland Park, Kansas, and Maumee, Ohio

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. The Andersons is proud of our employees who are veterans, having given their service and commitment to their country.



COMMUNITY ENGAGEMENT



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

HOLIDAY SNACK PACK BUILD

Connecting Kids to Meals, Northwest Ohio

One in every four children in Lucas County, Ohio, is food insecure. Of the 130 schools in that area, over half of their student population qualifies for free or reduced meals. To provide support for children, employees packed 500 holiday snack pack kits, including personal notes of encouragement, to be distributed through Connecting Kids to Meals over the Christmas and New Year holidays. Over 100 volunteers helped make this event a success.

PERRYSBURG PLAYGROUND BUILD

Perrysburg, Ohio

Established in 2019 after identifying a recreational gap in the community, Wood County Plays set out to build the area's first inclusive playground where children of all abilities could play together on challenging and accessible equipment.

Just two years later, this became a reality at Perrysburg Community Rotary Park. A team of eight employees from The Andersons joined alongside other volunteers to build a safe play

space that children with physical, cognitive, and sensory disabilities could enjoy. With zipline racers, music equipment, a sensory tunnel, and other special pieces of playground equipment across the playground's 13,000 square feet, local kids have an extraordinary place to just have fun!





SUPPORT TO AGRICULTURE ORGANIZATIONS



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

On an annual basis, The Andersons supports a variety of FFA and 4-H organizations at the national, state, county, and local levels in the communities where the company has operating locations or grower customers. The Andersons and the corporate foundation provide annual direct support to organizations that advance the agriculture industry, such as Progressive Agriculture Safety, Farms for City Kids, Nutrients for Life, Illinois Agriculture in the Classroom, There's a Pig in my Classroom, and state-level agriculture leadership institutes. The Andersons and related foundations also provide capital support for a variety of agriculture and community building investments for county fairs and other community events.



FIELDS OF PROMISE

Clymers, Indiana

Our Clymers, Indiana, ethanol facility includes 40 tillable acres that employees and local volunteers plant and harvest in support of feeding local children. A local grower donates time and the necessary equipment to plant and grow the crop. We donate the seed and nutrients needed for the crop as an in-kind donation. 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

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 universities.



OUR EMPLOYEES



INTRODUCTION

ENVIRONMENTAL

SOCIAL

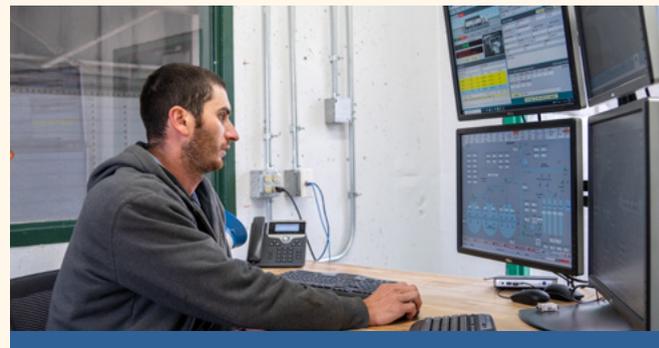
GOVERNANCE

GRI INDEX

RECOGNITION AND REWARDS PROGRAMS

Employees want to feel seen and valued for what they bring to the table, and recognizing and rewarding them leads to greater employee engagement, which increases retention and helps create a more positive overall workplace. The Andersons has a variety of programs that allow our employee base to be recognized and rewarded for their efforts.

4 recognition and rewards programs.



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 HR processes, and provides a portal through which new managers can collaborate and build relationships with leaders and peers.

This program was recently reformatted as a completely virtual experience. Leaders have 90 days to complete the full course as it is embedded into their customized Training Journeys.

70% of eligible managers have started or completed the program since January 2022.



THE ANDERSONS TRAINING JOURNEYS

Our Training Journeys, launched in January of 2022, are phased, customized trainings for new employees based on their role, with separate tracks for manager and individual contributor levels. Content includes tactical process training required for the employee to quickly become fully functional in their role.

The crucial items require completion within the first 30 days of hire, with other content being required at the 60- and 90-day marks.

Annual HR processes are available in a separate section for anyone that may need a refresher at any point throughout their career.

130 new hires since January 2022 and 34% have started or completed the program.



OUR EMPLOYEES



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

THE ANDERSONS NEW HIRE ORIENTATION

The Andersons New Hire Orientation, revamped for 2022, is a way for new individual contributor employees to become acquainted with The Andersons, our Statement of Principles, and the markets we serve, as well as allows employees to become familiar with departments 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 feel prepared for their new team, department, and role within the company.

47 *participants registered for the first New Hire Orientation in March 2022.*



DIVERSITY, EQUITY, AND INCLUSION TRAINING

DE&I training benefits all members of the organization. It helps front-line leaders become aware of unconscious bias and other barriers to inclusion and equity, and motivates positive behaviors and attitudes. In 2021, diversity on the board of directors increased to total of 3 out of 10.

Our managers were trained in two 2-hour sessions, which focused on uncovering and overcoming unconscious bias in the workplace and supporting inclusion and equitable treatment for all. On-going training takes place during The Andersons Training Journeys.

439 *managers trained from May to October 2021.*



EMPLOYEE REFERRAL PROGRAM

At The Andersons, we are always looking to grow our teams with talented people, and our Employee Referral Program helps us do just that, as 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.

195 *employee referrals hired in 2021.*



OUR EMPLOYEES



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

EMPLOYEE ENGAGEMENT SURVEYS

Employee engagement surveys are a great first step to measure, understand, and drive employee success. By continuously and consistently listening to your employees, it will not only help guide your engagement initiatives, but also help you build employee trust, empower managers, and improve your 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. We ask all of our full- and part-time employees to participate in the survey. Our employees have a stake in the company, and we want to hear from them because their opinions are valued.

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 in multiple ways, such as from a direct manager, business unit management team, HR business partner, or during a town hall in which we share overall company results. Our Corporate Leadership Team is committed to action planning therefore, once results are reviewed, action planning begins.

For the last several years, The Andersons has received overall positive scores within the Safety and Management categories of the engagement survey. Having the Employee Engagement Survey to measure how we are doing is a great way to gather feedback and allow us to live the commitment to our employee stakeholders as identified in our Mission, to “Help Each Other Improve.”





INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

GOVERNANCE

POLICIES

The Governance/Nominating Committee is tasked in its **Charter** with ES&G oversight. The company has published its **Corporate Governance Guidelines** which may be found under the Governance tab, within the Committee Composition section, on the Investor Relations section of The Andersons website.

The company's relationships are governed by our **Statement of Principles** as well as by a robust set of written policies applicable to employees, contractors, customers, visitors, vendors, and other third parties. Known as the **Standards of Business Conduct and Response Program**, it sets forth the ethical standards of behavior for employees and third parties doing

business with The Andersons. It includes topics such as conflicts of interest, supplier relations, confidentiality, fair competition, intellectual property rights, and fraud. The policy includes the procedures for reporting concerns, including the ability to report anonymously through a third-party ethics hotline.

The Harassment Free Workplace Policy 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. New in 2021, The Andersons issued its **Human Rights Policy** which specifically

addresses human rights, fair employment, antislavery, and human trafficking. **The Anti-Corruption, Anti-Bribery Compliance Policy**, reissued in 2021, is designed to promote compliance with anti-corruption laws in the U.S. and around the world.

The company additionally provides parental leave for maternity, paternity, or adoption; military leave for those serving in the U.S. uniformed services; bereavement leave; leave for those suffering from domestic and sexual violence; and leave for voting and jury duty, and other types of leave available.



INTRODUCTION

ENVIRONMENTAL

SOCIAL

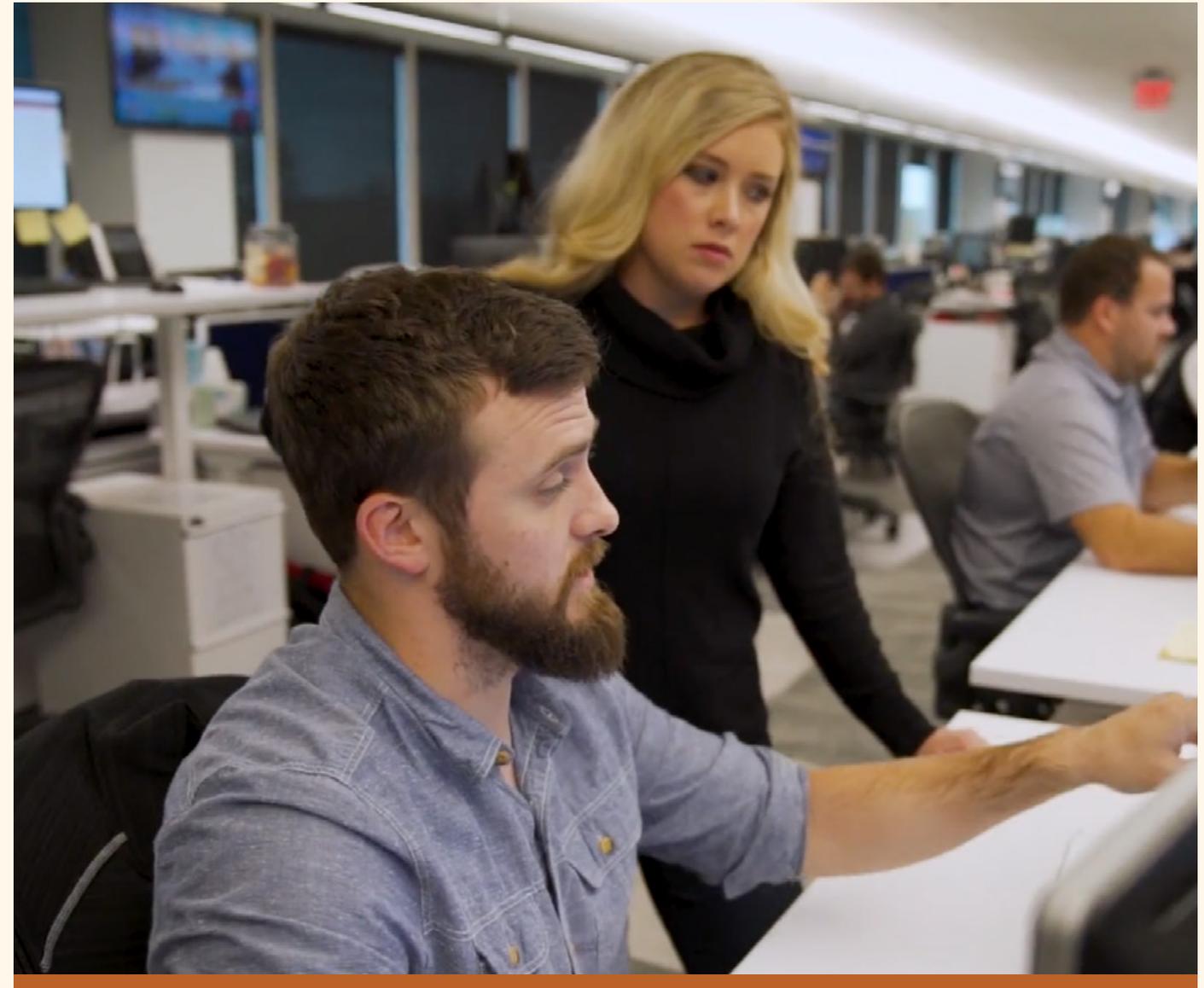
GOVERNANCE

GRI INDEX

ENTERPRISE RISK MANAGEMENT

Enterprise risk management (ERM) is an ongoing process designed to manage all risks within an organization. The Andersons ERM process is designed to incorporate best practices, integrate the ERM process with strategy, define the company's risk appetite, and create clear accountability for ongoing risk mitigation.

ERM is an evolving process with the ultimate objective to develop a view of the most significant risks to the organization in the achievement of its strategic objectives. The Andersons will continue to evolve its process to stay knowledgeable about potential risks and design strategies to navigate these risks.



SUSTAINABLE DEVELOPMENT GOALS

Admittedly, not every Sustainable Development Goal indicator aligns with The Andersons operations and supply chain, but we are dedicated to supporting the SDGs where we can. Below is a table of SDG goals and indicators where we feel we may have the most impact. We anticipate that with our important partnerships from grower supplier to food company end user, we can do more together to help make the world more sustainable.

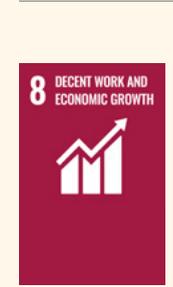
INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

	<p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>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</p>		<p>Take urgent action to combat climate change and its impacts</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.2.2 Total greenhouse gas emissions per year</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>
	<p>Ensure availability and sustainable management of water and sanitation for all</p> <p>6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p> <p>6.3.2 Proportion of bodies of water with good ambient water quality</p>		<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>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</p>
	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>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</p>		<p>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p> <p>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</p>



COMPANY PROFILE

Excluding Rail Segment

INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

FOUNDED	LISTED (NASDAQ)	HEADQUARTERS	MARKET CAP	EMPLOYEES	LOCATIONS	REVENUE ¹	ADJUSTED EBITDA ^{1,2}
1947	1996, ANDE	MAUMEE, OH	~\$1.9B	~2,400	~120	\$12.6B	\$353M

THREE OPERATING SEGMENTS

TRADE

- Purchase and merchandise grain, provide value-added risk management services to growers and customers
- Operate a broad network of storage and handling
- Merchandise a broad array of food and feed ingredients and specialty grains
- Provide logistics and transload services for grain and energy products

77 FACILITIES
~36M METRIC TONNES TRADED

RENEWABLES

- Refine corn into ethanol and other high-value products
- Partner with Marathon Petroleum, the nation's largest ethanol blender
- Co-own and manage the state-of-the-art biorefinery, ELEMENT, LLC
- Supply corn oil and other low-carbon feedstocks to the renewable diesel industry

5 FACILITIES
~525M GALLONS PRODUCED

PLANT NUTRIENT

- Supply primary nutrients; strong warehouse and farm center network in Eastern Grain Belt
- Manufacture engineered granular products for lawn and other diverse markets
- Manufacture and distribute specialty liquid ag and industrial products

37 FACILITIES
~2.5M TONS SOLD

OUR VISION: TO BE THE MOST NIMBLE AND INNOVATIVE NORTH AMERICAN AG SUPPLY CHAIN COMPANY

AWARDS AND RECOGNITION

THE QUEEN'S AWARD FOR ENTERPRISE

The Andersons is delighted to share that we have won the Queen's Award for Enterprise: Sustainable Development 2022. The Andersons joins more than 7,000 enterprises from the U.K. that have received this Royal recognition since the Awards were first established in 1965. It has been an exceptionally hard few years for businesses and this achievement is a testament to the resilience of the dedicated employees at The Andersons.





GRI INDEX

GRI Content Index 2021 - The Andersons, Inc. This report has been prepared with reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards. For a detailed explanation of the indicators, visit the GRI website: www.globalreporting.org.

GRI 102: GENERAL DISCLOSURES

Indicator	Description	Location (Reference or URL)
Organizational Profile		
102-1	Name of organization	The Andersons, Inc. (NASDAQ:ANDE), 2021 Annual Report Form 10-K
102-2	Activities, brands, products, and services	2021 Annual Report Form 10-K
102-3	Location of headquarters	2021 Annual Report Form 10-K
102-5	Ownership and legal form	2021 Annual Report Form 10-K
102-6	Markets served	2022 Sustainability Review
102-7	Scale of the organization	2021 Annual Report Form 10-K
Strategy		
102-14	Statement from senior decision-maker	2021 Annual Report Form 10-K
102-15	Key impacts, risks, opportunities	2021 Annual Report Form 10-K
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	2022 Sustainability Review, Business Conduct Policy
102-17	Mechanisms for advice and concerns about ethics	Business Conduct Policy
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2021 Annual Report Form 10-K
102-46	Defining report content and topic boundaries	2022 Sustainability Review
102-47	List of material topics	2022 Sustainability Review
102-50	Reporting period	January 1, 2021 - December 31, 2021
102-51	Date of most recent report	April 22, 2022 (Earth Day)
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	2022 Sustainability Review

INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

GRI INDEX

GRI 201: ECONOMIC PERFORMANCE

Indicator	Description	Location (Reference or URL)
GRI 201 Economic Performance		
201-1	Direct economic value generated and distributed	2021 Annual Report Form 10-K, 2022 Proxy Statement
201-2	Financial implications and other risks and opportunities due to climate change	2021 Annual Report Form 10-K, 2022 Proxy Statement
201-3	Defined benefit plan obligations and other retirement plans	2021 Annual Report Form 10-K, 2022 Proxy Statement

GRI 205: ANTI-CORRUPTION

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	Business Conduct Policy
GRI 205: Anti-Corruption		
205-1	Operations assessed for risks related to corruption	Business Conduct Policy
205-2	Communication and training about anti-corruption policies and procedures	Business Conduct Policy

GRI 302: ENERGY

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2022 Sustainability Review
GRI 302: Energy		
302-1	Energy consumption within the organization	2022 Sustainability Review
302-2	Energy consumption outside of the organization	2022 Sustainability Review

GRI INDEX

GRI 303: WATER AND EFFLUENTS

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2022 Sustainability Review
GRI 303: Water and Effluents		
303-2	Management of water discharge-related impacts	2022 Sustainability Review
303-3	Water withdrawal	2022 Sustainability Review
303-4	Water discharge	2022 Sustainability Review
303-5	Water consumption	2022 Sustainability Review

GRI 305: EMISSIONS

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2022 Sustainability Review
103-2	The management approach and its components	2022 Sustainability Review
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	2022 Sustainability Review
305-2	Energy indirect (Scope 2) GHG emissions	2022 Sustainability Review

GRI INDEX

GRI 306: WASTE

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2022 Sustainability Review
103-2	The management approach and its components	2022 Sustainability Review
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	2022 Sustainability Review
306-2	Management of significant waste-related impacts	2022 Sustainability Review
306-3	Waste generated	2022 Sustainability Review
306-5	Waste directed to disposal	2022 Sustainability Review

GRI 401: EMPLOYMENT

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2021 Annual Report Form 10-K
103-2	The management approach and its components	2021 Annual Report Form 10-K
GRI 305: Emissions		
401-1	New employee hires and employee turnover	2021 Annual Report Form 10-K
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2021 Annual Report Form 10-K



INTRODUCTION

ENVIRONMENTAL

SOCIAL

GOVERNANCE

GRI INDEX

GRI INDEX

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	2021 Annual Report Form 10-K, 2022 Sustainability Review
103-2	The management approach and its components	2022 Sustainability Review

GRI 403: OCCUPATIONAL HEALTH AND SAFETY

Indicator	Description	Location (Reference or URL)
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	2022 Sustainability Review
403-2	Hazard identification, risk assessment, and incident investigation	2022 Sustainability Review
403-6	Promotion of worker health	2022 Sustainability Review

GRI 412: HUMAN RIGHTS ASSESSMENT

Indicator	Description	Location (Reference or URL)
GRI Management Approach		
103-1	Explanation of the material topic and its boundaries	Human Rights Policy
103-2	The management approach and its components	Human Rights Policy