



OUR DEDICATION TO  
**SERVICE &  
SUSTAINABILITY**

2020 SUSTAINABILITY REVIEW

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# A LETTER FROM CEO PAT BOWE

For over 70 years, The Andersons has been a key part of the agricultural supply chain and has served our customers and the communities that we call home. Through our portfolio of businesses in trade, ethanol, plant nutrients and rail, we help our customers grow and market the crops that sustain us, and we help transport the resulting products to end markets for consumption as food, feed and fuel. We have long recognized that operating sustainably is essential to achieving our vision of being the most nimble and innovative North American ag supply chain company.

Service to others has been a critical part of our culture since the Anderson family founded the Company in 1947. In this, our first formal sustainability update, we share with you some of the ways in which our dedication to service and sustainability is reflected in our mission statement, as we strive to:

***Provide extraordinary service to our customers***

***Help each other improve***

***Support our communities***

***Increase the value of our Company***

The Andersons plays a key role in feeding the ever-growing world population. We provide growers with critical products and services for their fields, so they can apply just the right amount and the right types of nutrients. As a

result, they can grow healthy and abundant crops, while still protecting the environment.

We are an important part of the supply chain that receives and cares for harvested crops until they are needed and helps move them to where they are required through handling, storage and rail transportation assets. Our trading and merchandising activities identify customer needs and provide solutions by sourcing the raw materials our customers want, to produce food and fuel products that are an essential part of everyday life, and to feed livestock and companion animals. We produce ethanol, a cleaner fuel for clean air, and are investing in new technologies to reduce the environmental footprint of the manufacturing process. We provide railcars that transport goods across the United States and have a coast-to-coast repair network.

We are about long-term, trusting relationships with growers, customers, suppliers and our communities. We have made it our business to understand customer needs and to provide valuable solutions to their problems. We have a history of doing the right thing, and of making things right when we fall short. Being a good company is not that different from being a good person—it takes constant work and a drive to be better every day.

We are thankful for our talented and dedicated employees. They breathe life into our mission statement. They understand the value of hard work, listening to the needs of

our customers and acting as good stewards of the environment. As essential employees of a critical infrastructure industry, they have continued to work throughout the COVID-19 pandemic while adhering to the health and safety standards established by the CDC and local governments.

Now, we share with you some of the ways in which The Andersons demonstrates our commitment to service—to our environment, to our communities, to our customers and shareholders, and to those who will follow in our footsteps.



**Pat Bowe**  
President and  
Chief Executive Officer



# WE SERVE / OUR HISTORY

Service is deeply embedded in the culture of The Andersons. Harold Anderson founded The Andersons with his wife, Margaret, and six children in 1947 with the idea that they could better serve area farmers by buying their grain at favorable prices while still selling it at a good profit. In the years that followed, the Company began blending agricultural fertilizer, and it opened a warehouse market where farmers could shop for supplies while they waited to unload their grain. Providing extraordinary service to both farmers and other end users is a Company hallmark that has endured for more than 70 years.

***While customers are of paramount importance, Harold also recognized the importance of the Company's employees to the enterprise. He believed that "work is a blessing," and he engendered a culture that promoted hard work toward both personal and Company goals for fair pay, all while enhancing rather than detracting from healthy family life.***

Harold believed the Company had an important role to play in community life. For many years, 10% of pretax income was given to local, nonprofit organizations. While that percentage is lower today, that same spirit has the Company and several related funds and foundations still generously supporting the community, and employees



are encouraged to share their time, talent and treasure in pursuit of the common good.

When Harold died in late 1968, the Company had just begun to venture outside the metropolitan Toledo area. In 1988, the Company's partners, which by then included 60 Anderson family members, dozens of employees and five nonprofit organizations, formed a corporation which became the partnership's sole general partner. A new board that included several Anderson family members and the Company's first independent directors governed the partnership.

Harold's youngest son, Dick Anderson, took over leadership of the Company in 1984. Dick helped shepherd the Company from private to public ownership, and he served as president until 1996, CEO until 1999, chairman until 2009 and chairman emeritus until his death in March 2020. Like his father, he was both an industry and community stalwart. He strongly believed in service to others. An avid woodworker, he carved the We Serve sculpture that stands in the front lobby of the Company's headquarters.

Current board chairman Mike Anderson, one of Harold's grandsons and Dick's nephew, succeeded Dick in each of his executive roles and still serves as board chairman, providing deep industry knowledge and a link to the Company's history.

Current president and CEO Pat Bowe joined the Company as its first non-Anderson family CEO in late 2015. Today, the corporate officers, including two women, are from diverse corporate backgrounds with strong public company and governance experience. Eight out of ten directors are independent. Two directors, including the lead director, are women.

Pat's tenure has included the acquisition and integration of Lansing Trade Group, the merger of four separate ethanol entities into one, and investment in new ethanol technologies designed to produce in an even more environmentally-friendly manner. He has also led efforts to significantly reduce expenses and optimize the Company's asset portfolio.

***Throughout the Company's history, and its growth from a family business to a Fortune 500 public company, one thing has remained certain—our commitment to serve others, and the world around us, as outlined in the Company's Statement of Principles.***



Dick Anderson

# PROVIDE EXTRAORDINARY **SERVICE** TO OUR CUSTOMERS



*Loading Grain at our Edwin elevator, Toledo, Ohio*

## INGREDIENT SOURCING

The Andersons' network of facilities allows us to source what the customer wants—whether that customer is a consumer packaged goods company producing food for people, an animal feed mill, or an ethanol producer. Our transportation network allows us to make sure that agricultural products are delivered from the farm belt to where they are needed by our customers and consumers. In addition to our traditional sourcing of corn, soybeans and wheat, we source specialty grains and ingredients, including non-GMO products. We have several 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.

We also source dehydrated grain-free ingredients such as sweet potatoes, potatoes, carrots, pumpkins and other specialty ingredients for pet food manufacturers, with the ability to provide value-added services and light processing. These ingredients are essential in providing nutritious diets for companion animals across North America. Companion animals play an important role in people's emotional well-being, and we are proud to serve our customers in this supply chain.

## PRECISION APPLICATION TECHNOLOGY

Our Farm Centers utilize precision application technology to discern and place the correct amount of crop nutrients onto a field based on its productivity or potential productivity. By incorporating the latest technologies in our application equipment, we can ensure the precise application of the needed nutrients. We are able to make recommendations about where growers can increase or decrease the amount of seed planted to match the

field's potential productivity. Varying the planting population allows growers to calibrate the plant density to the potential productivity of the field.

***Precision agriculture enabled by technology will provide the ability to increase food production capacity to sustain a growing population in an increasingly resource-constrained environment.***

## SAFE SHIPPER AWARDS

The Company's ethanol and propane distribution businesses have won safe shipper awards from major railroads, reflecting their attention to safety in the shipment of those products from the manufacturing site to the customer.

## CERTIFICATIONS

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.



## 4R NUTRIENT STEWARDSHIP

The Andersons has been and continues to be an active participant and partner of the 4R Nutrient Stewardship program. 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 Andersons was part of the committee who developed the program criteria in early 2014 with the objective 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. The Company has been focused not only on certifying

our own farm center facilities, but also worked as an advocate encouraging other retail customers obtain certification by assisting in training and offering financial support. The current program is directly focused on the Western Lake Erie Basin (WLEB) but is actively growing to include Ontario, Indiana, Florida and Iowa. Audits are conducted annually with a defined scope based on audit year, and a full audit scope of 45 different elements is completed every third year.



**Currently, The Andersons has five 4R certified retail farm centers and has helped numerous external retail customers obtain 4R certification.**

## RESPONSIBLEAG

The Andersons has also been aligned and active with the ResponsibleAg organization. ResponsibleAg is an industry-led stewardship organization promoting public welfare by assisting agribusinesses as they seek to comply with federal environmental, health, safety and security rules. On April 17, 2013, there was a large fertilizer explosion in West, Texas, that killed 15 people, injured 100 people and wiped out many homes because an independent ag dealer who was not compliant with federal EHS regulations and had never been inspected by a third-party. The incident cast a dark shadow over the ag retailer industry, so the Ag Retailers Association (ARA) and The Fertilizer Institute (TFI) combined forces to be proactive by educating and auditing ag retailers to ensure they are compliant with federal laws.

**The Andersons was part of the committee that developed the first program checklist in late 2013.**

Audits are conducted every three years by a certified industry auditor on 17 different topics and more than 400 related questions. Since that time, the Company has continued to support our retail customers in understanding these requirements, and we currently have four of our own certified facilities.



 A white outline icon of a ribbon award with a circular seal in the center, set against a green background with a faint image of a farm.
 

Feed Factors Limited, the Company's U.K. subsidiary, won the West London Business Awards 2020 in the categories of **"Responsible Supply Chain Company of the Year"** and **"Clean Tech Company of the Year."** Feed Factors supplies organic and non-GMO agricultural products to the U.K. and European markets.



## REGENERATIVE FOOD INGREDIENTS

The Andersons is able to work with CPG customers who wish to implement sustainable farming practices in their supply chain. For example, at our Hudson, Michigan, facility, we offer both conventional and organic spelt and organic rye and wheat that have been grown in a system that promotes soil health and sustainable agriculture. Our multi-pillar approach allows us to manage multiple segments of the supply chain and offer transparency to our customers.

Our Trade and Plant Nutrient Groups have the flexibility to collaborate and can offer both upstream and downstream customers a suite of products and services tailored to their needs. Farmers can leverage our portfolio of nutrition products to optimize the health of their crop, while ultimately building healthy soil and boosting yields. Our team of agronomists offers consulting services to plan multi-year rotations with cover crops and tillage systems that create a regenerative ecosystem while simultaneously increasing the farmers' economic resiliency.

For participating Hudson customers, each truck or railcar we source originates from a single grower which allows for tracking and identity preservation. These strong connections at the farmgate paired with our light processing capabilities adds value for our end-user customers and allows them to spend more time focusing on their core business strengths.

## SERVING CUSTOMERS DURING COVID-19

2020 has been particularly challenging due to the COVID-19 pandemic. When cases of COVID-19 began to appear in Washington state, The Andersons created an executive level team to monitor the crisis, share information and best practices across our operations, and manage our response to this crisis. The foundation for our response included the guidance of the CDC, WHO, OSHA, and state and local governments, as well as benchmarking both within our industries and with other companies throughout the U.S. On March 13, over one week before the states of Ohio and Kansas issued "stay at home" orders, we elected to have employees at our main offices work remotely.

***Due to its importance to the North American agricultural supply chain, The Andersons is an essential business.***

Each facility carefully reviewed its operations to identify and mitigate risks such as physical distance, PPE when physical distance was not possible, cleaning and use of common items such as tools and control panels, and common areas such as break rooms. Sites restricted visitor and vendor access and developed new, "low contact" protocols for necessary interactions. A written facility virus control policy and an easy-to-follow COVID-19 site cleaning plan PowerPoint were distributed to all business units. During the week of

March 30, many sites prepared sanitation kits to ensure that they had the necessary PPE and cleaning supplies on hand.

We worked closely with customers to ensure that their needs continued to be met. For example, canned goods such as baked beans were flying off grocery store shelves as consumer demand climbed sharply. Canning companies increased orders and needed a record amount of shipments. The Andersons team worked tirelessly with the entire supply chain to double typical volume of cleaned processed edible beans to supply several baked bean canning companies.

The Company amended relevant policies, like its sick leave policy and remote and flexible work policy, to accommodate employee and public health needs during the pandemic. The Company also issued a comprehensive written crisis management policy to ensure its ability to meet customer needs during various crisis scenarios.



# HELP EACH OTHER **IMPROVE**

*“At The Andersons, we strive to foster a culture where all employees feel safe, included and engaged. We stand for a work environment that does not tolerate discrimination, injustice or acts of violence. Our mission statement and company values unite employees around a diverse and inclusive culture that focuses on doing what’s right for our customers, communities, employees and stakeholders.”*

– Pat Bowe, CEO



*Employees at the Maumee, Ohio facility*

## SAFETY

Creating systems and an environment to sustain a high standard of employee safety is paramount to our core values. Beginning in January 2018, the Company adopted written Cardinal Safety Rules, including rules regarding confined space, lockout/tagout and fall protection. In 2020, we are advancing our safety program by identifying and focusing on high-risk operations which have the potential of causing serious injury or fatality (SIF). We are increasing the number of safety professionals and training of operations leaders to identify high-risk scenarios and implement risk control measures. We also are investing in new safety management systems and technology.

The Andersons has a safety pre-qualification and compliance process for third parties that is driven by the type of work being performed for the Company. If a third party is expected to be on-site to perform work, the requirements include mandatory safety training and proof of an acceptable safety record and standards and appropriate insurance.

***As part of our employee onboarding process, employees are required to complete core safety courses before they start. Once employed, our team members follow a yearly training calendar to ensure timely completion of training and follow-up observation by supervisors to ensure competence.***

## EMPLOYEE ENGAGEMENT

We encourage, value and leverage the differences in people and perspectives to make the agricultural supply chain better. Employee engagement is very important to us.

***By listening to our employees through informal feedback and workplace surveys, we hear directly from our employees about what they feel is important and we continually seek to improve our culture.***

In 2019, 82% of our employees shared their thoughts about our workplace culture by participating in our engagement survey, which was designed and administered by a third party. The very high participation of our employees reflects our organization’s strong

commitment to engagement. Additionally, 71% of employees gave a favorable rating for the question, “My work provides me with a sense of meaning and purpose,” which we identify as one of the key drivers of employee engagement.

The Andersons maintains open lines of communication through town halls, AndeNews bulletins on the employee intranet site, and regular Chats with Pat, an opportunity for employees to meet in small groups with CEO Pat Bowe. We also have a written open door policy—come talk to us policy, which allows and encourages candid conversations between employees and any level of leadership about job-related concerns without fear of reprisal.

One new independent director joined the Board in each of 2018 and 2019, bringing new ideas and experience.

As of October 1, 2020, 2 of 8 corporate officers are women; 2 of 10 directors are women; lead director is a woman.

Oversight of the Company’s Environmental, Social and Governance activities was added to a Board Committee charter in 2020.

**100%**

**of employees in jobs viewed as posing a risk of conflict of interest completed the annual, written Conflict of Interest certification.**

## POLICIES

The Company has a robust set of written policies which are applicable to all employees, contractors, customers, visitors, vendors and other third parties. The Standards of Business Conduct and Response Program sets forth the ethical standards of behavior for employees and third parties doing business with the Company. 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.

## COMPENSATION AND BENEFITS

Employee compensation and benefits are benchmarked on an annual basis. Benefits include a full major medical program, dental and vision benefits, disability and life insurance coverages and other a la carte voluntary benefit offerings.

Company leave policies include domestic and sexual violence leave, family and medical leave, parental leave and military leave.

## WELLNESS

The Healthy Lifestyles program promotes wellness and incentivizes employees and spouses to stay engaged in programs year-round rather than just through an annual, one-time physical. We expanded fitness center options and introduced a prediabetes program through our medical benefits provider. We launched eCoaching which provides employees individual coaching at their own pace for up to six months. Topics include weight loss, diabetes, stress, hypertension and overall wellness.

Financial wellness webinars are offered through our 401(k) provider.

*“Participating in the healthy lifestyles program has helped me get healthier. I have lost weight and gotten off blood pressure and cholesterol medicine, among other things. I am staying more active and like that I can find challenges that I can do on my own as well as the group challenge. Thanks for your support and encouragement.”*

-Employee

## PERSONAL DEVELOPMENT

We know that fostering best practices in manager-team relationships builds employee trust. We offer a variety of tools and training to equip our managers to drive business outcomes and understand what motivates our employees. We host a training course, “Foundations of Leadership,” which is provided to all newly appointed supervisors. We also provide online education on a variety of engagement-related topics. Our goal is to maintain a focus on engagement throughout the year. Action planning is grass roots, as it is completed at the work group level and intended to accelerate employee participation by including their

voices in the process.

MyLearning, our learning management system, allows employees to take online courses, watch short videos, listen to audio books and podcasts, and enroll in live classroom training. Some of the available courses provide Continuing Professional Education (CPE) credits for the Company’s financial personnel. MyLearning can assign, track and report on training and usage. It is used for our new hire onboarding process. Mandatory compliance training, on topics such as insider trading and IT security, are completed by appropriate groups each year. In 2020, we added the timely COVID-19 Response for Supervisors course.

## EDUCATIONAL ASSISTANCE

In 2019, 51 employees participated in the educational assistance program, and another six employees were awarded degrees or certifications for skills ranging from IT leadership to truck driving. So far in 2020, 17 employees have achieved a higher degree or certification, and 48 employees have enrolled in educational assistance. Ten employees earned MBA degrees in 2020 as part of a Company-sponsored cohort in partnership with a local university.

**Our HR team attended a workshop on “Consciously Overcoming Unconscious Bias.” The objectives of the workshop were to equip the team to better understand their own biases and to help leaders and employees better understand their biases.**



Our Legal Department has signed the NAMWOLF (National Association of Minority and Women Owned Law Firms) pledge, agreeing to source legal services from diverse law firms.

## EMPLOYEE ASSISTANCE PROGRAM

Our Employee Assistance Program is free not only to our employees, but also to immediate family members. This program offers support for personal or work-related problems such as coping with stress, financial difficulties, family issues, alcohol or drug abuse, emotional problems or finding childcare. This supports the overall well-being of the employee and his or her family.

# SUPPORT OUR COMMUNITIES

*We believe we should generously share our time, talents and financial resources in support of worthwhile community endeavors. In addition, we encourage others to do the same so that collectively, we can improve and sustain the quality of life in our communities. We are proud of the support that our employees give to their communities, both as part of the Company and in their personal lives.*



*Habitat for Humanity Playhouse Build*

## CORPORATE GIVING

We have contributed a portion of the Company's operating income to community organizations every year since 1947. Over the years, the Company has contributed millions of dollars, distributed in more than 100 communities in over 20 states. These contributions include funds from our Company and the corporate foundation, as well as from other related foundations and funds.

***The Andersons gift match program provides dollar-for-dollar matching for each employee of up to \$1,000 of charitable donations in a calendar year. Nearly \$100,000 is matched by the Company annually through this program.***

The Andersons conducts an annual workplace giving campaign that encourages each employee to contribute to charities of their choosing. About half of employees participate in the giving campaign, collectively pledging to over 500 different charities across the nation. The Company pays all costs to administer the campaign so that 100 percent of employee contributions go to the charities.

## 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. The Andersons also provides in-kind support by manufacturing and donating grain rescue tubes used in grain entrapment situations. The Andersons 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 incident.

***The Andersons has donated more than 80 grain rescue tubes since 2011 to fire departments in communities the Company serves.***



*Grain Rescue Tube*

## COMMUNITY ENGAGEMENT

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. Below is a small number of representative examples of our employees' commitment to service.

### United Way of Greater Toledo

*Toledo, Ohio*

President and CEO Pat Bowe and his wife, MaryLouise, served as the community chairpersons for the United Way of Greater Toledo's 2020-21 Campaign. Their leadership through the COVID-19 crisis helped the organization navigate through a very challenging fundraising environment. Their hands-on approach was felt throughout the campaign and was greatly appreciated.

### Maumee Valley Habitat for Humanity

*Maumee, Ohio*

We encourage employees to participate in a variety of annual volunteer events in the community. The Habitat for Humanity Playhouse Build has been a favorite for the past three years.

### Queen of Apostles

*Toledo, Ohio*

The Andersons has enjoyed a more than 30 year adopted school relationship with Queen of Apostles, a Catholic school in Toledo. Queen of Apostles has a very diverse enrollment and is located in the Historic South community near downtown Toledo.

- Employees provide enrichment activity support throughout the school year, enhancing the academic curriculum in the classroom.
- Employees volunteer for a day of service in the summer to help prepare the school grounds and building for the school year.
- Junior Achievement curriculum is taught in kindergarten through 8th grade classrooms by The Andersons volunteers during a JA in a Day event.
- All children at Queen of Apostles are adopted during the holidays and receive a gift provided by an employee and delivered by Santa.
- All teachers, aides and administrative personnel receive a gift to help purchase supplies and equipment.
- Technical experts from The Andersons have provided advice on building improvements over the years, helping minimize costs for the school.

### Children's Mercy Hospital

*Kansas City, Kansas*

During the last decade, we have been supporting Children's Mercy Hospital in Kansas City as a lead sponsor for events. Children's Mercy provides world-class pediatric care for children across Kansas and Missouri. Employees have volunteered their time throughout the years, including Bill Krueger, President of The Andersons Trade and Processing, who is the current Vice Chairman of the hospital's Board of Directors.



*Queen of Apostles, Toledo, Ohio*



## COMMUNITY ENGAGEMENT *(CONTINUED)*

### Emmaus Mission Center, Inc.

*Logansport, Indiana*

The Anderson Foundation provided \$10,000 in capital support for a renovation at Emmaus Mission Center, Inc. in Logansport, Indiana, in 2019. While rural communities seem to be unlikely locations for food insecurity, in Cass County Indiana, over 4,000 residents, which is more than 10% of the county's population, experienced food insecurity in 2016. What started out as a grassroots response to serving the community in the basement of a church has grown over the years to serving a larger group of community members experiencing food insecurity. The renovation allowed for a clean, safe and visually pleasing shopping experience for families in need.

### East Toledo Family Center

*Toledo, Ohio*

A gift from the Anderson Foundation was invested to the East Toledo Family Center's digital access infrastructure, and Company IT personnel helped them identify and purchase the needed equipment.

- They were able to maintain contact with their families better than they could before COVID-19, using technology.
- It gave them the opportunity to maintain the relationships with the families and help them navigate the resources available through the crisis: food, financial assistance, etc.

### Mosaic Ministries

*Toledo, Ohio*

The Company donated laptops to Mosaic Ministries to support a remote learning program for disadvantaged students in South Toledo. With these donated laptops, in-room teachers/tutors, free lunch and groceries provided by the organization, the students can attend school in a supportive environment.

### Friendship Mission Shelter

*Montgomery, Alabama*

The Montgomery, Alabama, team truly believes we can improve our community by committing our time and talents to help others in the community. Before we were impacted by COVID-19, several employees would volunteer twice a month at the local shelter and public soup kitchen, and they would serve food and worship with the residents and soup kitchen guests.



*Emmaus Mission Center, Inc., Logansport, Indiana*

## SUPPORT TO AGRICULTURE ORGANIZATIONS

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 Inc. Charitable Foundation provides 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, and state-level agriculture leadership institutes. The Andersons Inc. Charitable Foundation provides capital support for a variety of agriculture and community building investments for county fairs and other community events.

### Fields of Promise

#### *Clymers, Indiana*

The Company's Clymers, Indiana, 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. The Company donates 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.

## 2020 COVID-19 SUPPORT

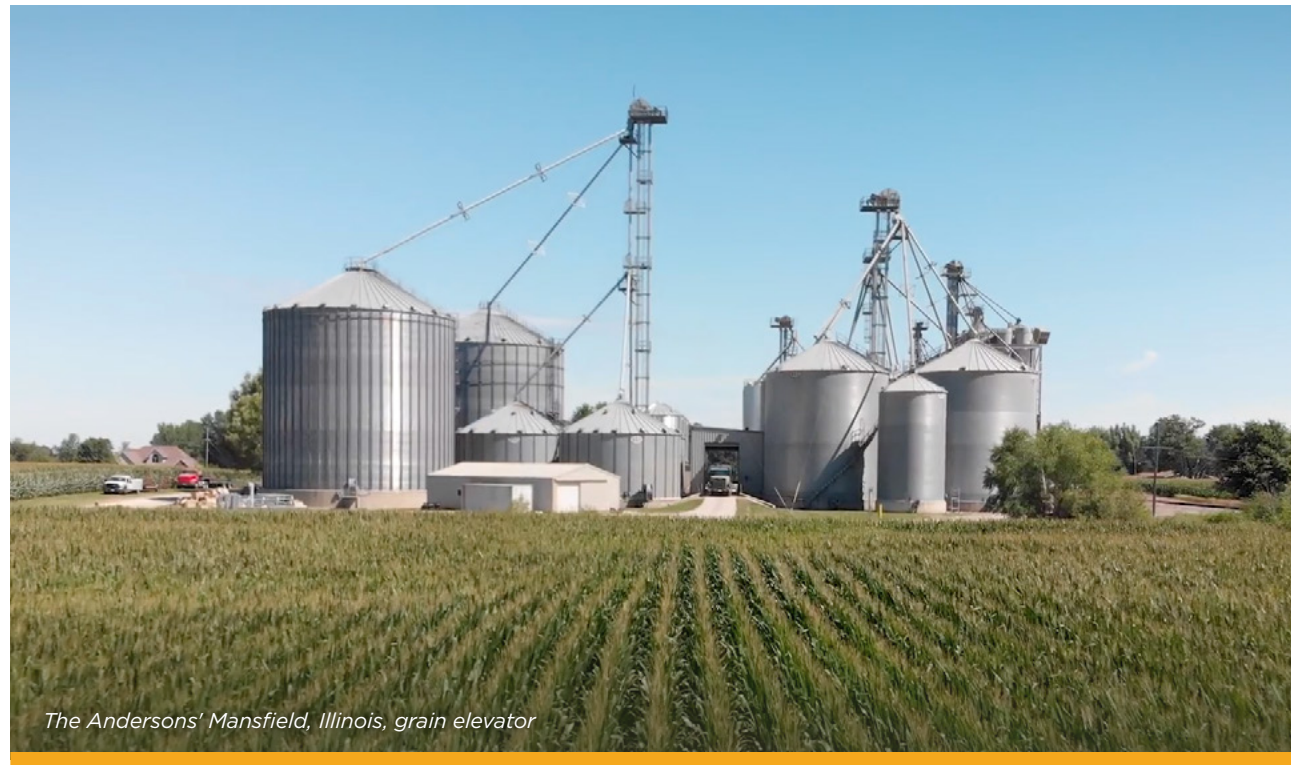
The Anderson Foundation provided emergency financial support to the Kansas City Community Foundation, United Way of Greater Toledo, Greater Toledo Community Foundation and the Islamic Center of Greater Toledo during the early days of the COVID-19 crisis. Volunteer support was also provided, following appropriate health protocols. For example, employee volunteers helped the local United Way pack and distribute lunches and snack bags for children in the Toledo metro area.



*Miller Farms, West Unity, Ohio*

# INCREASE THE **VALUE** OF OUR COMPANY

*In today's world, value means not only profit, but also efficient use of resources and recognizing the importance of climate change to the agricultural supply chain.*



*The Andersons' Mansfield, Illinois, grain elevator*

## 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.



## ENVIRONMENTAL REGULATIONS

Our manufacturing facilities are subject to numerous federal, state and local laws and regulations relating to the presence of hazardous materials, pollution and protection of the environment, including emissions to air, discharges to water, management of hazardous materials, and handling and disposal of solid wastes.

Annual training on environmental compliance includes labeling, storing, and handling hazardous materials; stormwater pollution prevention; a spill prevention, control, and countermeasure plan; and a universal waste rule.

## GRAIN-BASED ETHANOL

The U.S. Department of Energy, California Air Resources Board (CARB), Oregon Department of Environmental Quality, U.S. Department of Agriculture

(USDA) and others recognize that grain-based ethanol reduces greenhouse gas (GHG) emissions by 35 to 50 percent compared to gasoline.\*

*\*Source: Renewable Fuels Association, <https://ethanolrfa.org/environment/>*

## CORN USAGE

The Andersons uses each bushel of corn to its fullest potential. 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

### DISTILLER'S 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

## ENVIRONMENTAL STEWARDSHIP

Caring for the environment is a part of our Statement of Principles, which was first published in 1972. The availability of productive land and access to clean water are essential for the success of the agricultural supply chain. For companies in the ag supply chain, operating efficiently and using less is a key element of being a low cost producer. Here are some examples of how we use innovation and technology to care for the environment, while also increasing the value of our Company.

### Waste Reduction

Reduction of waste is a key element of value. The Andersons built a new railcar blast and paint facility in 2013. The facility enables us to blast, paint and line railcars in a more efficient and environmentally-friendly manner than we previously could. We now use recycled steel grit that is reused until it becomes too fine for blasting purposes. Previously, we were using a product which could be used only once and then was landfilled.

### Clean Water

In August 2014, Toledo, Ohio, was the epicenter of a national wake-up call around nutrient run-off and its impact on drinking water, as toxic algae threatened its Lake Erie water intake. Mostly related to phosphorus, a necessary plant nutrient, this shined a significant light on farming activities both for livestock and row-crop agriculture. Recognizing that the right to clean water is a fundamental human right, The Andersons began working on solutions well before the crisis. Just six years earlier, we were the leader in a \$5 million grant award from the Ohio Department of Development working on technical solutions to environmental issues facing turf and agriculture. That three-year project included The Ohio State University as a significant partner in the development. One result of that work is a patented product called “SmartPhos® DG” that has tested very well in nutrient studies and has been launched into our turf fertilizer line-up.

### ELEMENT, LLC

Through advanced technology installations and a sincere drive for environmental stewardship, several of The Andersons ethanol plants generate electricity as a byproduct of the ethanol production process, which is then redirected to various parts of the operation for use, allowing for substantial reductions in energy consumption. ELEMENT, LLC, located in Colwich, Kansas, was designed with a waste wood gasification unit to meet most of the plant’s electric needs, steam from the turbines is used to power the ethanol production process.



We converted the fuel source for the dryer at our Edwin grain elevator located in Toledo, Ohio, from fuel oil to cleaner burning, natural gas.



We removed underground fuel storage tanks in several of our facilities and replaced them with aboveground, double-walled tanks.

# LOOKING FORWARD

It has been an honor to present our first sustainability review. We could share with you only a small number of the many stories that demonstrate our daily dedication to being a good corporate neighbor and doing the right thing for our customers, our employees, our communities, our shareholders, and the world.

We hope to continue to be able to tell you more as each of our businesses does its part to feed the world and to be better every day. In future updates, we anticipate addressing additional issues that impact our environment, our communities and the world. The Andersons would not be the Company that it is today without the commitment to service which was embedded in the Company by the Anderson family back in 1947. We remain grounded in our history, but we look enthusiastically to the future.



*The Andersons Corporate Headquarters, Maumee, Ohio*



The Andersons, Inc.  
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