

# INVESTOR PRESENTATION

August 2023



# SAFE HARBOR AND NON-GAAP FINANCIAL MEASURES

Certain information disclosed constitutes forward-looking statements. Actual results could differ materially from those presented in the forward-looking statements as a result of many factors including general economic, weather, and regulatory conditions, competition, the ongoing economic impacts from the war in Ukraine, and additional factors that are described in the company's publicly-filed documents, including its '34 Act filings and the prospectuses prepared in connection with the company's offerings.

This presentation contains non-GAAP financial measures. The company believes that pretax income attributable to the company from continuing operations, adjusted pretax income attributable to the company from continuing operations, adjusted net income attributable to the company from continuing operations, adjusted diluted earnings per share from continuing operations; earnings before interest, taxes, depreciation and amortization (or EBITDA); EBITDA from continuing operations; adjusted EBITDA from continuing operations; and cash from operations before working capital changes provide additional information to investors and others about its operations, allowing an evaluation of underlying operating performance and liquidity and better period-to-period comparability. The above measures are not and should not be considered as alternatives to net income from continuing operations; pretax income from continuing operations; income before income taxes from continuing operations; Net income attributable to The Andersons, Inc.; diluted earnings per share attributable to The Andersons, Inc. common shareholders from continuing operations; and cash provided by (used in) operating activities as determined by generally accepted accounting principles. Reconciliations of the GAAP to non-GAAP measures may be found within the financial tables in the appendix.

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# THE ANDERSONS AT A GLANCE



FOUNDED	LISTED (NASDAQ)	MARKET CAP	EMPLOYEES	LOCATIONS	REVENUE <sup>1</sup>	ADJUSTED EBITDA <sup>1,2,3</sup>
1947	1996, ANDE	~\$1.8B	~2,300	~120	\$16.8B	\$386M

The Andersons is integral to the ag supply chain, helping our customers not only grow and market their crops but also transport the resulting products to end markets such as **food, feed, and fuel**.

## OUR VISION:

To be the Most Nimble and Innovative North American Ag Supply Chain Company

# THE ANDERSONS AT A GLANCE

## TRADE



83 Facilities

100+ Commodities Merchandised

38M Tonnes Traded

180M Bushel Grain Storage Capacity

## RENEWABLES



4 Facilities

1.3M Tons of Feed Products Produced

790M Pounds of Veg Oils Merchandised

533M Gallons of Ethanol Produced

## NUTRIENT & INDUSTRIAL



37 Facilities

10 Farm Centers

1.9M Tons Sold

30+ U.S. Patents



# INVESTMENT THESIS



While we are firmly entrenched in the U.S. ag supply chain, we are actively extending our presence to emerging trends and international markets. The strength of our balance sheet, sustainable cash flows, tight strategic focus of our business, and our ability to execute quickly on opportunities positions The Andersons well to participate in these growing markets.

- We are firmly established in the ag supply chain, providing us the ability to both extend our reach as well as deliver products when and where our customers need it.
- We have the ability to have repeatable, profitable businesses in various market conditions.
- We can grow and strengthen our position in emerging trends, especially renewables, with a strong balance sheet and a clear strategy.
- Emerging trends provide opportunities that are meaningful to shareholders.

# EXPERIENCED LEADERSHIP TEAM



**PAT BOWE**  
**President and CEO**  
**Former:** 30+ years with Cargill  
**Joined:** 2015



**BRIAN VALENTINE**  
**Executive Vice President and CFO**  
**Former:** CFO of Lubrizol  
**Joined:** 2018



**CHRISTINE CASTELLANO**  
**Executive Vice President, General Counsel and Corporate Secretary**  
**Former:** GC of Ingredion  
**Joined:** 2020



**BILL KRUEGER**  
**COO and President, Trade and Processing**  
**Former:** CEO of Lansing Trade Group  
**Joined:** 2019



**JOE MCNEELY**  
**President, Nutrient and Industrial**  
**Former:** CEO of FreightCar America  
**Joined:** 2018



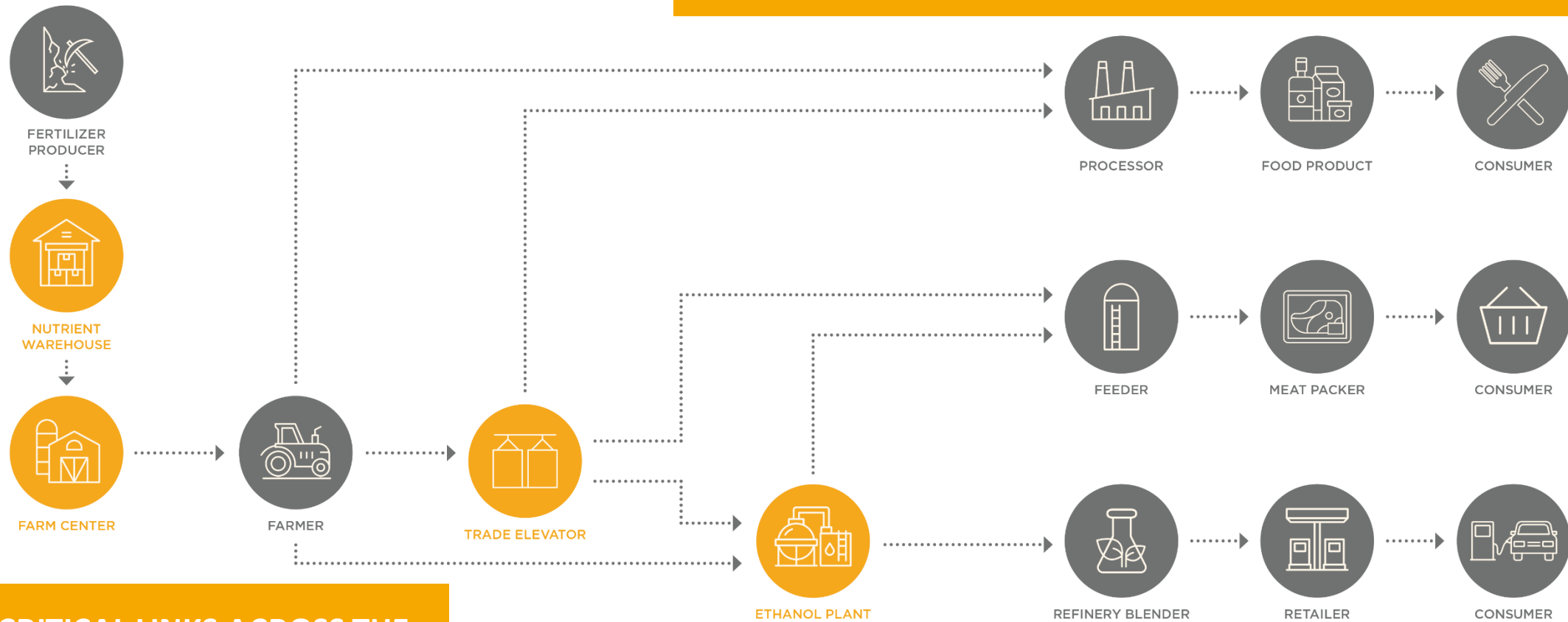
**SARAH ZIBBEL**  
**Executive Vice President and Chief Human Resources Officer**  
**Former:** SVP and CHRO of Libbey  
**Joined:** 2023

## BROAD INDUSTRY EXPERIENCE

Executive team with deep industry expertise  
Top-grade talent with diverse skills and backgrounds  
Focus on succession and developing strong talent pipeline

# NORTH AMERICAN AG SUPPLY CHAIN

CONNECTING PRODUCTION TO DEMAND ACROSS TIME AND GEOGRAPHY IN THE FOOD, FEED, AND FUEL SUPPLY CHAINS



SERVING CRITICAL LINKS ACROSS THE NORTH AMERICAN AG SUPPLY CHAIN



# BROAD GEOGRAPHIC FOOTPRINT IN GRAIN AND FERTILIZER BUSINESSES

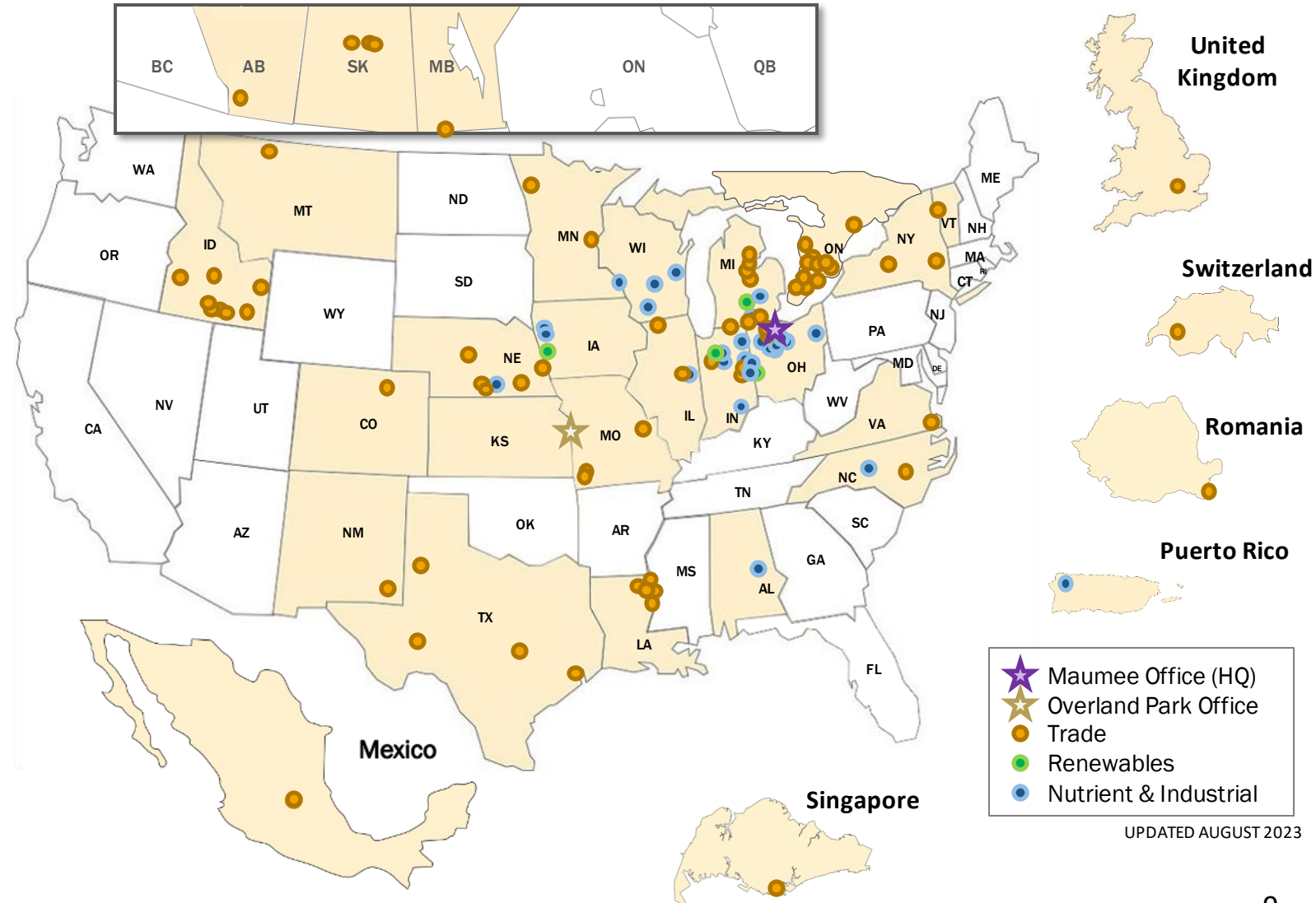
FACILITIES LOCATED ACROSS THE NORTH AMERICAN AG SUPPLY CHAIN

## WELL-POSITIONED IN KEY GEOGRAPHIES

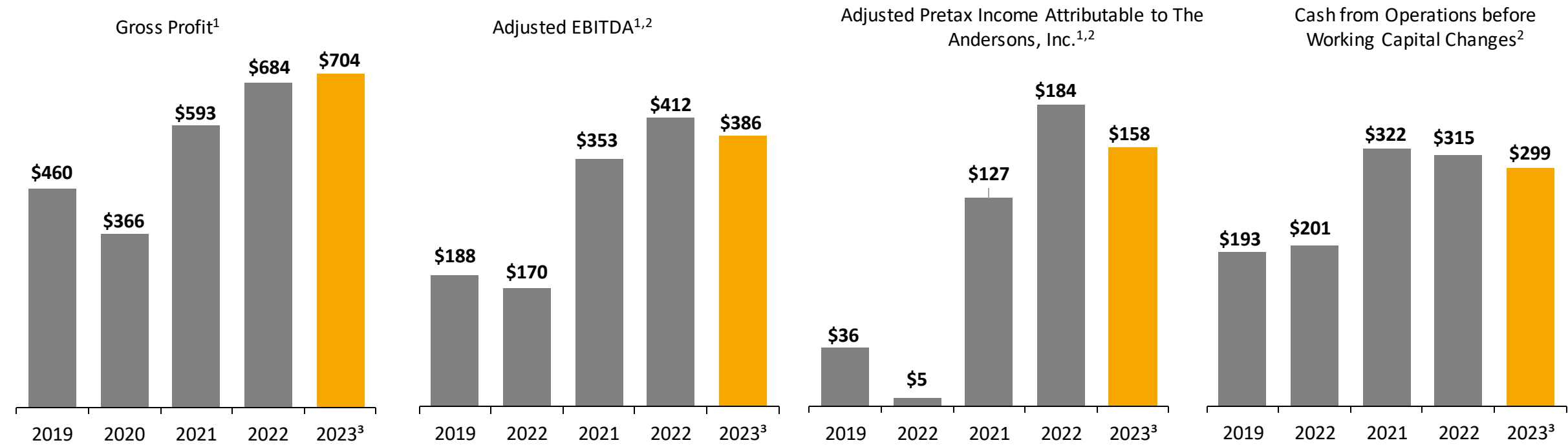
Primary facilities strategically located near producers in key productive agricultural areas

Scale and regional strength in specialty markets

Ample opportunity to expand in current and new markets without substantial capital investment



# FINANCIAL PERFORMANCE OVERVIEW (\$In Millions)



## HIGHLIGHTS

Increasing results driven by growth and solid execution in dynamic markets

Generates consistent and growing cash flows before changes in working capital in all market conditions

# SECOND QUARTER HIGHLIGHTS

## TRADE

Continued well-positioned domestic merchandising results;  
Year-to-date results remain ahead of prior year

## RENEWABLES

Strong ethanol crush margins with higher yields and lower costs; Continued growth in low CI renewable diesel feedstocks

## NUTRIENT & INDUSTRIAL

Outstanding results on increased volumes with well-positioned inventory to meet customer needs



# KEY FINANCIAL DATA – SECOND QUARTER 2023

\$ In millions except per share

Sales and merchandising revenues

Gross profit

Pretax income from continuing operations

Pretax income from continuing operations attributable to ANDE<sup>1</sup>

Adjusted pretax income from continuing operations attributable to ANDE<sup>1</sup>

Net income from continuing operations attributable to ANDE<sup>1</sup>

Adjusted net income from continuing operations attributable to ANDE<sup>1</sup>

Diluted earnings per share from continuing operations (EPS)

Adjusted EPS from continuing operations (Adjusted EPS)<sup>1</sup>

EBITDA from continuing operations<sup>1</sup>

Adjusted EBITDA from continuing operations<sup>1</sup>

	Q2 '23	Q2 '22	YTD '23	YTD '22
\$	4,020	\$ 4,451	\$ 7,901	\$ 8,429
	222	231	370	350
	104	118	39	129
	77	96	56	106
	72	97	81	107
	55	81	40	87
	52	82	59	88
	1.61	2.34	1.18	2.52
	1.52	2.39	1.72	2.57
	149	169	133	224
	144	169	200	225

# CASH AND LIQUIDITY

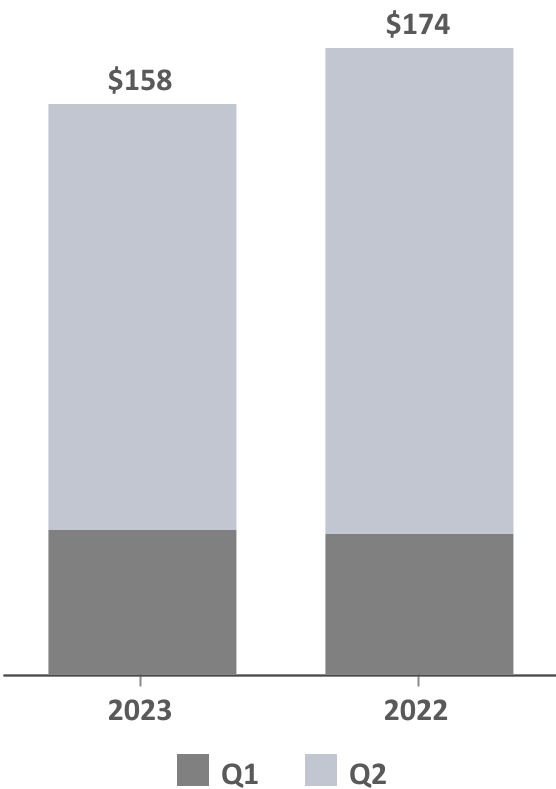
## HIGHLIGHTS

Strong consistent operating cash flows in dynamic markets

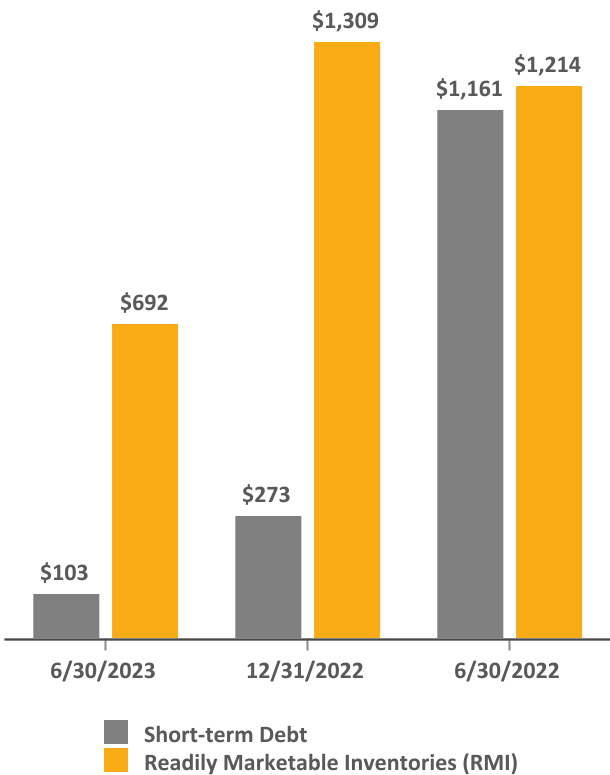
Readily marketable inventories (RMI) significantly exceed short-term debt

Short-term debt lower year over year from strategic working capital management

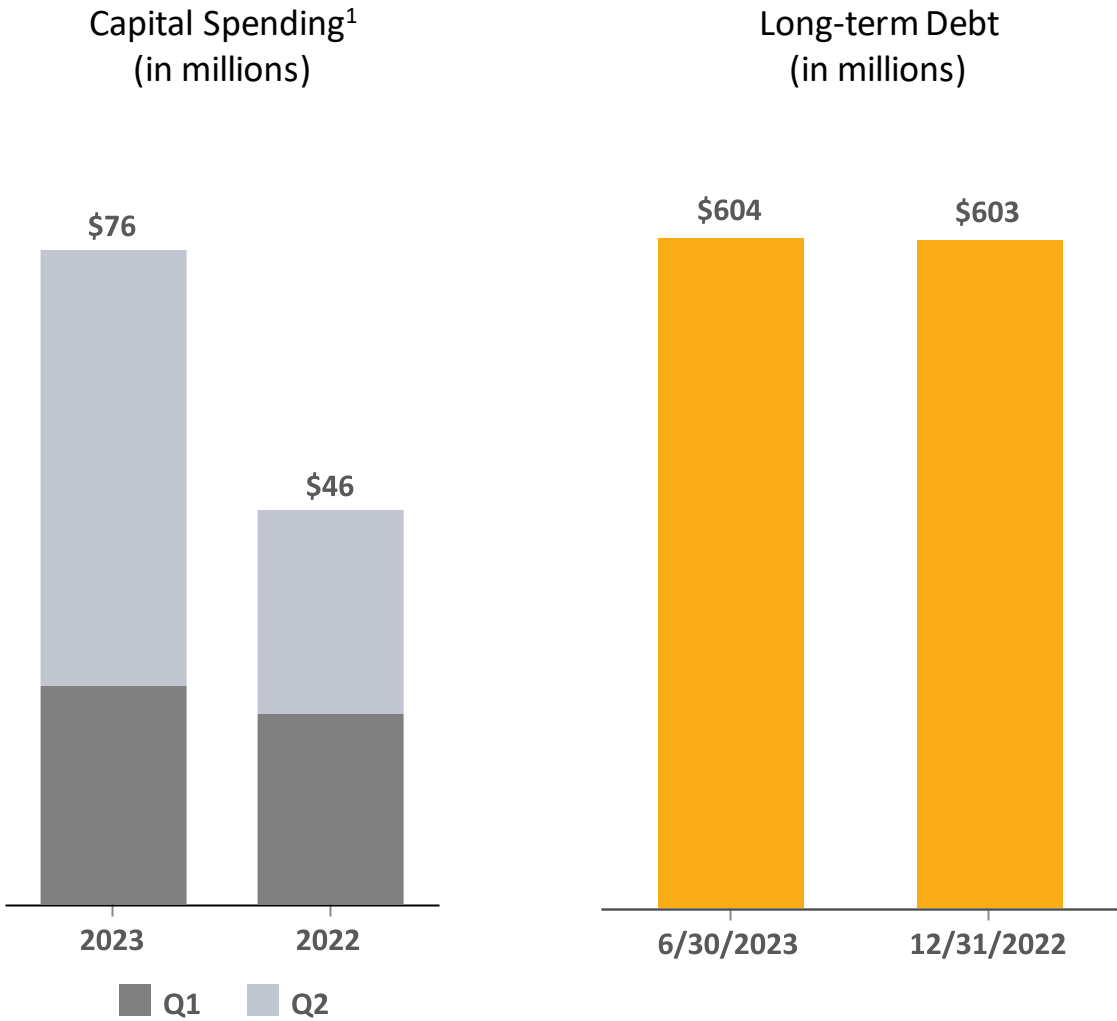
Cash from Operations Before Working Capital Changes<sup>1</sup>  
(in millions)



Short-term Debt vs. RMI  
(in millions)



# CAPITAL SPENDING AND LONG-TERM DEBT



## HIGHLIGHTS

- Capital investments on track
- Strong and flexible balance sheet
- Continued focus on managing long-term debt-to-EBITDA ratio below 2.5x

<sup>1</sup> Measure derived from purchases of PPE, capitalized software, and investments from continuing operations of the company



# 2023 OUTLOOK

## TRADE

Expect continued global volatility; Closely monitoring crop conditions for corn and beans; Wheat harvest volumes and quality better than anticipated

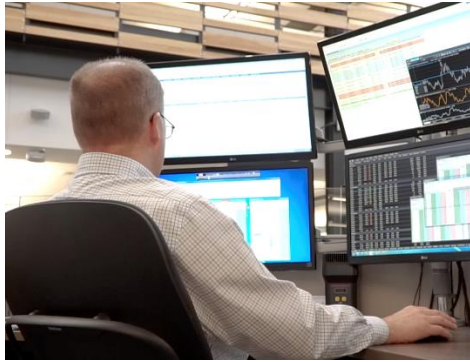
## RENEWABLES

Fundamentals should continue to support strong ethanol crush margins; Anticipate further expansion of renewable diesel feedstock business

## NUTRIENT & INDUSTRIAL

Strong farmer income is expected to drive demand for ag fertilizer and specialty liquid products, dependent on fall conditions and market dynamics

# TRADE AT A GLANCE



**SPECIALITY INGREDIENTS**  
1.3M  
TONNES

**GRAIN TRADED**  
34M  
TONNES

**SPACE CAPACITY**  
180M  
BUSHELS

**FEED INGREDIENTS  
TRADED**  
2.1M TONNES

**COMMODITIES**  
100+  
MERCHANDISED

## TOP 5 U.S. GRAIN AND INGREDIENTS MERCHANTISER

Purchase and merchandise grain, provide value-added risk management services to growers and customers

Merchandise a broad array of food and feed ingredients and specialty grains

Operate a broad network of storage and handling

Provide logistics and transload services for grain and energy products

# BROAD GEOGRAPHIC FOOTPRINT

WORKING WITH PRODUCERS TO GROW COMMODITIES NEEDED FOR CUSTOMERS

## STRATEGICALLY LOCATED NEAR PRODUCERS

Complementary asset footprint and merchandising business allowing more consistent earnings in various market dynamics

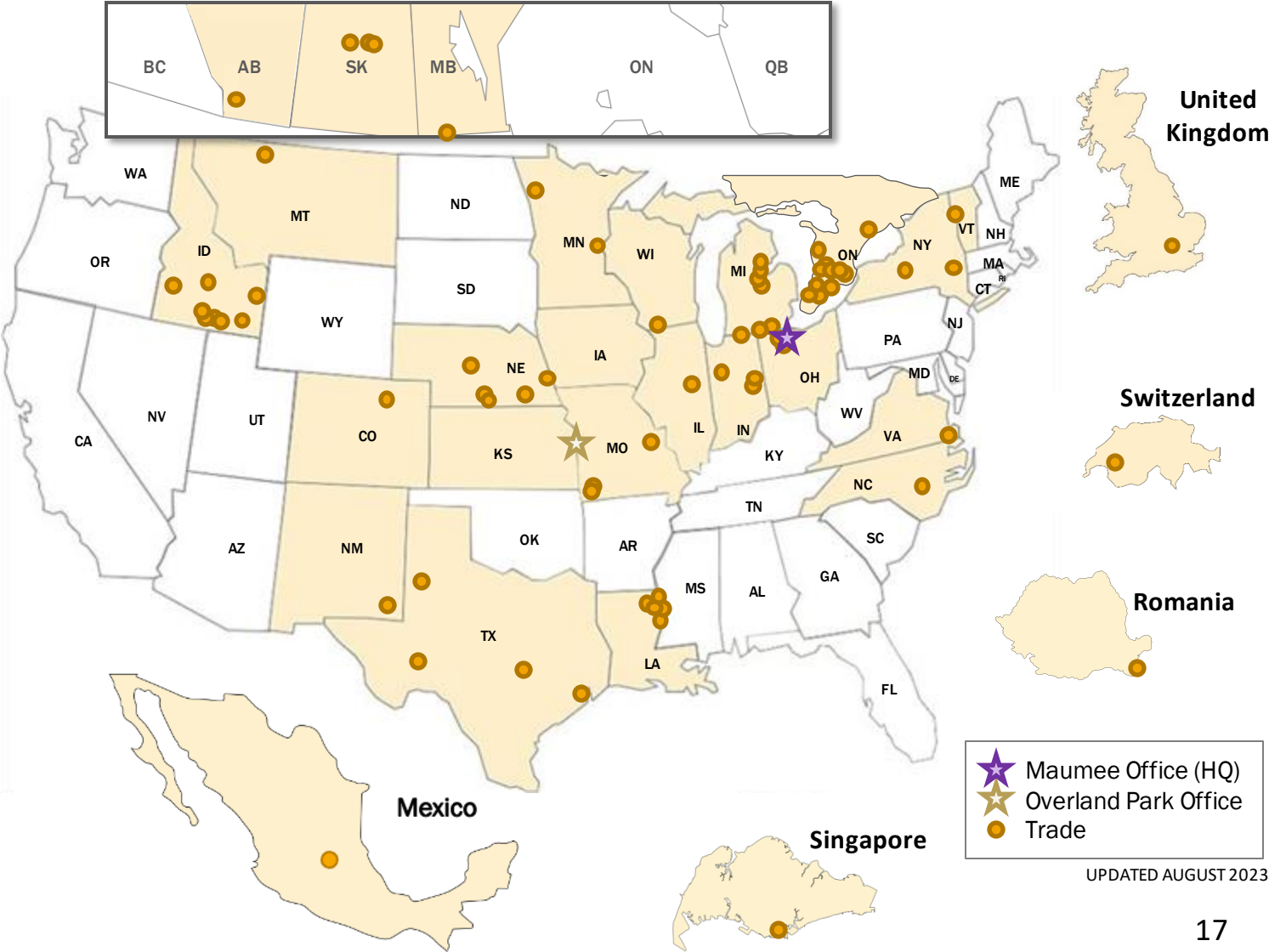
Geographic expansion into Western Grain Belt and Canada

Significant diversification of trade flows outside of traditional products

Growing scale in the agricultural marketplace

Primary facilities are in key productive agricultural areas in the U.S.

International expansion where population growth is highest





# TRADE — Q2 '23 HIGHLIGHTS

Strong merchandising income through well-positioned trading

Normalized grain asset elevation margins compared to Q2 2022

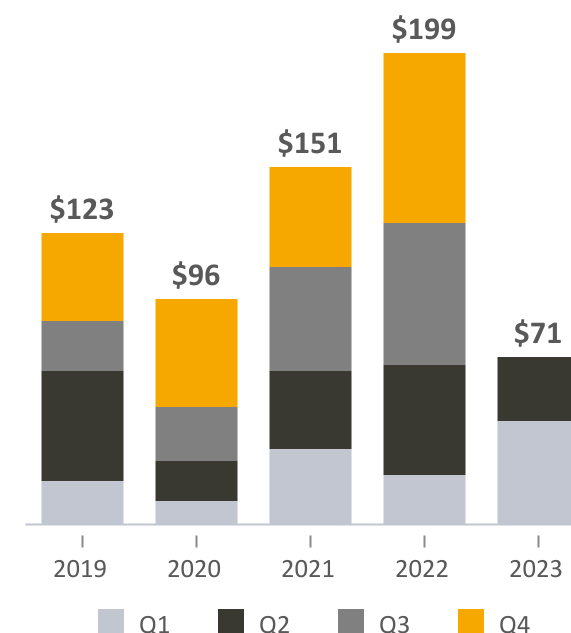
Recent investments in food and pet food ingredients contributing to earnings



Unaudited in \$M

	Q2 '23	Q2 18	YTD '23	YTD '22
Revenues	\$ 2,697	\$ 3,098	\$ 5,575	\$ 6,182
Gross profit	81	102	198	170
Pretax income	5	24	44	27
Adjusted pretax income <sup>1</sup>	7	24	31	28
EBITDA <sup>1</sup>	25	46	84	67
Adjusted EBITDA <sup>1</sup>	27	47	71	67

Adjusted EBITDA<sup>1</sup> (\$M)



# RENEWABLES AT A GLANCE

MAXIMIZING RELATIONSHIPS WITH STRATEGIC PARTNERS



## PRODUCTION VOLUME 2022

**ETHANOL**  
533M GALLONS

**FEED PRODUCTS**  
1.3M TONS

**VEGETABLE OILS**  
143M LBS CORN OIL PRODUCED  
790M LBS MERCHANDISED<sup>1</sup>

**ETHANOL MERCHANDISED  
VS. PRODUCED**  
1.4X

## 5<sup>TH</sup> LARGEST U.S. ETHANOL PRODUCER

- Refine corn into ethanol and other high-value products
- Partner with Marathon Petroleum, the nation’s largest ethanol blender
- Supply corn oil and other low-carbon feedstocks to the renewable diesel industry

# STRATEGICALLY POSITIONED ETHANOL PLANTS

LOGISTICALLY ADVANTAGED POSITIONS CLOSE TO CORN PRODUCTION

## KEY BUSINESS CHARACTERISTICS

Ethanol is a low-cost, clean-burning, high-octane, **renewable fuel product**

**Our ethanol customers** are refiners, fuel blenders, and convenience stores

**Additional products** include distillers dried grains (DDGs), corn oil, higher-value feed products, and CO<sub>2</sub>

Innovative corn kernel separation creates **valuable products**

Rapid growth in the **Renewable Diesel (RD)** industry

## MARGIN ADVANTAGES

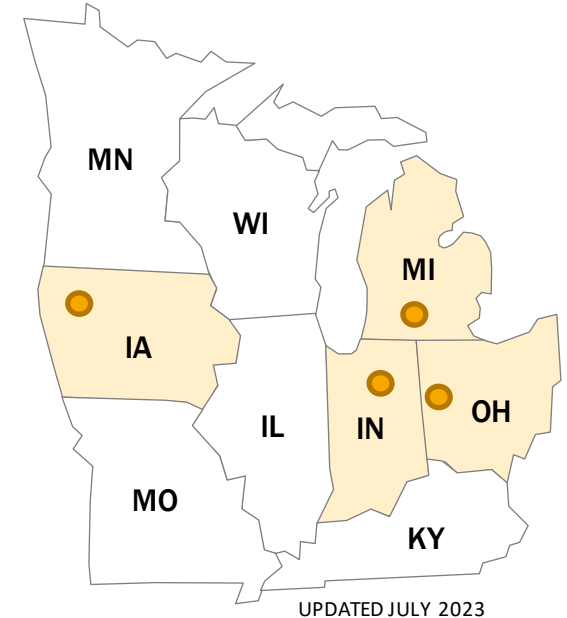
One of the **lowest cost per gallon** producers

Majority of corn purchased direct from producers, **lowering cost**

Focus on **Low-CI RD feedstock merchandising**

High-protein **feed products**

Merchandise and trade a portfolio of ethanol and co-products to leverage the production assets to provide **superior service and netbacks**



● The Andersons Marathon Holdings LLC (TAMH)  
Consolidation effective October 2019  
Opened/acquired between 2006 and 2012



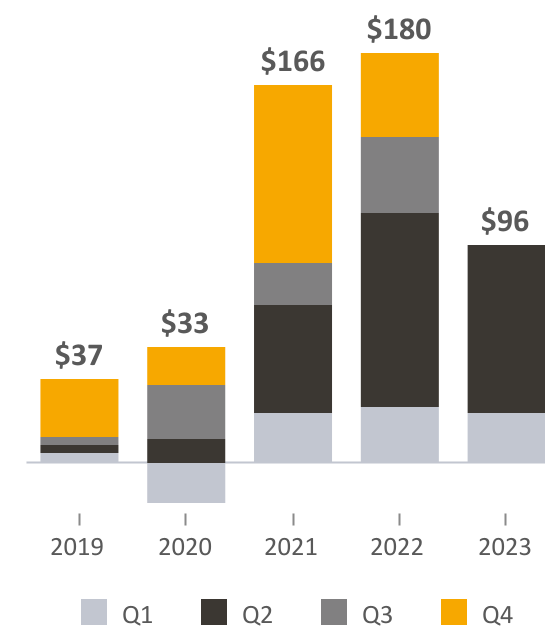
# RENEWABLES — Q2 '23 HIGHLIGHTS

Ethanol crush margins increased throughout the quarter  
Solid operating performance with improved yields and lower costs  
Continued strength in co-product values; RD feedstock growth continues

Unaudited in \$M

	Q2 '23	Q2 '22	YTD '23	YTD '22
Revenues	\$ 878	\$ 883	\$ 1,717	\$ 1,566
Gross Profit	68	60	84	75
Pretax Income (loss)	67	68	(16)	74
Pretax income attributable to ANDE <sup>1</sup>	39	46	1	51
Adjusted pretax income attributable to ANDE <sup>1</sup>	32	46	39	51
EBITDA <sup>1</sup>	81	86	16	110
Adjusted EBITDA <sup>1</sup>	74	86	96	110

Adjusted EBITDA<sup>1</sup> (\$M)



# NUTRIENT & INDUSTRIAL AT A GLANCE

DIVERSE SET OF BUSINESSES WITH STRONG POSITIONS IN MANY END MARKETS



**TOTAL VOLUME 1.9M TONS**

**AG SUPPLY CHAIN**  
1.2M TONS

**ENGINEERED GRANULES**  
340K TONS

**SPECIALTY LIQUIDS**  
360K TONS

## AG SUPPLY CHAIN

Receives, stores, and markets nitrogen, phosphate, and potash fertilizers (NPK)  
Network of independent dealers and ten farm centers serving the Eastern Grain Belt

## ENGINEERED GRANULES

Three primary business lines:  
Professional lawn and turf  
Contract manufacturing  
AgRecycling (cob)  
Manufacturing, formulation, blending, bagging, distribution, and marketing granules

## SPECIALTY LIQUIDS

Specialty liquid manufacturing and distribution:  
Agriculture – highly sustainable and yield-enhancing products  
Industrial end markets – power generation, industrials scrubbers, and wastewater treatment

# WELL-POSITIONED IN KEY GEOGRAPHIES

AMPLE OPPORTUNITY TO EXPAND IN CURRENT AND NEW MARKETS WITHOUT SUBSTANTIAL CAPITAL INVESTMENT

## AG SUPPLY CHAIN

### Eastern Grain Belt

Provides wholesale nutrients and farm services  
Focus on providing additional services sustainably

## ENGINEERED GRANULES

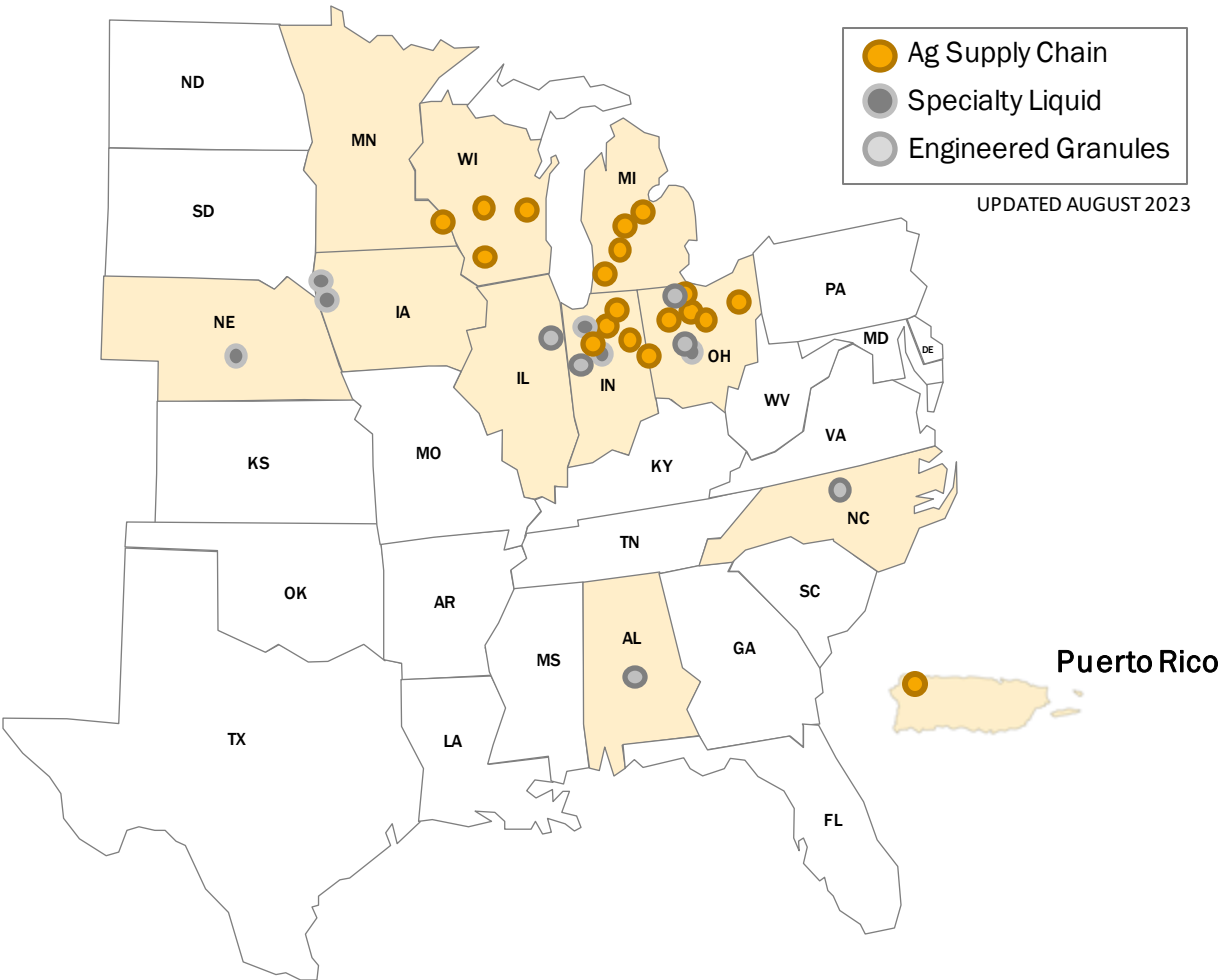
### National

Serves diverse end markets from contract manufacturing in lawn to specialty professional turf and cob products for industrial applications  
Innovation is leading to product line expansion

## SPECIALTY LIQUIDS

### Midwest U.S. with Growing National

Serves ag and industrial end markets  
Expanding industrial sales geography  
Diversifying customer base



# NUTRIENT & INDUSTRIAL — Q2 '23 HIGHLIGHTS

Best Q2 results in 15 years

Higher volumes in ag supply chain products through the application season

Improved specialty liquids results on higher volumes and margins

Unaudited in \$M

Revenues

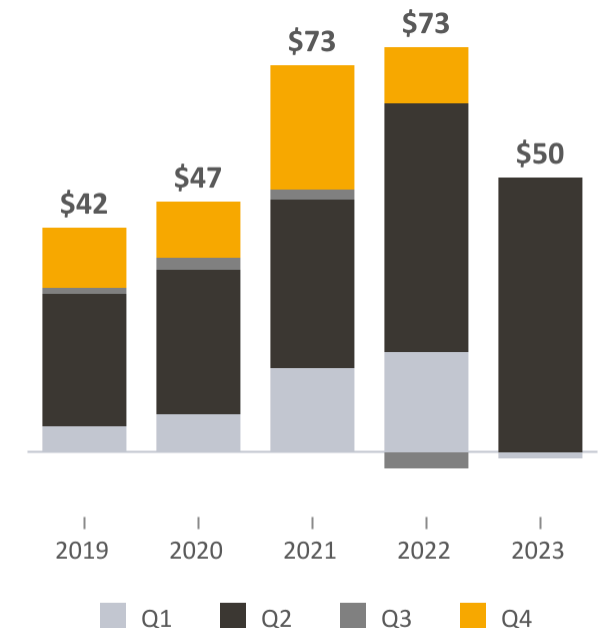
Gross profit

Pretax income

EBITDA<sup>1</sup>

	Q2 '23	Q2 '22	YTD '23	YTD '22
Revenues	\$ 446	\$ 470	\$ 610	\$ 680
Gross profit	73	69	88	106
Pretax income	43	38	32	49
EBITDA <sup>1</sup>	52	47	50	66

Adjusted EBITDA<sup>1</sup> (\$M)

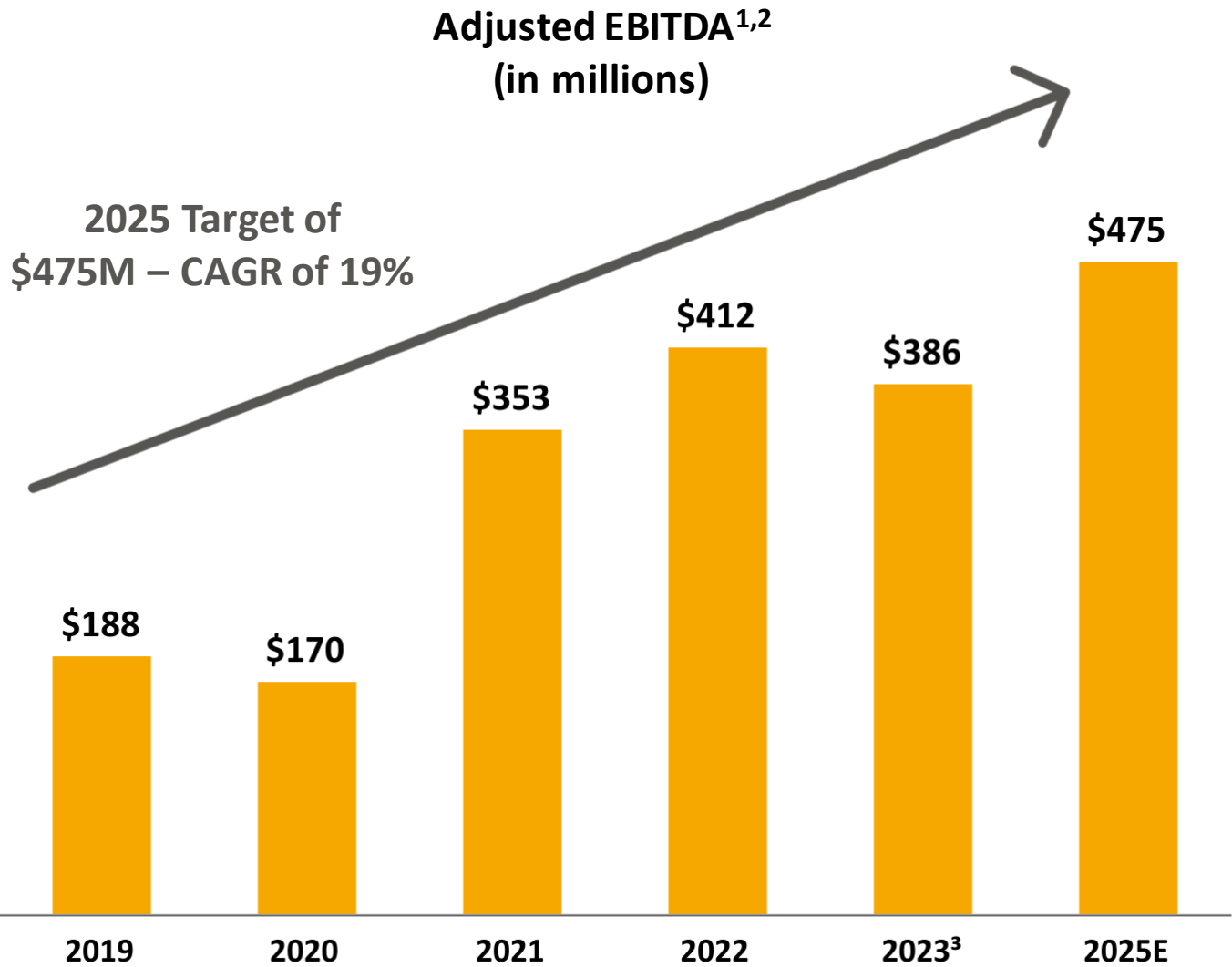




# EBITDA MILESTONES

## HIGHLIGHTS

- More than tripled since 2018
- Achieved consecutive record years in 2021 and 2022
- Exceeded previous 2023 and 2025 targets ahead of schedule
- Increased 2025 target to \$475M from \$375 - \$400M previously





# FINANCIAL MILESTONES

## SHORT TERM AND LONG-TERM GOALS

- Maintain long-term debt-to-EBITDA ratio of less than 2.5x
- Disciplined approach to capital deployment
- Continue to improve ROIC

	Adjusted EBITDA <sup>1,2</sup> (\$M)					
	2019	2020	2021	2022	2023 <sup>4</sup>	2025E
Trade	\$ 124	\$ 96	\$ 151	\$ 199	\$ 204	\$ 230
Renewables	\$ 37	\$ 33	\$ 166	\$ 180	\$ 167	\$ 200
Nutrient and Industrial	\$ 42	\$ 47	\$ 73	\$ 73	\$ 58	\$ 80
Total Company <sup>2,3</sup>	\$ 188	\$ 170	\$ 353	\$ 412	\$ 386	\$ 475

## ASSUMPTIONS

- Normal growing conditions
- Global supply and demand imbalance and elevated commodity prices
- Continued renewable diesel industry growth
- Balanced combination of organic growth, M&A, and capital investments
- Previous 2023 targets of \$350-\$375M still appropriate

<sup>1</sup> Non-GAAP measure. See reconciliation tables in Appendix. <sup>2</sup> From continuing operations. <sup>3</sup> Includes EBITDA from corporate and other costs.  
<sup>4</sup> Trailing Twelve months ended June 30, 2023.

# STRATEGY FOR GROWTH



## STRATEGIC GROWTH IN CORE GRAIN AND FERTILIZER VERTICALS

Bolt-on acquisitions and fixed-asset light growth

Innovation within trending areas:

- Sustainability, traceability, and organic ag

- Carbon-reduction opportunities

- Renewable diesel feedstocks

- Organics and specialty nutrients

- Plant-based protein feedstocks

## WELL-POSITIONED TO SUCCEED

Innovation to drive growth in sustainable ag

Increasing global demand provides opportunities to grow core grain and fertilizer businesses

Track record of strong execution in volatile markets with experienced trading, logistics, and operations

Disciplined capital allocation strategy

Strong and flexible balance sheet

# APPENDIX





# NON-GAAP RECONCILIATION — Adjusted net income from continuing operations attributable to The Andersons, Inc.

(unaudited)

(in thousands, except per share data)

Net income from continuing operations

Net income (loss) attributable to noncontrolling interests

Net income from continuing operations attributable to The Andersons, Inc.

Adjustments:

Gain on deconsolidation of joint venture

Insured inventory expenses (recoveries)

Transaction related compensation

Asset Impairment

Gain on sale of frac sand assets

Impairment on equity method and cost method investments

Income tax impact of adjustments<sup>1</sup>

Total adjusting items, net of tax

Adjusted net income from continuing operations attributable to The Andersons, Inc.

Diluted earnings per share from continuing operations attributable to The Andersons, Inc. common shareholders

Impact on diluted earnings (loss) per share from continuing operations

Adjusted diluted earnings per share from continuing operations

Three months ended June 30,		Six months ended June 30,	
2023	2022	2023	2022
\$ 82,686	\$ 102,400	\$ 23,569	\$ 108,904
27,640	21,856	(16,727)	22,303
55,046	80,544	40,296	86,601
(6,544)	—	(6,544)	—
1,310	—	(16,080)	—
939	—	2,607	—
—	—	44,450	—
—	(3,762)	—	(3,762)
—	4,455	—	4,455
1,074	940	(6,108)	940
(3,221)	1,633	18,325	1,633
\$ 51,825	\$ 82,177	\$ 58,621	\$ 88,234
\$ 1.61	\$ 2.34	\$ 1.18	\$ 2.52
\$ (0.09)	\$ 0.05	\$ 0.54	\$ 0.05
\$ 1.52	\$ 2.39	\$ 1.72	\$ 2.57

# NON-GAAP RECONCILIATION — Cash from Operations Before Working Capital Changes

(unaudited)

(in thousands, except per share data)

Cash used in operating activities

Changes in operating assets and liabilities

Accounts receivable

Inventories

Commodity derivatives

Other current and non-current assets

Payables and other current and non-current liabilities

Total changes to operating assets and liabilities

Adjusting items impacting cash from operations before working capital changes:

Less: Insured inventory expenses (recoveries)

Cash from operations before working capital changes

Three months ended June 30,		Six months ended June 30,	
2023	2022	2023	2022
\$ 540,939	\$ 353,199	\$ 207,404	\$ (721,799)
82,754	(74,184)	207,867	(289,196)
556,845	323,505	734,855	186,685
19,605	88,671	102,753	(189,090)
16,296	43,916	(1,247)	5,106
(250,794)	(163,307)	(1,011,086)	(609,403)
424,706	218,601	33,142	(895,898)
1,310	—	(16,080)	—
\$ 117,543	\$ 134,598	\$ 158,182	\$ 174,099



# NON-GAAP RECONCILIATION — Quarter to Date Segment Data

(unaudited)

(in thousands)

## Three months ended June 30, 2023

	TRADE	RENEWABLES	NUTRIENT & INDUSTRIAL	OTHER	TOTAL
Sales and merchandising revenues	\$ 2,696,810	\$ 877,781	\$ 445,592	\$ —	\$ 4,020,183
Gross profit	80,711	68,292	72,934	—	221,937
Operating, administrative and general expenses	69,146	7,568	28,886	10,407	116,007
Other income, net	4,328	7,468	500	145	12,441
Income (loss) before income taxes from continuing operations	4,990	66,604	42,565	(9,741)	104,418
Income attributable to the noncontrolling interests	—	27,640	—	—	27,640
Income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 4,990	\$ 38,964	\$ 42,565	\$ (9,741)	\$ 76,778
Adjustments to income (loss) before income taxes from continuing operations <sup>2</sup>	2,249	(6,544)	—	—	(4,295)
Adjusted income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>2</sup>	\$ 7,239	\$ 32,420	\$ 42,565	\$ (9,741)	\$ 72,483

## Three months ended June 30, 2022

Sales and merchandising revenues	\$ 3,097,767	\$ 882,567	\$ 470,283	\$ —	\$ 4,450,617
Gross profit	101,994	59,888	68,959	—	230,841
Operating, administrative and general expenses	62,977	8,590	29,591	11,401	112,559
Other income (loss), net	(2,051)	18,490	866	(513)	16,792
Income (loss) before income taxes from continuing operations	23,666	67,776	38,311	(11,600)	118,153
Income attributable to the noncontrolling interests	—	21,856	—	—	21,856
Income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 23,666	\$ 45,920	\$ 38,311	\$ (11,600)	\$ 96,297
Adjustments to income (loss) before income taxes from continuing operations <sup>2</sup>	693	—	—	—	693
Adjusted income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>2</sup>	\$ 24,359	\$ 45,920	\$ 38,311	\$ (11,600)	\$ 96,990



<sup>1</sup> Income (loss) from continuing operations before income taxes attributable to The Andersons, Inc. for each operating segment is defined as net sales and merchandising revenues plus identifiable other income less all identifiable operating expenses, including interest expense for carrying working capital and long-term assets and is reported net of the noncontrolling interest share of income.

<sup>2</sup> Additional information on the individual adjustments that are included in the adjustments to income (loss) from continuing operations before income taxes can be found in the Reconciliation to EBITDA and Adjusted EBITDA table.

# NON-GAAP RECONCILIATION — Year to Date Segment Data

(unaudited)

(in thousands)

## Six months ended June 30, 2023

	TRADE	RENEWABLES	NUTRIENT & INDUSTRIAL	OTHER	TOTAL
Sales and merchandising revenues	\$ 5,574,590	\$ 1,717,297	\$ 609,534	\$ —	\$ 7,901,421
Gross profit	197,889	84,095	87,964	—	369,948
Operating, administrative and general expenses	141,126	16,472	53,018	22,626	233,242
Other income, net	10,311	8,309	1,346	479	20,445
Income (loss) before income taxes from continuing operations	44,354	(15,909)	32,127	(21,155)	39,417
Loss attributable to the noncontrolling interests	—	(16,727)	—	—	(16,727)
Income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 44,354	\$ 818	\$ 32,127	\$ (21,155)	\$ 56,144
Adjustments to income (loss) before income taxes from continuing operations <sup>2</sup>	(13,473)	37,906	—	—	24,433
Adjusted income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 30,881	\$ 38,724	\$ 32,127	\$ (21,155)	\$ 80,577

## Six months ended June 30, 2022

Sales and merchandising revenues	\$ 6,182,448	\$ 1,565,798	\$ 680,325	\$ —	\$ 8,428,571
Gross profit	169,613	75,079	105,684	—	350,376
Operating, administrative and general expenses	122,520	16,480	54,916	20,630	214,546
Other income (loss), net	1,729	18,918	1,670	(1,607)	20,710
Income (loss) before income taxes from continuing operations	27,335	73,738	49,054	(21,367)	128,760
Income attributable to the noncontrolling interests	—	22,303	—	—	22,303
Income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 27,335	\$ 51,435	\$ 49,054	\$ (21,367)	\$ 106,457
Adjustments to income before income taxes from continuing operations <sup>2</sup>	693	—	—	—	693
Adjusted income (loss) before income taxes from continuing operations attributable to The Andersons, Inc. <sup>1</sup>	\$ 28,028	\$ 51,435	\$ 49,054	\$ (21,367)	\$ 107,150



<sup>1</sup> Income (loss) from continuing operations before income taxes attributable to The Andersons, Inc. for each operating segment is defined as net sales and merchandising revenues plus identifiable other income less all identifiable operating expenses, including interest expense for carrying working capital and long-term assets and is reported net of the noncontrolling interest share of income.

<sup>2</sup> Additional information on the individual adjustments that are included in the adjustments to income (loss) from continuing operations before income taxes can be found in the Reconciliation to EBITDA and Adjusted EBITDA table.

# NON-GAAP RECONCILIATION — Quarter to Date EBITDA and Adjusted EBITDA

(unaudited)

(in thousands)

## Three months ended June 30, 2023

	TRADE	RENEWABLES	NUTRIENT & INDUSTRIAL	OTHER	TOTAL
Net Income (loss) <sup>1</sup>	\$ 4,990	\$ 66,604	\$ 42,565	\$ (31,473)	\$ 82,686
Interest expense (income)	10,903	1,588	1,983	(521)	13,953
Tax provision	—	—	—	21,732	21,732
Depreciation and amortization	8,683	12,425	7,097	2,160	30,365
EBITDA <sup>1</sup>	24,576	80,617	51,645	(8,102)	148,736
Adjusting items impacting EBITDA:					
Transaction related compensation	939	—	—	—	939
Insured inventory expenses	1,310	—	—	—	1,310
Gain on deconsolidation of joint venture	—	(6,544)	—	—	(6,544)
Total adjusting items	2,249	(6,544)	—	—	(4,295)
Adjusted EBITDA <sup>1</sup>	\$ 26,825	\$ 74,073	\$ 51,645	\$ (8,102)	\$ 144,441

## Three months ended June 30, 2022

Net Income (loss) from continuing operations	\$ 23,666	\$ 67,776	\$ 38,311	\$ (27,353)	\$ 102,400
Interest expense (income)	13,300	2,012	1,923	(314)	16,921
Tax provision	—	—	—	15,753	15,753
Depreciation and amortization	8,914	15,875	6,595	2,183	33,567
EBITDA from continuing operations	45,880	85,663	46,829	(9,731)	168,641
Adjusting items impacting EBITDA:					
Gain on sale of frac sand assets	(3,762)	—	—	—	(3,762)
Impairment on equity method and cost method investments	4,455	—	—	—	4,455
Total adjusting items	693	—	—	—	693
Adjusted EBITDA from continuing operations	\$ 46,573	\$ 85,663	\$ 46,829	\$ (9,731)	\$ 169,334

<sup>1</sup> Amounts for the three months ended June 30, 2023, contain no activity from discontinued operations. As such, references to EBITDA and EBITDA from continuing operations, as well as, Adjusted EBITDA and Adjusted EBITDA from continuing operations will yield the same results for the three months ended June 30, 2023.

# NON-GAAP RECONCILIATION — Year to Date EBITDA and Adjusted EBITDA

(unaudited)

(in thousands)

## Six months ended June 30, 2023

	TRADE	RENEWABLES	NUTRIENT & INDUSTRIAL	OTHER	TOTAL
Net income (loss) <sup>1</sup>	\$ 44,354	\$ (15,909)	\$ 32,127	\$ (37,003)	\$ 23,569
Interest expense (income)	22,720	4,685	4,165	(992)	30,578
Tax provision	—	—	—	15,848	15,848
Depreciation and amortization	17,328	26,896	14,054	4,307	62,585
EBITDA <sup>1</sup>	84,402	15,672	50,346	(17,840)	132,580
Adjusting items impacting EBITDA:					
Transaction related compensation	2,607	—	—	—	2,607
Insured inventory recoveries	(16,080)	—	—	—	(16,080)
Gain on deconsolidation of joint venture	—	(6,544)	—	—	(6,544)
Asset Impairment	—	87,156	—	—	87,156
Total adjusting items	(13,473)	80,612	—	—	67,139
Adjusted EBITDA <sup>1</sup>	\$ 70,929	\$ 96,284	\$ 50,346	\$ (17,840)	\$ 199,719

## Six months ended June 30, 2022

Net income from continuing operations	\$ 27,335	\$ 73,738	\$ 49,054	\$ (41,223)	\$ 108,904
Interest expense (income)	21,487	3,779	3,384	(870)	27,780
Tax provision	—	—	—	19,856	19,856
Depreciation and amortization	17,888	32,514	13,174	4,368	67,944
EBITDA from continuing operations	66,710	110,031	65,612	(17,869)	224,484
Adjusting items impacting EBITDA:					
Gain on sale of frac sand assets	(3,762)	—	—	—	(3,762)
Impairment on equity method and cost method investments	4,455	—	—	—	4,455
Total adjusting items	693	—	—	—	693
Adjusted EBITDA from continuing operations	\$ 67,403	\$ 110,031	\$ 65,612	\$ (17,869)	\$ 225,177



<sup>1</sup> Amounts for the six months ended June 30, 2023, contain no activity from discontinued operations. As such, references to EBITDA and EBITDA from continuing operations, as well as, Adjusted EBITDA and Adjusted EBITDA from continuing operations will yield the same results for the six months ended June 30, 2023.



# NON-GAAP RECONCILIATION – Adjusted EBITDA

(unaudited)

(in thousands)

	2019	2020	2021 <sup>1</sup>	2022 <sup>1</sup>	2023 <sup>1,2</sup>
Net income (loss)	\$ 15,060	\$ (14,215)	\$ 131,542	\$ 154,954	\$ 69,619
Interest expense	59,691	51,275	37,292	56,849	59,647
Income tax provision (benefit)	13,051	(10,259)	29,228	39,628	35,620
Depreciation & amortization	146,166	188,638	157,174	134,742	129,383
Earnings before interest, taxes, depreciation and amortization (EBITDA)	233,968	215,439	355,236	386,173	294,269
Adjusting items to EBITDA:					
Gain on deconsolidation of joint venture	—	—	—	—	(6,544)
Insured inventory receivables	—	—	—	15,993	(87)
Asset impairment including equity method investments	46,178	—	8,321	13,455	96,156
Acquisition costs	8,007	—	—	—	—
Transaction related stock compensation	9,337	4,206	1,274	—	2,607
Gain on pre-existing equity method investments, net	(35,214)	—	—	—	—
Gain on sales of assets	(8,646)	—	(14,619)	(3,762)	—
Severance costs	—	6,091	—	—	—
Loss from cost method investment	—	—	2,784	—	—
Adjusted EBITDA	253,630	225,736	352,996	411,859	386,401
Removal of Rail segment EBITDA	65,698	55,671	—	—	—
Adjusted EBITDA from continuing operations	<u>\$ 187,932</u>	<u>\$ 170,065</u>	<u>\$ 352,996</u>	<u>\$ 411,859</u>	<u>\$ 386,401</u>

# NON-GAAP RECONCILIATION – Trade Adjusted EBITDA

(unaudited)

(in thousands)	2019	2020	2021	2022	2023 <sup>2</sup>
Net income (loss) <sup>1</sup>	\$ (17,328)	\$ 24,687	\$ 87,946	\$ 95,225	\$ 112,244
Interest expense	34,843	21,974	23,688	42,551	43,784
Depreciation & amortization	50,973	44,627	44,335	35,953	35,393
Earnings before interest, taxes, depreciation and amortization (EBITDA)	68,488	91,288	155,969	173,729	191,421
Adjusting items to EBITDA:					
Insured inventory receivables	—	—	—	15,993	(87)
Acquisition Costs	6,682	—	—	—	—
Transaction related to stock compensation	9,337	4,206	1,274	—	2,607
Asset impairment including equity method investments	43,501	—	8,321	13,455	9,000
Loss on pre-existing equity method investments	1,073	—	—	—	—
Inventory damage	—	—	—	—	—
Gain on sale of assets	(5,702)	—	(14,619)	(3,762)	—
Adjusted EBITDA	\$ 123,379	\$ 95,494	\$ 150,945	\$ 199,415	\$ 202,941

# NON-GAAP RECONCILIATION – Renewables Adjusted EBITDA

(unaudited)

(in thousands)	2019	2020	2021	2022	2023 <sup>2</sup>
Net income (loss) <sup>1</sup>	\$ 47,660	\$ (47,338)	\$ 81,205	\$ 108,221	\$ 18,574
Interest expense	943	7,461	7,602	8,775	9,681
Depreciation & amortization	23,727	73,224	77,542	63,458	57,841
Earnings before interest, taxes, depreciation and amortization (EBITDA)	72,330	33,347	166,349	180,454	\$ 86,096
Adjusting items to EBITDA:					
Gain on deconsolidation of joint venture	—	—	—	—	(6,544)
Acquisition Costs	1,325	—	—	—	—
Gain on pre-existing equity method investments	(36,287)	—	—	—	—
Asset Impairment	—	—	—	—	87,156
Adjusted EBITDA	\$ 37,368	\$ 33,347	\$ 166,349	\$ 180,454	\$ 166,708

# NON-GAAP RECONCILIATION – Nutrient & Industrial Adjusted EBITDA

(unaudited)

(in thousands)

	2019	2020	2021	2022	2023 <sup>2</sup>
Net income (loss) <sup>1</sup>	\$ 9,159	\$ 16,015	\$ 42,615	\$ 39,162	\$ 22,235
Interest expense	7,954	5,805	4,355	7,298	8,079
Depreciation & amortization	25,985	25,407	25,957	26,634	27,514
Earnings before interest, taxes, depreciation and amortization (EBITDA)	43,098	47,227	72,927	73,094	57,828
Adjusting items to EBITDA:					
Asset Impairment	2,175	—	—	—	—
Gain on sale of assets	(2,944)	—	—	—	—
Adjusted EBITDA	\$ 42,329	\$ 47,227	\$ 72,927	\$ 73,094	\$ 57,828



# NON-GAAP RECONCILIATION – Adjusted Pretax Income Attributable to The Andersons, Inc.

(unaudited)

(in thousands)

	2019	2020	2021 <sup>1</sup>	2022 <sup>1</sup>	2023 <sup>1,2</sup>
Pre-tax income (loss)	\$ 28,111	\$ (24,474)	\$ 160,770	\$ 194,582	\$ 105,239
(Income) loss attributable to the noncontrolling interests	3,247	21,925	(31,880)	(35,899)	3,131
Pre-tax income (loss) attributable to The Andersons, Inc.	31,358	(2,549)	128,890	158,683	108,370
Adjusting items to pre-tax income (loss):					
Gain on deconsolidation of joint venture	-	-	-	-	(6,544)
Asset impairment including equity method investments	46,178	-	8,321	13,455	53,450
Acquisition costs	8,007	-	-	-	-
Transaction related stock compensation	9,337	4,206	1,274	-	2,607
Gain on pre-existing equity method investments, net	(35,214)	-	-	-	-
Gain on sales of assets and businesses	(8,646)	-	(14,619)	(3,762)	-
Severance costs	-	6,091	-	-	-
Insured inventory expenses (recoveries)	-	-	-	15,993	(87)
Loss on cost method investment	-	-	2,784	-	-
Adjusted pre-tax income attributable to The Andersons, Inc.	51,020	7,748	126,650	184,369	157,796
Removal of Rail segment pre-tax income	(15,090)	(2,607)	-	-	-
Adjusted pre-tax income attributable to The Andersons, Inc. from continuing operations	\$ 35,930	\$ 5,141	\$ 126,650	\$ 184,369	\$ 157,796

# NON-GAAP RECONCILIATION – Cash from Operations Before Working Capital Changes

(unaudited)

(in thousands)

	2019	2020	2021	2022	2023 <sup>1</sup>
Cash provided by (used in) operating activities	\$ 348,562	\$ (74,432)	\$ (51,050)	\$ 287,117	\$ 1,216,320
Changes in operating assets and liabilities:					
Accounts receivable	1,487	(128,502)	(184,002)	(391,403)	105,660
Inventories	(1,578)	(139,499)	(528,073)	56,859	605,029
Commodity derivatives	21,714	(115,170)	(107,188)	65,399	357,242
Other assets	30,497	(53,208)	(116,403)	10,936	4,583
Payables and other accrued expenses	103,842	123,489	667,821	230,293	(171,390)
Total changes in operating assets and liabilities	155,962	(312,890)	(267,845)	(27,916)	901,124
Insured inventory expenses (recoveries)	-	-	-	-	(16,080)
Changes in CARES Act tax refund receivable	-	(37,564)	27,697	-	-
Taxes paid as a result of the Rail leasing sale	-	-	77,537	-	-
Adjusted cash from operations before working capital changes	\$ 192,600	\$ 200,894	\$ 322,029	\$ 315,033	\$ 299,116