



Investor Presentation

August 2021



Safe Harbor and Non-GAAP Financial Measures



Certain information discussed today 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 conditions, weather, competitive conditions in the company's industries, both in the U.S. and internationally, the COVID-19 pandemic, 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 contain non-GAAP financial measures. The company believes that adjusted pretax income (loss), pretax income (loss) attributable to the company, adjusted pretax income (loss) attributable to the company, adjusted net income attributable to the company, adjusted diluted earnings per share (or adjusted EPS), earnings before interest, taxes, depreciation and amortization (or EBITDA), adjusted EBITDA and cash from operations before changes in working capital provide additional information to investors and others about its operations, allowing an evaluation of underlying operating performance or liquidity, and better period-to-period comparability. These measures do not and should not be considered as alternatives to net income, income (loss) before income taxes, diluted earnings (loss) per share attributable to The Andersons, Inc. common shareholders or 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



Pro Forma Excluding Rail Segment

Founded	Listed (NASDAQ)	Headquarters	Market Cap	Employees ¹	Locations ¹	Revenue ²	Adjusted EBITDA ^{2,3}
1947	1996, ANDE	Maumee, OH	~\$1B	~2,400	~120	\$10.2B	\$285M

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

78 Facilities
~30M Metric Tons Traded



Ethanol

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

5 Facilities
~470M Gallons Produced



Plant Nutrient

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

37 Facilities
~2.3M Tons Sold

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

Rail Divestiture Enhances Agriculture Portfolio



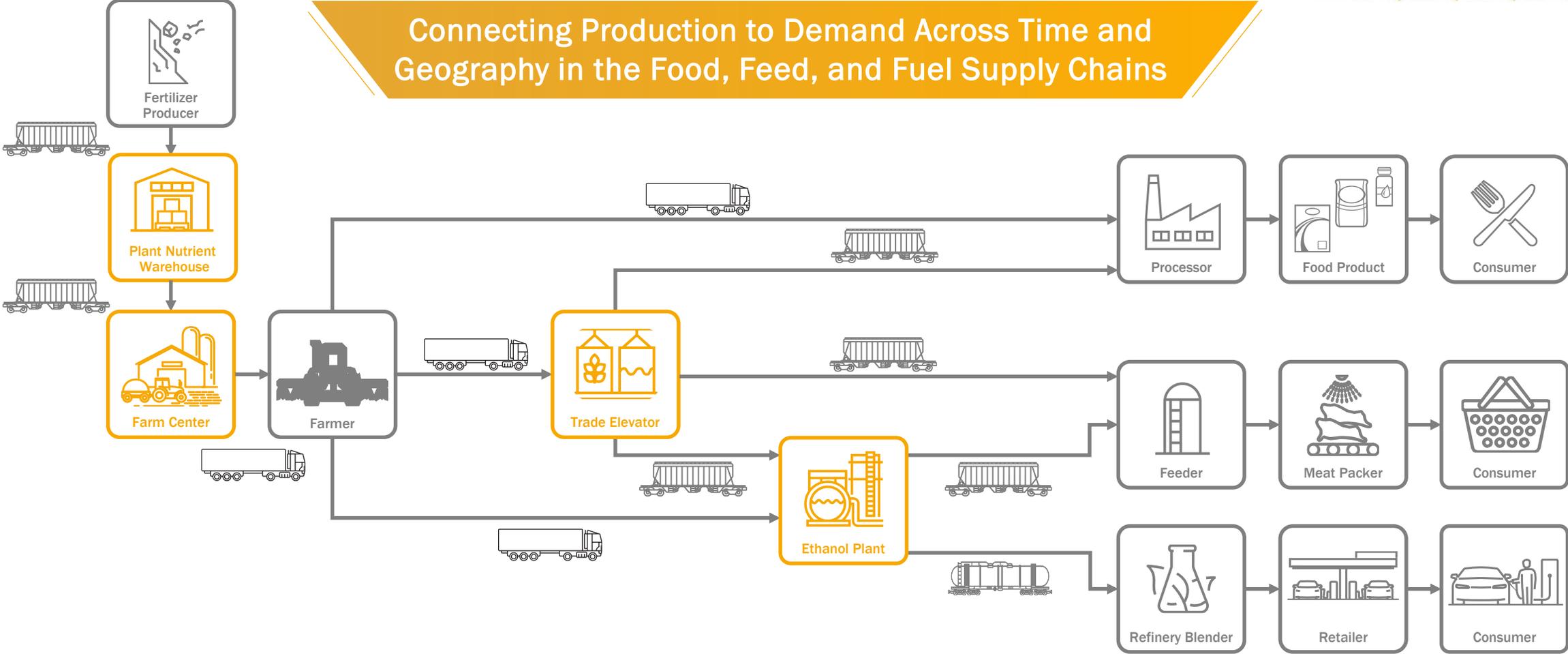
TRANSACTION OVERVIEW

Assets Sold	<ul style="list-style-type: none">• Diversified fleet of ~22,000 railcars, locomotives, and barges serving a broad customer base
Selling Price ¹	<ul style="list-style-type: none">• ~\$550 million cash
Valuation	<ul style="list-style-type: none">• ~10.2x TTM Adjusted EBITDA²
Closing Date	<ul style="list-style-type: none">• Transaction closed August 16, 2021
Use of Cash	<ul style="list-style-type: none">• Pay down debt; achieve long-term debt-to-adjusted EBITDA of less than 2.5x• Redeploy capital in a manner that will enhance shareholder returns
Remaining Assets Held for Sale	<ul style="list-style-type: none">• Network of 29 facilities strategically located throughout the United States

Strong Portfolio of Businesses



Connecting Production to Demand Across Time and Geography in the Food, Feed, and Fuel Supply Chains



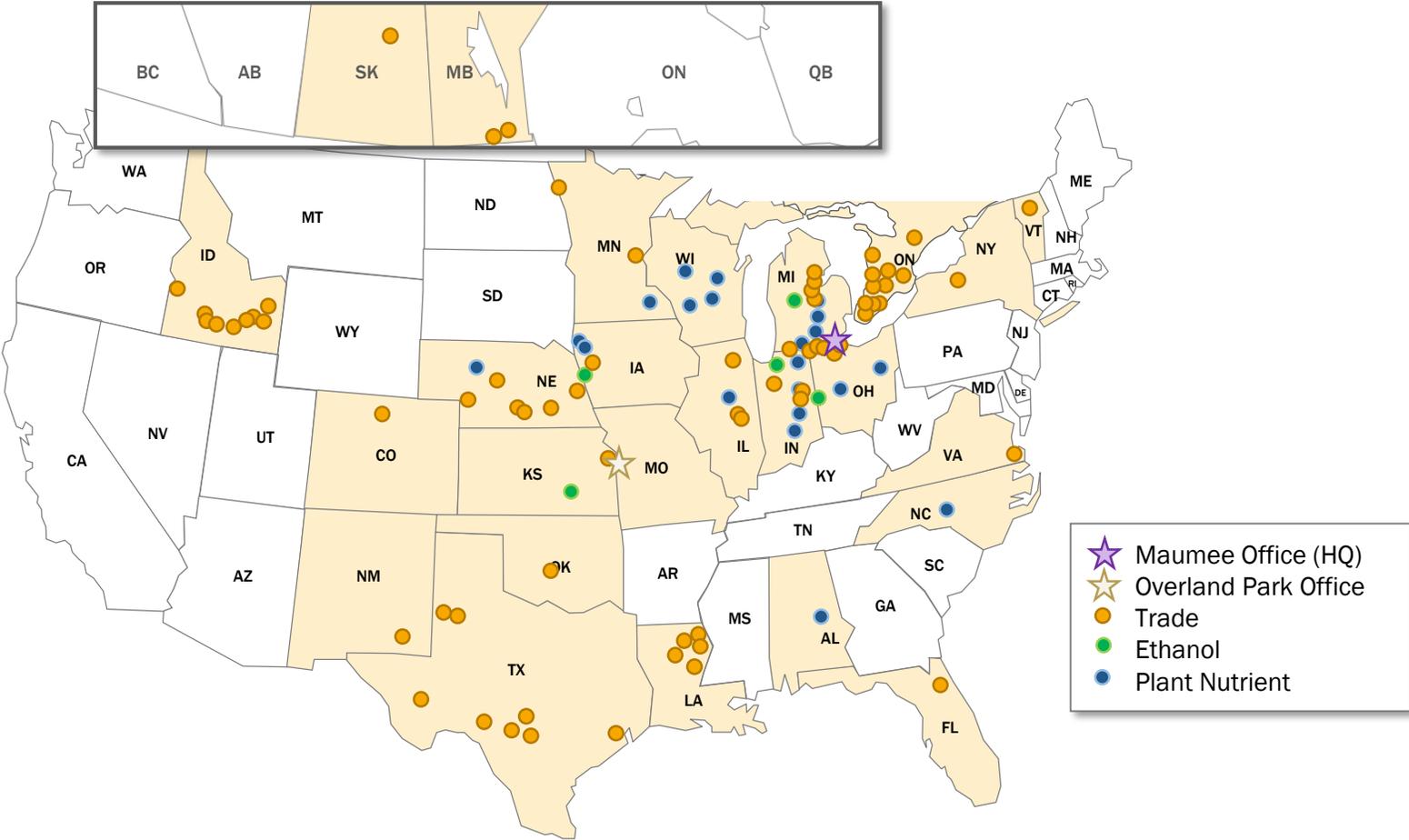
Serving Critical Links Across North American Ag Supply Chain

Broad Geographic Footprint in Grain and Fertilizer Businesses



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



Facilities Located Across the North American Ag Supply Chain

Our Transformational Journey Continues



SINCE 2017 INVESTOR DAY

2021 AND BEYOND



OPTIMIZED PORTFOLIO *Streamlined Company*

- Successfully purchased and integrated Lansing/Thompsons, deriving commercial and cost synergies
- Merged ethanol entities; making financial reporting more transparent
- Exited nonstrategic assets
 - Sold Canadian agronomy and Tennessee grain assets in 2019
 - Sold Rail Leasing business – August 2021
 - Announced intent to sell Rail Repair assets
- Reorganized business groups to further enhance operations, align with strategy and realize commercial and cost synergies



COST CONTROLS *Relentless Focus*

- Incorporated organization-wide focus on accountability
- Cost savings of **\$42M** from 2015 base through 2019
 - Exceeded original Lansing acquisition synergy target of **\$10M** in 2019
- Reduced expenses by an additional **\$30M** in 2020 and expect additional **\$10M** in 2021
 - **\$25M to \$30M** of these savings are expected to be permanent



VISION *Path Forward*

- Pursuing profitable growth in each segment by taking advantage of trade lanes and bolt-on acquisitions
- Exploring growth opportunities in specialty food and feed markets
- Technology advancements to enable customer-centric innovation
- Focusing on operational excellence while pursuing organic growth and asset-light opportunities
- Continued disciplined approach to capital deployment

Significant Progress Toward Optimizing the Organization to Prepare for Growth

Building a Robust Corporate Sustainability Program



ENVIRONMENTAL



- Opened new ethanol plant expected to be one of the **lowest-carbon and most efficient in U.S.**
- Deeply engaged in **fertilizer stewardship** efforts through both 4R¹ and H₂O_{hio}²
- Build end-to-end sustainable, **transparent, and organic supply chains** for specialty food customers
- **Energy reduction** systems in ethanol plants through cogeneration facilities, substantially reducing power sourced from the grid
- **Advancing our safety program** with the goal of achieving and maintaining a zero-harm workplace

SOCIAL



- **Legacy of contributing** a portion of our profits to communities since our founding in 1947
- **Conduct annual workplace giving campaign and offer an employee match** through which employees have given more than \$2M over the last five years
- **Provide leadership resources** to numerous charities and community boards
- Our Company is a powerful vehicle through which **we channel our time, talent, and energy to serve others**

TALENT AND CULTURE



- **Foster a culture** in which all employees feel safe, included, and engaged
- Stand for a work environment that promotes **diversity, inclusion, and equality for all**
- **Written open-door policy** encourages conversations between employees and any level of leadership
- The **Healthy Lifestyles program** promotes wellness and incentivizes employees and spouses to stay engaged in their own well-being
- Our **employee educational assistance program** and **MyLearning**, our learning management system, provide education opportunities and training

Serve with a Focus on Doing What's Right for All Stakeholders in a Balanced Way

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 at Ingredion
Joined: 2020



Bill Krueger
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

Streamlined
Leadership Team

- ✓ Executive team with deep industry expertise
- ✓ Succession ladder with staggered age and experience
- ✓ Hired outside talent with diverse skills and backgrounds

Second Quarter Highlights



Excellent merchandising results driven by strong execution, increased demand, and volatility across our broad portfolio of commodities and products



Strong performance due to increased driving demand, values for corn oil and high-protein feed, and improved trading and risk management results



Great finish to spring season, driven by strong fertilizer margins with well-positioned inventory



Results supported by higher scrap prices and reduced expenses

Key Financial Data – Second Quarter 2021



\$ In millions except per share and ratio data	Q2 '21	Q2 '20	VPY	YTD '21	YTD '20	VPY
Sales and merchandising revenues	\$3,273.7	\$1,890.2	\$1,383.5	\$5,909.5	\$3,743.3	\$2,166.2
Gross profit	174.0	106.3	67.7	296.8	169.4	127.4
Operating, administrative and general expenses	110.0	90.1	19.9	209.8	195.2	14.6
Income (loss) before income taxes attributable to The Andersons, Inc.*	54.1	18.2	35.9	75.0	(20.9)	95.9
Adjusted income (loss) before income taxes attributable to The Andersons, Inc.*	54.4	21.6	32.8	75.8	(16.2)	92.0
Net income (loss) attributable to The Andersons, Inc.	43.5	30.4	13.1	58.6	(7.2)	65.8
Adjusted net income (loss) attributable to The Andersons, Inc.*	43.7	29.3	14.4	59.2	(14.0)	73.2
Diluted earnings (loss) per share (EPS)	1.30	0.92	0.38	1.74	(0.22)	1.96
Adjusted EPS*	1.31	0.88	0.43	1.76	(0.43)	2.19
Depreciation and amortization	47.7	47.0	0.7	95.2	93.9	1.3
EBITDA*	117.9	66.7	51.2	197.6	76.6	121.0
Adjusted EBITDA*	118.1	70.0	48.1	198.3	81.3	117.0
Effective tax rate	18.7%	(155.8)%	174.5%	21.6%	30.5%	(8.9)%

Financial Performance Overview (\$M)

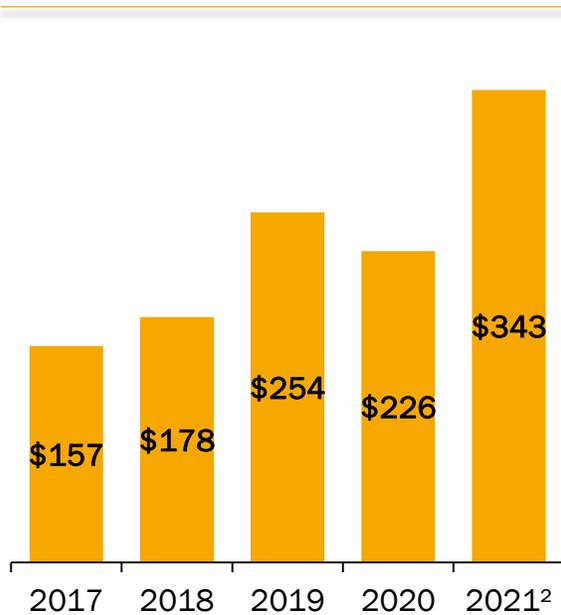


Gross Profit



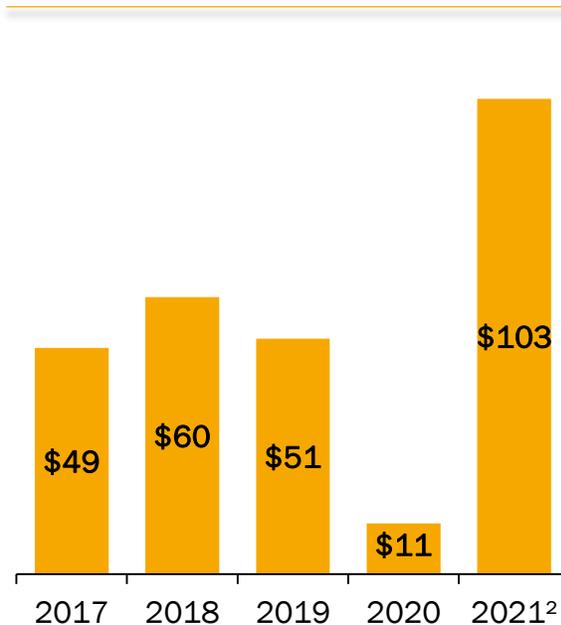
- Increase in 2019 largely due to acquisition of Lansing Trade Group and Thompsons Limited
- Decline during 2020 is largely attributable to COVID-19

Adjusted EBITDA¹



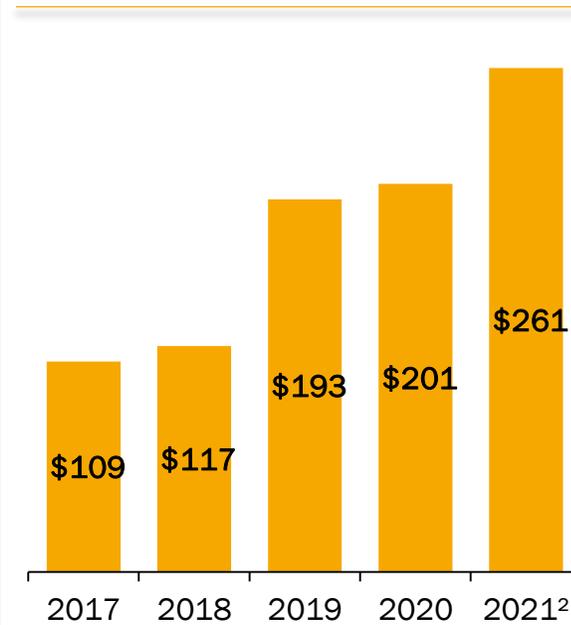
- Exceeded \$300M EBITDA target on an adjusted basis
- 2025 EBITDA targets set, focused on growth without Rail business
- Consistently reduced operating, administrative, and general expenses; meaningful improvement since 2015

Adjusted Pretax Income Attributable to The Andersons¹



- Impacts from COVID across all businesses except Plant Nutrient led to decrease in adjusted pretax income in 2020
- Increased D&A relating to capex and M&A step-up accounting

Cash from Operations before Working Capital Changes¹



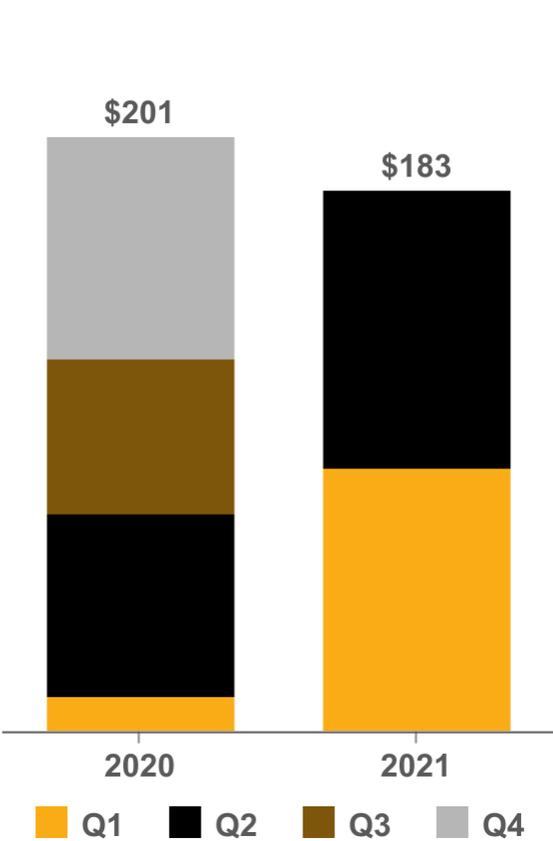
- Generated consistent and growing cash flows before changes in working capital despite the challenging business environment

Cash, Liquidity, and Long-term Debt



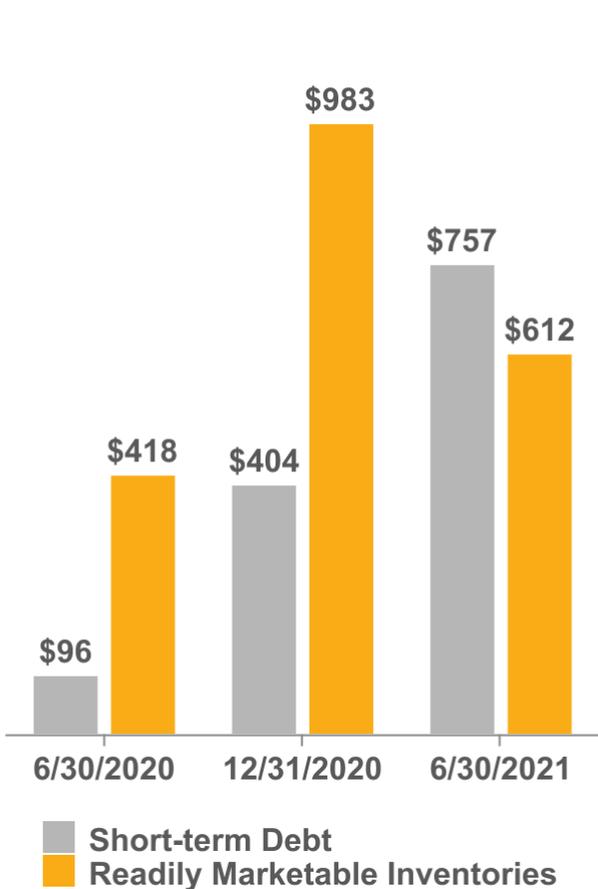
Cash from Operations Before Working Capital Changes*

(in millions)



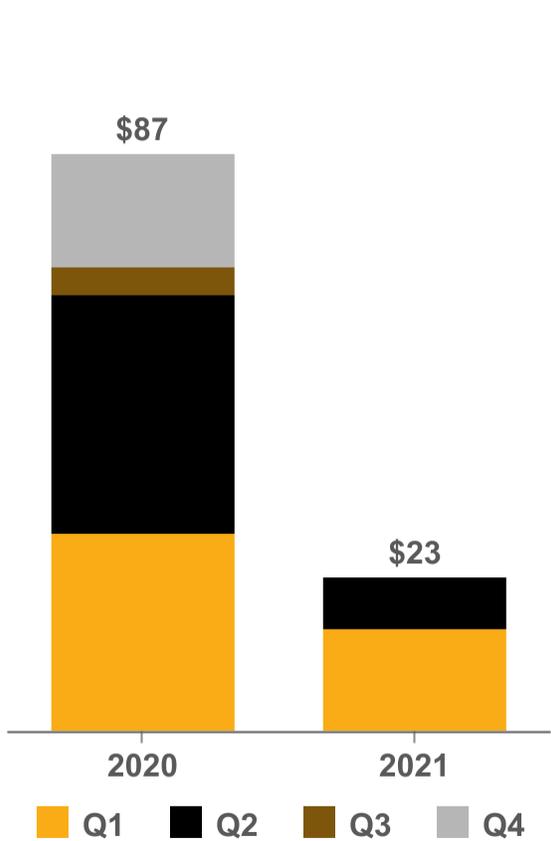
Short-term Debt vs. RMI

(in millions)



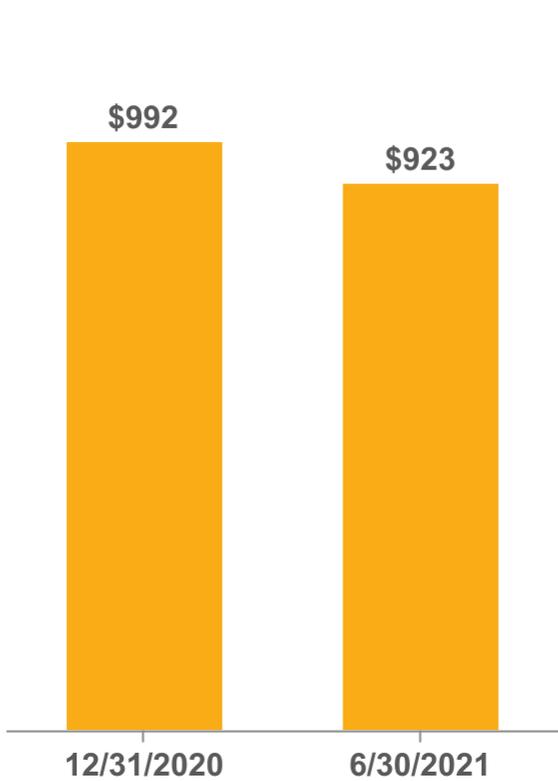
Net Capital Spending

(in millions)



Total Long-term Debt

(in millions)



* Non-GAAP financial measure; see appendix for reconciliations.

Financial Milestones – Updated from 2020 Investor Day



	Adjusted EBITDA ¹ (\$M)					
	2017	2018	2019	2020	2021 ²	Pro Forma ³
Trade	\$46	\$50	\$124	\$95	\$133	\$133
Ethanol	\$30	\$31	\$37	\$33	\$109	\$109
Plant Nutrient	\$47	\$45	\$42	\$47	\$61	\$61
Rail	\$55	\$58	\$66	\$56	\$58	\$0
Total Company	\$157	\$178	\$254	\$226	\$343	\$285

Milestones

- ✓ Exceeded adjusted EBITDA target
- ✓ Reduce long-term debt by an additional \$200M to \$250M by year-end 2023
- ✓ Reduce long-term debt-to-EBITDA ratio to less than 2.5x by year-end 2023
 - Continue disciplined approach to capital deployment
 - Work steadily toward ROIC target of 200 bps above WACC

✓ **Achieved**

Meaningful progress

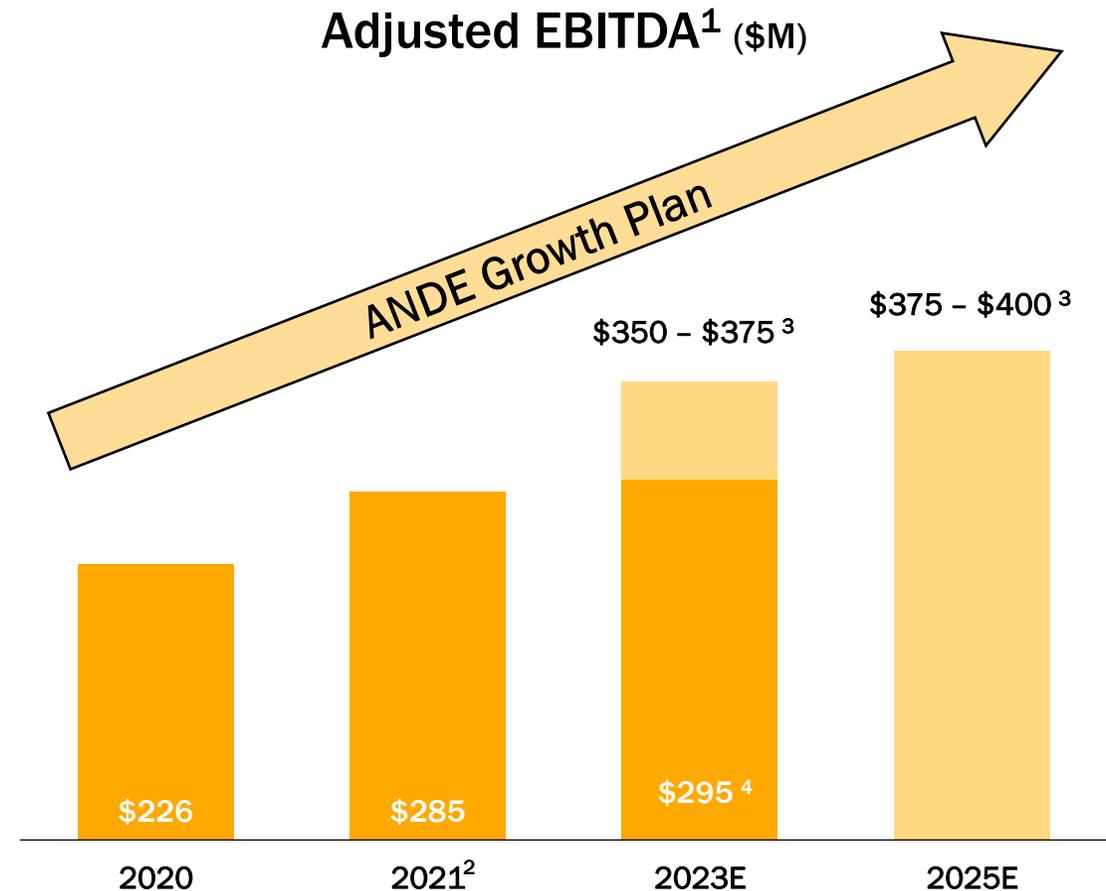
Exceeded Earnings and Debt Reduction Target

EBITDA Milestones



Opportunities for Growth

- Core grain and fertilizer business growth
- Bolt-on acquisitions
- Innovation within trending areas:
 - ✓ Sustainability, traceability, and organic ag
 - ✓ Carbon-reduction opportunities across our businesses
 - ✓ Renewable diesel feedstocks
 - ✓ Organic fertilizers
 - ✓ Plant-based protein feedstocks



Financial Flexibility for Growth in Core Verticals

2021 Outlook



Merchandising opportunities are likely to remain strong with expected volatility, a large grain harvest, and high demand



Positive outlook on expected higher driving demand; Co-product margins and trading opportunities expected to remain strong



Fertilizer markets expected to remain solid, with tight supply and strong demand anticipated into the fall application season

Trade at a Glance



Bliss, ID



Houston, TX



Champaign, IL



Delhi, LA



Maumee, OH

Key Metrics¹

GRAIN TRADED
~31M
TONNES

SPACE CAPACITY
~202M
BUSHELS

COMMODITIES
~70
MERCHANDIZED

FEED INGREDIENTS
~2.2M
TONNES

SPECIALITY INGREDIENTS
~1.6M
TONNES

Top 5 U.S. Grain and Ingredients Merchant

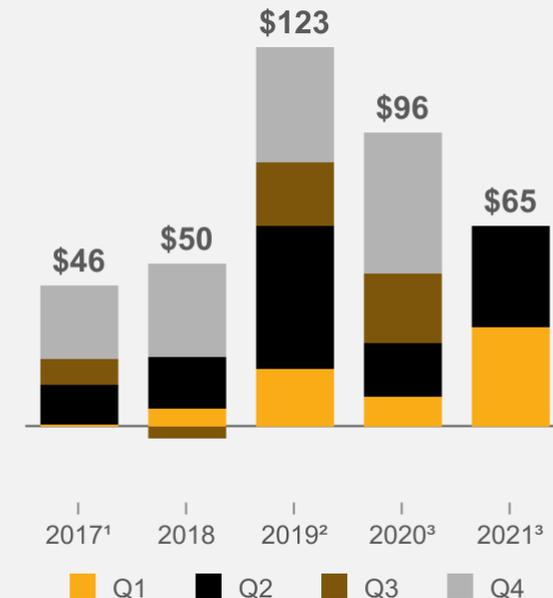
Trade – Q2 '21 Highlights



- Merchandising income optimized from strong execution across our broad portfolio
- Grain elevation margins exceeding traditional storage income

Unaudited in \$M	Q2 '21	Q2 '20	VPY	YTD '21	YTD '20	VPY
Revenues	\$2,297.9	\$1,351.2	\$946.7	\$4,280.4	\$2,729.2	\$1,551.2
Gross Profit	77.8	59.4	18.4	150.4	121.8	28.6
Pretax Income (loss)	13.8	0.4	13.4	27.6	(9.6)	37.2
Adjusted Pretax Income (loss)*	14.1	1.4	12.7	28.4	(7.2)	35.6
EBITDA*	32.4	16.5	15.9	64.4	25.1	39.3
Adjusted EBITDA*	32.7	17.5	15.2	65.2	27.4	37.8

Adjusted EBITDA* (\$M)



¹ Excludes asset impairment charges of \$10.9.

² Excludes acquisition costs of \$16.0, asset impairment charges of \$43.5, a loss on a pre-existing equity method investment of \$1.1, and a gain on the sale of assets of \$5.7.

³ Excludes acquisition costs of \$4.2 and \$0.8 for 2020 and 2021, respectively.

Ethanol at a Glance



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 CO₂
- Innovative corn kernel separation creates **valuable products**

MARGIN ADVANTAGES

- One of the **lowest cost per gallon** producers
- Utilities cogeneration in Albion and Colwich **drive cost down**
- Majority of corn purchased direct from producers, **lowering cost**
- Low-Carbon Intensity (CI) ethanol will generate **California credits**
- 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**

PRODUCTION VOLUME 2021 FORECAST

Ethanol	~550M Gallons
Feed Products	~1.3M Tons
Distillers Corn Oil	~140M+ Pounds
Ethanol Traded vs. Produced	~1.4x

Sustainable Margin Advantage Over the Long Term

Strategically Positioned Ethanol Plants



Logistically Advantaged Positions Close to Corn Production



Albion, MI



Greenville, OH



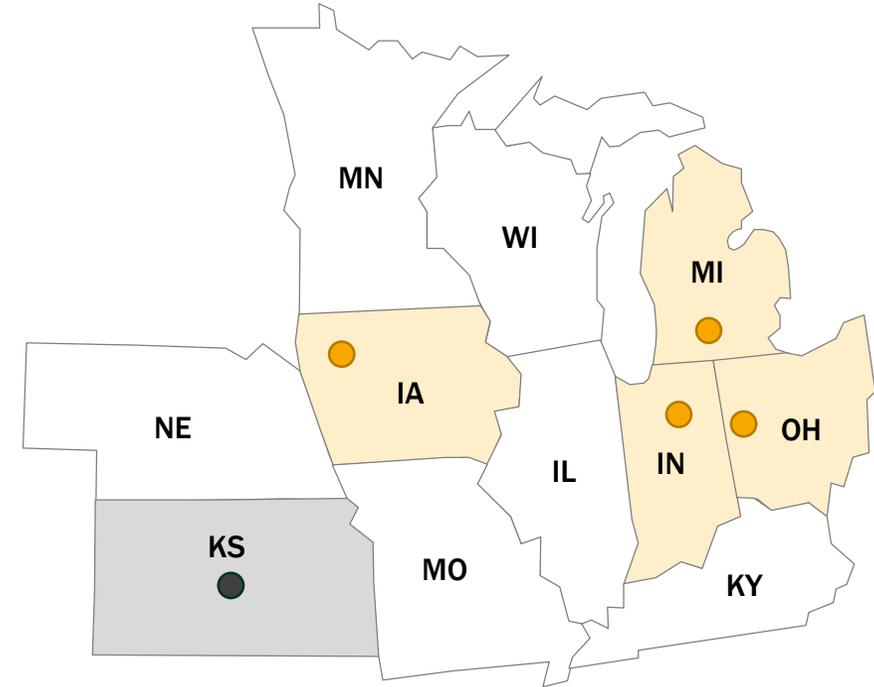
Clymers, IN



Denison, IA



Colwich, KS



-  **ELEMENT, LLC**
Opened August 2019
-  **The Andersons Marathon Holdings LLC (TAMH)**
Consolidation effective October 2019
Opened/acquired between 2006 and 2012

6th Largest U.S. Ethanol Producer

Benefits from Strategic Partnerships



R&D

Decouple margin from corn/ethanol spread by developing new products and applications

Uses waste wood to produce steam and electricity



Technology

First to market with significant lead time over competitors

Production of high-protein feed products using PROTOMAX™ technology



Knowledge

Share operational and market expertise across our plants

First-look advantage with respect to new products, processes, and technology



Financial

Manage risk to capitalize on margin opportunities and low-cost structure

When fully functional, expected to be the highest margin-per-bushel dry mill plant in North America

Positioning in the Industry as Partner of Choice

Ethanol – Q2 '21 Highlights



- Significantly increased ethanol demand on rebound in miles driven
- Greatly improved co-product values, including high-protein feed, DDGs, and corn oil
- Strong ethanol and veg oil trading results

Unaudited in \$M	Q2 '21	Q2 '20	VPY	YTD '21	YTD '20	VPY
Revenues	\$616.5	\$223.7	\$392.8	\$1,059.5	\$536.8	\$522.7
Gross Profit (loss)	34.7	(2.6)	37.3	43.2	(32.0)	75.2
Pretax Income (loss)	26.2	(9.5)	35.7	27.2	(47.0)	74.2
Pretax Income (loss) Attributable to Noncontrolling Interest	2.6	(10.4)	13.0	0.8	(23.9)	24.7
Pretax Income Attributable to The Andersons, Inc.*	23.5	0.9	22.6	26.5	(23.1)	49.6
EBITDA*	47.2	10.3	36.9	69.1	(7.2)	76.3
Adjusted EBITDA*	47.2	10.3	36.9	69.1	(7.2)	76.3

Adjusted EBITDA* (\$M)



¹ Excludes pretax gain on pre-existing investments in three former entities of \$36.3 and acquisition costs of \$1.3.

Plant Nutrient at a Glance



Ag Supply Chain

- Receives, stores, and markets nitrogen, phosphate, and potash fertilizers (NPK)
- Network of independent dealers and nine farm centers serving the Eastern Corn 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

TOTAL VOLUME ~2.4M TONS

AG SUPPLY CHAIN
~1.6M
TONS

ENGINEERED
GRANULES
~420K
TONS

SPECIALTY LIQUIDS
~350K
TONS

Diverse Set of Businesses with Strong Positions in Many End Markets

Well-positioned in Key Geographies



Ag Supply Chain

Eastern Corn Belt

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

Engineered Granules

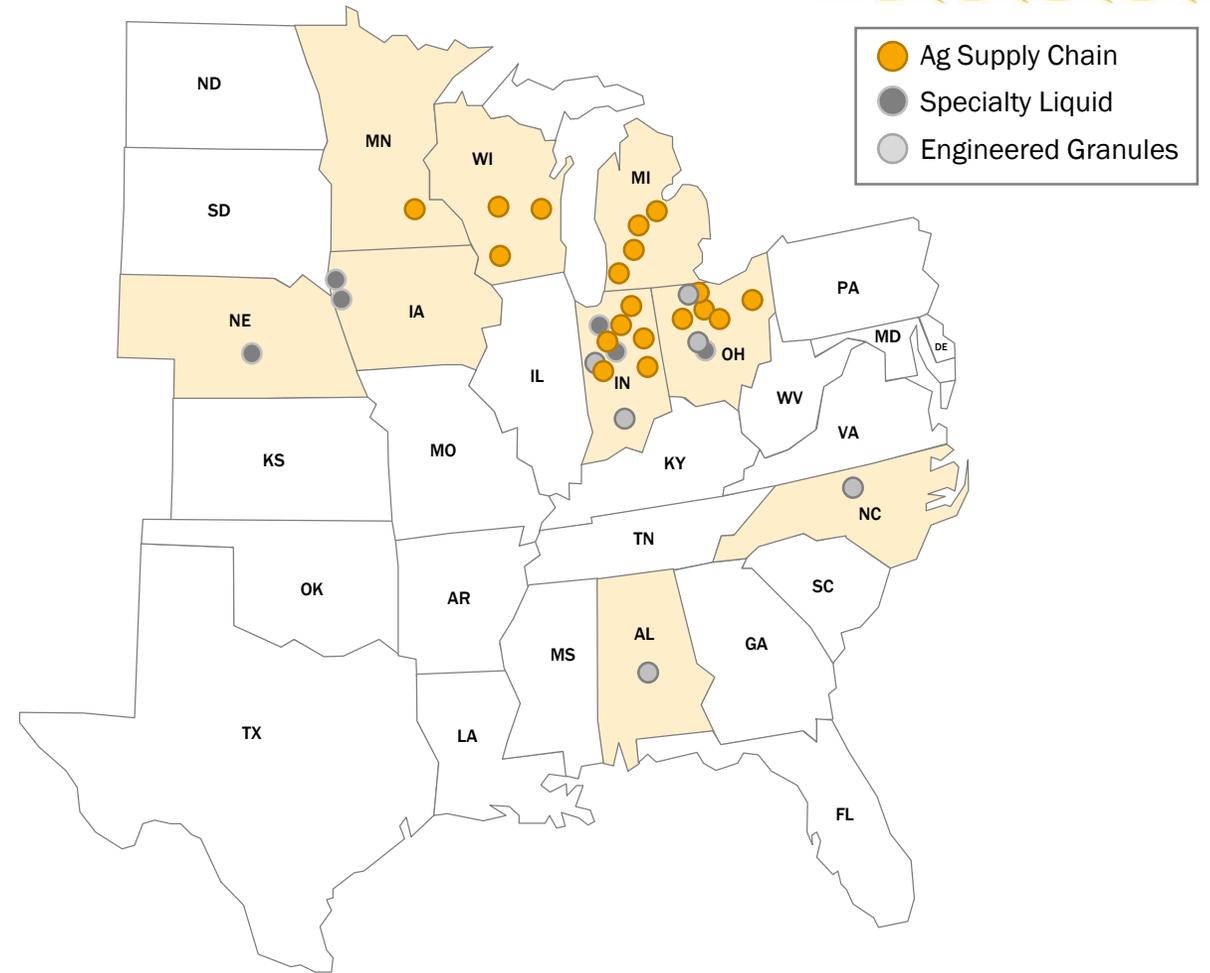
National

- 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



Ample Opportunity to Expand in Current and New Markets without Substantial Capital Investment

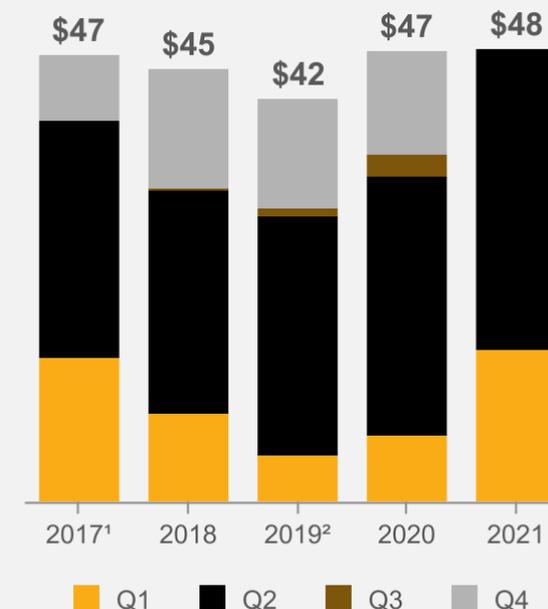
Plant Nutrient – Q2 '21 Highlights



- Higher margins in Ag Supply Chain due to strong execution on well-positioned inventory in favorable market conditions
- Continued recovery in industrial products
- Solid Engineered Granules demand offset by rising input costs and a tight labor market

Unaudited in \$M	Q2 '21	Q2 '20	VPY	YTD '21	YTD '20	VPY
Revenues	\$321.4	\$279.8	\$41.6	\$490.7	\$404.7	\$86.0
Gross Profit	50.9	38.8	12.1	83.3	59.1	24.2
Pretax Income	24.0	19.4	4.6	32.5	18.2	14.3
Adjusted Pretax Income*	24.0	19.4	4.6	32.5	18.2	14.3
EBITDA*	31.6	27.2	4.4	47.6	34.2	13.4
Adjusted EBITDA*	31.6	27.2	4.4	47.6	34.2	13.4

Adjusted EBITDA* (\$M)



¹ Excludes goodwill impairment charges of \$59.1.
² Excludes asset impairment charges of \$2.2 and gain on the sale of a farm center for \$2.9.

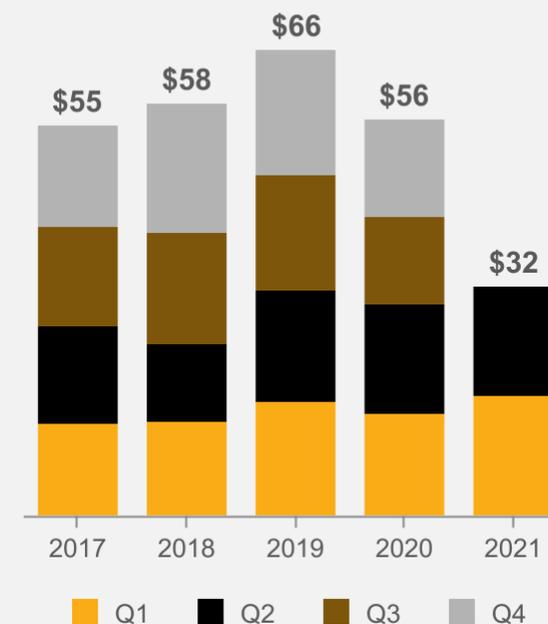
Rail – Q2 '21 Highlights



- Improved results from higher scrap prices and reduced expenses
- Increased rail traffic but lease rates remained below long-term averages

Unaudited in \$M	Q2 '21	Q2 '20	VPY	YTD '21	YTD '20	VPY
Revenues	\$37.9	\$35.4	\$2.5	\$78.9	\$72.6	\$6.3
Gross Profit	10.6	10.7	(0.1)	19.9	20.4	(0.5)
Pretax Income	3.1	\$2.6	0.5	8.0	3.6	4.4
EBITDA*	15.2	15.3	(0.1)	32.1	29.7	2.4

EBITDA* (\$M)



Appendix



Non-GAAP Reconciliation (Adjusted Pretax Income Attributable to The Andersons, Inc.)



(unaudited)

(in thousands)	2017	2018	2019	2020	2021 ¹
Pre-tax income (loss)	\$ (20,525)	\$ 53,156	\$ 28,111	\$ (24,474)	\$ 96,042
(Income) loss attributable to the noncontrolling interests	(98)	259	3,247	21,925	(2,711)
Pre-tax income (loss) attributable to The Andersons, Inc.	(20,623)	53,415	31,358	(2,549)	93,331
Adjusting items to pre-tax income (loss):					
Goodwill impairment	59,081	-	-	-	-
Asset impairment including equity method investments	10,913	-	46,178	-	-
Acquisition costs	-	6,514	8,007	-	-
Transaction related stock compensation	-	-	9,337	4,206	2,615
Gain on pre-existing equity method investments, net	-	-	(35,214)	-	-
Gain on sales of assets	-	-	(8,646)	-	-
Severance costs	-	-	-	6,091	3,750
Termination of interest rate derivatives and debt fees	-	-	-	2,849	2,849
Adjusted pre-tax income attributable to The Andersons, Inc.	\$ 49,371	\$ 59,929	\$ 51,020	\$ 10,597	\$ 102,545

Non-GAAP Reconciliation (Adjusted EBITDA)



(unaudited)

(in thousands)	2017	2018	2019	2020	2021 ¹	Pro Forma ²
Net income (loss)	\$ 42,609	\$ 41,225	\$ 15,060	\$ (14,215)	\$ 76,250	\$ 76,250
Interest expense	21,567	27,848	59,691	51,275	50,484	50,484
Income tax provision (benefit)	(63,134)	11,931	13,051	(10,259)	19,792	19,792
Depreciation & amortization	86,412	90,297	146,166	188,638	189,894	189,894
Earnings before interest, taxes, depreciation and amortization (EBITDA)	87,454	171,301	233,968	215,439	336,420	336,420
Adjusting items to EBITDA:						
Goodwill impairment	59,081	-	-	-	-	-
Asset impairment including equity method investments	10,913	-	46,178	-	-	-
Acquisition costs	-	6,514	8,007	-	-	-
Transaction related stock compensation	-	-	9,337	4,206	2,615	2,615
Gain on pre-existing equity method investments, net	-	-	(35,214)	-	-	-
Gain on sales of assets	-	-	(8,646)	-	-	-
Severance costs	-	-	-	6,091	3,750	3,750
Removal of Rail segment EBITDA	-	-	-	-	-	(58,071)
Adjusted EBITDA	\$ 157,448	\$ 177,815	\$ 253,630	\$ 225,736	\$ 342,782	\$ 284,714

Non-GAAP Reconciliation (Cash from Operations Before Working Capital Changes)



(unaudited)

(in thousands)

	2017	2018	2019	2020	2021 ¹
Cash provided by (used in) operating activities	\$ 75,285	\$ (35,519)	\$ 348,562	\$ (74,432)	\$ (513,503)
Changes in operating assets and liabilities:					
Accounts receivable	9,781	(24,788)	1,487	(128,502)	(177,659)
Inventories	16,141	(44,060)	(1,578)	(139,499)	(285,944)
Commodity derivatives	20,285	(16,610)	21,714	(115,170)	(380,841)
Other assets	(5,623)	3,290	30,497	(53,208)	7,144
Payables and other accrued expenses	(74,237)	(69,935)	103,842	123,489	88,230
Total changes in operating assets and liabilities	(33,653)	(152,103)	155,962	(312,890)	(749,070)
Less: changes in CARES Act tax refund receivable	-	-	-	(37,564)	25,827
Adjusted cash from operations before working capital changes	\$ 108,938	\$ 116,584	\$ 192,600	\$ 200,894	\$ 261,394

Non-GAAP Reconciliation (Adjusted net income [loss] attributable to The Andersons, Inc.)



(unaudited)

(in thousands, except per share data)	Three months ended June 30,		Six months ended June 30,	
	2021	2020	2021	2020
Net income (loss) attributable to The Andersons, Inc.	\$ 43,499	\$ 30,439	\$ 58,606	\$ (7,222)
Items impacting other income, net of tax:				
Transaction related stock compensation	274	1,017	757	2,348
Severance costs	—	2,341	—	2,341
Income tax impact of adjustments (a)	(68)	(4,541)	(189)	(11,451)
Total adjusting items, net of tax	206	(1,183)	568	(6,762)
Adjusted net income (loss) attributable to The Andersons, Inc.	\$ 43,705	\$ 29,256	\$ 59,174	\$ (13,984)
Diluted earnings (loss) attributable to The Andersons, Inc. common shareholders	\$ 1.30	\$ 0.92	\$ 1.74	\$ (0.22)
Impact on diluted earnings (loss) per share	\$ 0.01	\$ (0.04)	\$ 0.02	\$ (0.21)
Adjusted diluted earnings (loss) per share	\$ 1.31	\$ 0.88	\$ 1.76	\$ (0.43)

(a) Prior year income tax adjustments include \$(3.7) million and \$(10.3) million due to CARES Act benefits for the quarter ended June 30, 2020 and year to date June 30, 2020, respectively.

Non-GAAP Reconciliation (Quarter to Date Segment Data)



(unaudited)

(in thousands)	Trade	Ethanol	Plant Nutrient	Rail	Other	Total
Three months ended June 30, 2021						
Sales and merchandising revenues	\$ 2,297,869	\$ 616,527	\$ 321,409	\$ 37,921	\$ —	\$ 3,273,726
Gross profit	77,831	34,716	50,860	10,637	—	174,044
Operating, administrative and general expenses	61,514	6,577	26,568	4,416	10,901	109,976
Other income, net	4,067	38	849	237	116	5,307
Income (loss) before income taxes	13,777	26,156	23,995	3,064	(10,226)	56,766
Income attributable to the noncontrolling interests	—	2,625	—	—	—	2,625
Income (loss) before income taxes attributable to The Andersons, Inc. (a)	13,777	23,531	23,995	3,064	(10,226)	54,141
Adjustments to income (loss) before income taxes (b)	274	—	—	—	—	274
Adjusted income (loss) before income taxes attributable to The Andersons, Inc. (a)	\$ 14,051	\$ 23,531	\$ 23,995	\$ 3,064	\$ (10,226)	\$ 54,415
Three months ended June 30, 2020						
Sales and merchandising revenues	\$ 1,351,168	\$ 223,745	\$ 279,825	\$ 35,442	\$ —	\$ 1,890,180
Gross profit	59,382	(2,599)	38,765	10,718	—	106,266
Operating, administrative and general expenses	54,998	5,506	18,281	5,184	6,167	90,136
Other income, net	986	466	386	905	707	3,450
Income (loss) before income taxes	393	(9,539)	19,407	2,606	(5,035)	7,832
Loss attributable to the noncontrolling interests	—	(10,407)	—	—	—	(10,407)
Income (loss) before income taxes attributable to The Andersons, Inc. (a)	393	868	19,407	2,606	(5,035)	18,239
Adjustments to income (loss) before income taxes (b)	1,017	—	—	—	2,341	3,358
Adjusted income (loss) before income taxes attributable to The Andersons, Inc. (a)	\$ 1,410	\$ 868	\$ 19,407	\$ 2,606	\$ (2,694)	\$ 21,597

(a) Income (loss) 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.

(b) Additional information on the individual adjustments that are included in the adjustments to income (loss) 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)	Trade	Ethanol	Plant Nutrient	Rail	Other	Total
Six months ended June 30, 2021						
Sales and merchandising revenues	\$ 4,280,377	\$ 1,059,486	\$ 490,661	\$ 78,931	\$ —	\$ 5,909,455
Gross profit	150,388	43,199	83,261	19,908	—	296,756
Operating, administrative and general expenses	118,445	13,233	49,967	7,290	20,913	209,848
Other income, net	7,553	1,365	1,436	1,911	584	12,849
Income (loss) before income taxes	27,632	27,237	32,518	7,955	(19,569)	75,773
Loss attributable to the noncontrolling interests	—	780	—	—	—	780
Income (loss) before income taxes attributable to The Andersons, Inc. (a)	27,632	26,457	32,518	7,955	(19,569)	74,993
Adjustments to income (loss) before income taxes (b)	757	—	—	—	—	757
Adjusted income (loss) before income taxes attributable to The Andersons, Inc. (a)	\$ 28,389	\$ 26,457	\$ 32,518	\$ 7,955	\$ (19,569)	\$ 75,750
Six months ended June 30, 2020						
Sales and merchandising revenues	\$ 2,729,209	\$ 536,784	\$ 404,738	\$ 72,555	\$ —	\$ 3,743,286
Gross profit	121,848	(31,998)	59,129	20,417	—	169,396
Operating, administrative and general expenses	123,153	11,621	38,022	10,443	11,957	195,196
Other income, net	3,750	912	356	1,955	1,290	8,263
Income (loss) before income taxes	(9,591)	(46,964)	18,215	3,613	(10,015)	(44,742)
Loss attributable to the noncontrolling interests	—	(23,856)	—	—	—	(23,856)
Income (loss) before income taxes attributable to The Andersons, Inc. (a)	(9,591)	(23,108)	18,215	3,613	(10,015)	(20,886)
Adjustments to income (loss) before income taxes (b)	2,348	—	—	—	2,341	4,689
Adjusted income (loss) before income taxes attributable to The Andersons, Inc. (a)	\$ (7,243)	\$ (23,108)	\$ 18,215	\$ 3,613	\$ (7,674)	\$ (16,197)

(a) Income (loss) 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.

(b) Additional information on the individual adjustments that are included in the adjustments to income (loss) 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)	Trade	Ethanol	Plant Nutrient	Rail	Other	Total
Three months ended June 30, 2021						
Net Income (Loss)	\$ 13,777	\$ 26,156	\$ 23,995	\$ 3,064	\$ (20,868)	\$ 46,124
Interest expense (income)	7,452	2,021	1,146	3,394	(559)	13,454
Income tax provision (benefit)	—	—	—	—	10,642	10,642
Depreciation and amortization	11,155	18,983	6,456	8,701	2,355	47,650
EBITDA	32,384	47,160	31,597	15,159	(8,430)	117,870
Adjusting items impacting EBITDA:						
Transaction related stock compensation	274	—	—	—	—	274
Total adjusting items	274	—	—	—	—	274
Adjusted EBITDA	\$ 32,658	\$ 47,160	\$ 31,597	\$ 15,159	\$ (8,430)	\$ 118,144
Three months ended June 30, 2020						
Net Income (Loss)	\$ 393	\$ (9,539)	\$ 19,407	\$ 2,606	\$ 7,165	\$ 20,032
Interest expense (income)	5,056	1,900	1,463	3,833	(425)	11,827
Income tax provision (benefit)	—	—	—	—	(12,200)	(12,200)
Depreciation and amortization	11,055	17,952	6,364	8,869	2,757	46,997
EBITDA	16,504	10,313	27,234	15,308	(2,703)	66,656
Adjusting items impacting EBITDA:						
Transaction related stock compensation	1,017	—	—	—	—	1,017
Severance Costs	—	—	—	—	2,341	2,341
Total adjusting items	1,017	—	—	—	2,341	3,358
Adjusted EBITDA	\$ 17,521	\$ 10,313	\$ 27,234	\$ 15,308	\$ (362)	\$ 70,014

Non-GAAP Reconciliation (Year to Date EBITDA and Adjusted EBITDA)



(unaudited)

(in thousands)	Trade	Ethanol	Plant Nutrient	Rail	Other	Total
Six months ended June 30, 2021						
Net Income (Loss)	\$ 27,632	\$ 27,237	\$ 32,518	\$ 7,955	\$ (35,956)	\$ 59,386
Interest expense (income)	14,503	4,094	2,212	6,574	(760)	26,623
Income tax provision (benefit)	—	—	—	—	16,387	16,387
Depreciation and amortization	22,280	37,797	12,837	17,588	4,652	95,154
EBITDA	64,415	69,128	47,567	32,117	(15,677)	197,550
Adjusting items impacting EBITDA:						
Transaction related stock compensation	757	—	—	—	—	757
Total adjusting items	757	—	—	—	—	757
Adjusted EBITDA	\$ 65,172	\$ 69,128	\$ 47,567	\$ 32,117	\$ (15,677)	\$ 198,307
Six months ended June 30, 2020						
Net Income (Loss)	\$ (9,591)	\$ (46,964)	\$ 18,215	\$ 3,613	\$ 3,649	\$ (31,078)
Interest expense (income)	12,245	4,257	3,248	8,316	(652)	27,414
Income tax provision (benefit)	—	—	—	—	(13,664)	(13,664)
Depreciation and amortization	22,399	35,504	12,705	17,788	5,502	93,898
EBITDA	25,053	(7,203)	34,168	29,717	(5,165)	76,570
Adjusting items impacting EBITDA:						
Transaction related stock compensation	2,348	—	—	—	—	2,348
Severance Costs	—	—	—	—	2,341	2,341
Total adjusting items	2,348	—	—	—	2,341	4,689
Adjusted EBITDA	\$ 27,401	\$ (7,203)	\$ 34,168	\$ 29,717	\$ (2,824)	\$ 81,259

Non-GAAP Reconciliation (Cash from Operations Before Working Capital Changes)



(unaudited)

	Three months ended June 30,		Six months ended June 30,	
	2021	2020	2021	2020
(in thousands, except per share data)				
Cash provided by (used in) operating activities	\$ 200,233	\$ 373,941	\$ (245,494)	\$ 145,511
Changes in operating assets and liabilities				
Accounts receivable	(24,862)	2,556	(58,338)	(9,181)
Inventories	385,499	414,628	390,506	536,951
Commodity derivatives	(197,396)	13,749	(250,691)	14,980
Other assets	18,828	(13,897)	35,568	(24,784)
Payables and accrued expenses	(74,962)	(119,015)	(516,883)	(481,624)
Total changes to operating assets and liabilities	107,107	298,021	(399,838)	36,342
Less: changes in CARES Act tax refund receivable	—	(14,147)	27,697	(35,694)
Cash from operations before working capital changes	93,126	61,773	\$ 182,041	\$ 73,475

Non-GAAP Reconciliation (Trade Adjusted EBITDA)



(unaudited)

(in thousands)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021²</u>
Net income (loss) ¹	\$ 8,197	\$ 21,715	\$ (17,328)	\$ 24,687	\$ 61,910
Interest expense	8,320	11,845	34,843	21,974	24,233
Depreciation & amortization	18,757	16,062	50,973	44,627	44,508
Earnings before interest, taxes, depreciation and amortization (EBITDA)	35,274	49,622	68,488	91,288	130,651
Adjusting items to EBITDA:					
Acquisition costs	—	—	6,682	—	—
Transaction related stock compensation	—	—	9,337	4,206	2,615
Asset impairment including equity method investments	10,913	—	43,501	—	—
Loss from remeasurement of equity method investment	—	—	1,073	—	—
Gain on sale of assets	—	—	(5,702)	—	—
Adjusted EBITDA	\$ 46,187	\$ 49,622	\$ 123,379	\$ 95,494	\$ 133,266

¹ All taxes are associated to "other" in the segment reporting of the Company.

² Represents trailing twelve months ended June 30, 2021.

Non-GAAP Reconciliation (Ethanol Adjusted EBITDA)



(unaudited)

(in thousands)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021²</u>
Net income (loss) ¹	\$ 23,623	\$ 26,817	\$ 47,660	\$ (47,338)	\$ 26,863
Interest expense (income)	(67)	(1,890)	943	7,461	7,298
Depreciation & amortization	5,970	6,136	23,727	73,224	75,517
Earnings before interest, taxes, depreciation and amortization (EBITDA)	29,526	31,063	72,330	33,347	109,678
Adjusting items to EBITDA:					
Acquisition costs	—	—	1,325	—	—
Gain from remeasurement of equity method investment	—	—	(36,287)	—	—
Adjusted EBITDA	\$ 29,526	\$ 31,063	\$ 37,368	\$ 33,347	\$ 109,678

¹ All taxes are associated to "other" in the segment reporting of the Company

² Represents trailing twelve months ended June 30, 2021.

Non-GAAP Reconciliation (Plant Nutrient Adjusted EBITDA)



(unaudited)

(in thousands)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021²</u>
Net income (loss) ¹	\$ (45,121)	\$ 12,030	\$ 9,159	\$ 16,015	\$ 30,318
Interest expense	6,420	6,499	7,954	5,805	4,769
Depreciation & amortization	26,628	26,871	25,985	25,407	25,539
Earnings before interest, taxes, depreciation and amortization (EBITDA)	(12,073)	45,400	43,098	47,227	60,626
Adjusting items to EBITDA:					
Goodwill impairment	59,081	—	—	—	—
Asset Impairment	—	—	2,175	—	—
Gain on sale of assets	—	—	(2,944)	—	—
Adjusted EBITDA	\$ 47,008	\$ 45,400	\$ 42,329	\$ 47,227	\$ 60,626

¹ All taxes are associated to “other” in the segment reporting of the Company.

² Represents trailing twelve months ended June 30, 2021.

Non-GAAP Reconciliation (Rail Adjusted EBITDA)



(unaudited)

(in thousands)	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021²</u>
Net income ¹	\$ 24,798	\$ 17,379	\$ 15,090	\$ 2,607	\$ 6,949
Interest expense	7,023	11,377	16,486	17,491	15,749
Depreciation & amortization	23,081	29,164	34,122	35,573	35,373
Earnings before interest, taxes, depreciation and amortization (EBITDA)	\$ 54,902	\$ 57,920	\$ 65,698	\$ 55,671	\$ 58,071

¹ All taxes are associated to "other" in the segment reporting of the Company.

² Represents trailing twelve months ended June 30, 2021.