

Safety is Priority #1

Greg Beck, VP of Grain

We are off to a great start in the grain division and for the company, too. Our grain recordable incident rate for this fiscal year stands at 0.5. How do we achieve that low figure? It is due to our safety culture, a culture I believe is alive and vibrant within CGB. I believe everyone knows we have a strong desire to be safe. I believe everyone understands the need to watch out for each other, and I believe our hourly operations folks and our management folks, together, are trying to do the best they can. I also believe we all get frustrated when mistakes are made and we are doing our best to understand how we can be as safe as reasonably possible. I personally, deeply, believe the understanding and implementation of ALARP is the key to our overall safety success.



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CGB Expands Into Ohio

Kelly Buchanan, Training & Communications Coordinator



Defiance, OH Facility

Welcome Defiance, Ohio to CGB's territory! In line with the goals of continued growth and expansion throughout the United States, construction began on this elevator in 2012 and is scheduled to open for business in Spring 2013. This rail facility will include over two million bushels of grain storage and will have the capacity to load 90 rail cars on a loop track. The town of Defiance is eager for our arrival as well. Defiance Mayor Bob Armstrong said "Defiance welcomes CGB to our community. Development like this project is a signal that Defiance is a great place to open and operate a successful business."

Chris Allen is serving as the on-site Superintendent through the construction process and will continue in that role once the site is up and running. According to Chris, the shell of the elevator is complete along with much of the exterior equipment. Work is continuing to be done on the rail, and the office should be completed in early December. "As the weeks go by, one can walk around and really begin to see the facility taking shape. It's going to be quite impressive and we sure can't wait to throw the switch," said Chris.



Chris Allen,
Superintendent



Rob LaFollette,
Facility Manager

Rob LaFollette, seasoned employee with merchandising and trading experience, will join Chris after the first of the year and manage the facility. "I'm eager to manage the Defiance elevator and look forward to learning more about that particular market and seizing opportunities within," said Rob.

"We are excited about CGB's expansion and expect this facility to be a great asset to the company," said Greg Beck, VP Grain Division.

Message from Greg Beck



Greetings from Mandeville!

At planting time, we were looking at huge corn acres to be planted and were so excited for the prospects of a record crop. Wow, how quickly and dramatically things change! Currently, we expect our grain handle to be down 30% which will, of course, affect our profitability. The good news is we still expect to be profitable as a grain division and as a company. Better yet, our shareholders will understand what we're going through and are very supportive. We must curb costs and maximize profit and trading opportunities as we see opportunities appear. Many of you have been working on those things for a couple months now, and I appreciate those efforts so far.

Greg Beck, VP Grain Division

Non-GMO corn origination is our real test this year as premiums are very high and volume is scarce. Again, our shareholders understand this situation very well. They are trying very hard to preserve CGB's market share in Japan and therefore are encouraging us to keep in mind, long term, that it will be worth the efforts this year. One of the true benefits of CGB is our strong shareholder support. I appreciate that more and more every year.

Regarding goals within the Grain Division, I think it's important that everyone understand where we are going. There are two we want to accomplish within the next three years: 1. We will experience one full year with zero recordable injuries. 2. We will fully preserve and embed our unique culture throughout the grain division.

The first goal is easily understood because safety is paramount to everything we do. One full year with zero recordable injuries is significant and proves we are walking the talk in our Journey to Excellence. It's a very tall goal to achieve, but achieve it we will. From Feb 2012 through Sep 2012, seven months, we exceeded one million hours worked without a single recordable injury. That is important to me, to you, and to our families. You all should be very, very proud of that achievement. We only need to extend that record, those behaviors and good practices, and follow our rules and procedures, etc. to achieve one full year with no recordable incidences. What can you do to help us achieve that goal? You can specifically and intentionally think about how you approach and do real work, focusing on behavior and reducing your personal risk to **As Low As Reasonably Possible (ALARP)**.

The second major goal is to know, teach, preach, and push our culture throughout all levels of the grain division. We will do that starting with myself and our general managers. We will make sure we exhibit our culture by, among other things, hiring and training right and walking the talk. If those things sound familiar, they should. This effort to talk about our culture is neither new nor different. It is an extension of the journey to excellence. We must ensure we do not lose the special culture we have today. I believe any company culture, if not nurtured and promoted, will be in danger of changing as our social culture changes around us. Some social changes are good and we would not want to go back to the time of no email, no internet, etc. But, there are a few things we want to ensure never change about CGB. Those things are our culture of:

- Safety
- Ownership
- Enthusiasm
- Customer Service
- Innovation and Creativity

We will have much more discussion about our culture in upcoming newsletters and meetings.

Even though this has been a difficult year, these are the years we learn the most and work the hardest. The lessons we learn this year will stay with us the rest of our careers. Let's make this fiscal year one of our finest efforts.

Greg



Pictured with Interns from left: Tom Couch, OVR East Manager, Mitch Graham, Elizabethtown Operations, Jeff Trimpe, Elizabethtown Manager

"We interpret others' motives by their actions, but we interpret our own motives by our intentions."
-Covey

CGB's College Career Fairs

Once again, CGB maintains its presence in colleges across the Midwest, striving to reach the best talent and attract them to CGB. This year, we attended over 20 fairs and had great success in reaching some very capable and talented potential employees!



Joanne Koopman, CGB Northern IL Regional HR Specialist at the Iowa State Career Fair



Kathy Christian, Regional HR Specialist, Interacting with students at the Ohio State Career Fair



Mt. Vernon, IN CGB reps Kendra Snyder, Ops, and Katie King, Merchandiser, at the Ohio State Career Fair

So, what does recruiting have to do with me?

The answer is—a lot! Some of our most successful recruiting efforts have come from referrals made by CGB employees. If you know someone who's dedicated, shows enthusiasm, is creative and innovative, has a strong set of core values, and possesses a strong desire to succeed, we want to know! Please have them send their resume and position of interest to careers@cgb.com.

In the Spotlight **Linus Kocher - Olney, IL**



Linus Kocher, Superintendent

Located in Olney, IL, the infamous “home of the white squirrel,” is Linus Kocher, Olney Superintendent, who has been with CGB for 35 years. Linus started his career with CGB as a laborer and transitioned to Superintendent. He served as manager during the construction of the Olney facility and transitioned back to Superintendent, the title he's held since 1995. “I was raised on a farm and had no idea what I wanted to be, but knew it would be something farming or ag related,” Linus said.

Linus lives with his wife, Rita, and has three children, Dean, Chad, and Todd. He enjoys hunting, fishing, camping, and playing with his grandchildren. Linus is also skilled in carpentry and is currently in the process of building a cabin home in the country, a project that he has undertaken with help from his children.



Olney, IL Facility

Facility News

Facility Appearance Award

Congratulations to David Coomer and Lyle McCoy for receiving

the facility appearance award at the Scott City facility for 2012! This coveted award is presented to the manager of the facility that exemplifies what



Pictured from left: David Coomer, Kevin Adams, Greg Beck

an elevator should look like, including an impeccable safety record and overall cleanliness of the facility. Congrats again to “Pooh” and the rest of the crew on this exciting and well deserved achievement!

Past winners include:

- 2011 — Gary Hosack, Jeffersonville, IN
- 2010 — Mark Cruse, Hennepin, IL
- 2009 — Nick Buchanan, Olney, IL

Safety Milestone

Congratulations to Dave Walker, Rick White, Dave Kolveit, and the whole crew at Naples for hitting a safety milestone of 500,000 hours worked with no recordable injuries!

CGB Expansion

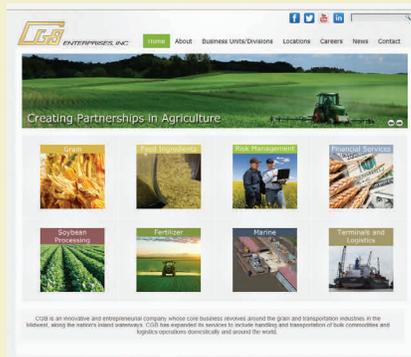
And we're growin, growin, growin on the rivers...
Over the past 24 months, CGB has increased its storage by over 70%, expanding from 88 million to 150 million bushels! This includes a combination of additional storage at individual locations and the acquisition of the Colusa and Twomey Groups.

Send Your Bio!

Each edition of Grainscape will feature, at random, various employees of the Grain Division. Visit the link below for the bio form, complete it, and send back with a photo of yourself. We also welcome pictures of family, hobbies, etc. Send completed sheets and photos to: kelly.buchanan@cgb.com
[Grainscape Bio Sheet](#)

CGB's Website Gets Refreshed

Kelly Buchanan, Training & Communications Coordinator



Our website, www.cgb.com, is undergoing a redesign that is modernizing the look of the site and incorporating some very useful elements in the process, like more detail about elevator locations including a map, additional photos and graphics for each business unit/division, and visually enhanced sections that not only make the site more appealing but also more user friendly.

"I am very excited about the new website," said Greg Beck, VP Grain Division. "As we remain a strong competitor in the marketplace and embrace new technologies, it's important to have an attractive website that is both user friendly and informative to those that visit us on the web."

The new site, scheduled to launch this month, will feature immediate feeds from our social media sites and an improved careers section complete with quotes from existing employees and blogs! It will undoubtedly be a great asset to anyone wanting to find out more about CGB divisions, products, services, careers, and more.

Success With Social Media

Kelly Buchanan, Training & Communications Coordinator

Social media outlets such as Facebook, Twitter, YouTube, LinkedIn, and even text messaging, expand the possibilities of communication in very exciting directions. It allows us to broaden our reach and appeal to more people than ever before and eliminates the limitations of geography and "contact" lists, making it easier than ever to connect with hundreds in a matter of minutes.



CGB Facebook Page

icons to those sites of which the company is a part. As a consumer, it makes it incredibly easy and convenient to get further information, including current up-to-date details about a company, product offerings, and much more with a simple click of the mouse!

CGB is taking an active role in social media and

we're working to continuously post relevant market updates, articles, and community information for all of our followers. Of course, market updates and bids in Northern Illinois are different than those in Southern Indiana. To provide the best appeal to both our current and potential customers, we must tailor messages to fit the appropriate audience.

So, what can you do? Get involved! If you're up to the challenging but rewarding task of creating and maintaining your own region specific Facebook or Twitter account we want to know! Before taking on the task of any media outlet, it's important to familiarize yourself with the Best Practices for Effective Communication for each avenue to ensure the messages are appropriate. Call Kelly Buchanan if you're interested in learning more about or establishing your own location specific account.

What would a social media article be if it didn't end with those two infamous words? So, "Follow Us!" And share this information with clients so they can take advantage of CGB in the wonderful world of social media!

Social Media Marketing Stats - 2012

Social Media is now used in about 90% of companies, and over 30% of the world's population is now online.

- Social media accounts for only 16% of customer engagement today, but is expected to increase to 57%, the second most used channel with the first being face-to-face.
- 71% of consumers say that CEO participation in social media leads to improved brand image.
- 52% of CEOs who are active in social media say that it helps their companies rise in search rankings, and 48% say that social media has generated qualified sales leads.
- 92% of recruiters use social media to find new candidates, up from 82% in 2010.
- 73% of recruiters say they have successfully hired through social media, up significantly from just 58% 2 years ago.
- Twitter attracts one million new users per day, and 53% of Twitter users have been a member for less than 1 year.
- 75 of the Fortune 100 companies use LinkedIn in their corporate hiring process.
- There are 1.5 million business related searches on YouTube every day, and 75% of senior execs say they watch work-related videos at least weekly.
- More than 500 million people log onto Facebook each day.

Find and follow us on:



87 More Vital Social Media Marketing Facts and Stats for 2012. Tom Pick. 16 October 2012. <<http://www.business2community.com/social-media/87-more-vital-social-media-marketing-facts-and-stats-for-2012-0307891>>

Business Philosophy Letters



Picture taken from CGB Brochure, 1982

Bob Frane founded CGB over 42 years ago with an innovative idea and the foresight to see it to fruition. During his time at CGB, Bob wrote several Business Philosophy letters that were shared within the organization and defined the company's culture and business practices.

We will share these invaluable

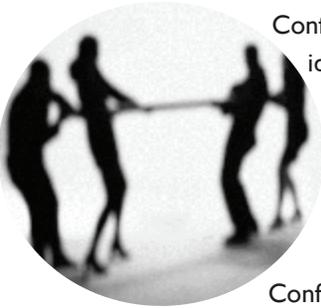
pieces of Bob's wisdom and ask that you take them to heart, think about the knowledge contained within, understand it, and apply the thoughts and ideas to your everyday work lives. These letters have truly stood the test of time and the content within is very much alive in today's corporate culture and ideas in which we believe so much.

Bob Frane Philosophy Letter #4, 12-28-1978

“Aggressive, innovative and creative people are often victorious. To the victors go the spoils!”

Our company came into existence because it had a new and better way of marketing barge transportation and of creating efficiencies of two-way transportation by being in the grain business, the terminal business, and the barge business. The idea was innovative and creative and the execution of that idea was aggressively pursued by members of the CGB team. We as individuals must aggressively recognize and solve the many, many challenges which surround us without waiting for a fearless leader to describe the problem and prescribe the solution. Aggressive, innovative and creative people are often victorious. To the victors go the spoils!

Training Tidbit - Conflict Management



Conflict is defined as an issue between two or more parties who have, or think they have, incompatible goals or ideas. Conflicts may involve deep-rooted moral or value differences, high-stakes distributional questions, or can be about who dominates whom. Conflicts are necessary, inevitable, and not always bad. Good conflict management is not about avoiding conflicts, but knowing how to respond to them. Managing these situations appropriately is critical in the workplace and can significantly increase intercommunication efficiencies, create a better atmosphere to work in, and aid in team building.

Conflict usually arises from a change in the workplace, high stress workplace, unclear lines of responsibility, lack of communication, and diversity in the workplace. There are four general types of conflict including those over facts and data, process or methods, purpose, and values. These situations present opportunity with constructive resolution addressing the underlying issues of a conflict and focusing on the relationship and communication between parties.

Constructive Conflict - leads to solutions, clarification, and better understanding of challenging issues, increases respect for others through understanding new viewpoints, brings people closer together after conflicts are successfully resolved, helps people develop new skills and understand new domains, encourages cooperation to address challenges as opposed to uncooperative behavior, and helps release anxiety and stress.

Destructive Conflict - polarizes people and teams, reduces cooperation, undermines people or their morale, leads to lack of respect for others, take time and focuses attention away from important activities, increases and highlights differences and creates an atmosphere of “you” against “us,” and leads to aggression, negative emotions, and in extreme cases, violence.

In order to successfully and productively manage conflict, you must practice the 4R's: Recognize, Respond with Respect, Resolve and Manage, and Reflect. Separate your emotions, be gentle on people and tough on issues. At work, the win/lose mentality is deadly. Effective teams experience conflict because they challenge each other and question decisions, but they do so in a way that expresses respect for the individual members, loyalty to the team itself, and commitment to productivity. Invite the other person to speak first, then you make your case. Work together to explore solutions with mutual planning and take action to evaluate the success of the resolution by following through. Five possible outcomes with successful conflict management include withdrawal, agree to disagree, acquiescence, bargaining, and collaboration. All are win/win solutions!

For more information on the complete Conflict Management course, please contact the Training Department.



Carey Bennett,
Training Director

Happy Anniversary!

35 Years

Charles Corcoran, Hennepin, IL
Linus Kocher, Olney, IL
RaGene Fenton, Wayne City, IL
Joe Ladley, Wayne City, IL

30 Years

Roy Hinman, Caruthersville, MO
Carla Gunn, Mound City, IL
Scott Lawson, Mound City, IL
Carl Renshaw, Olney, IL

25 Years

Patricia Richardson, Aurora, IL
Danny Sheets, Aurora, IL
Paul Kelly, Corp.
Charlie Laird, Corp.
Roger Wilson, Jeffersonville, IN
Jimmy Desurne, Louisville, KY
Bob Desurne, Louisville, KY
Rick Wilson, OVR Admin, IN

25 Years (continued)

Diane Henry, Riverside, OH
Joe Sanders, Riverside, OH
Larry Smith, Riverside, OH
Tim Kothe, Smithshire, IL
Scott Johnson, Walton, IL
Terry Douglas Sr., West Memphis, AR

20 Years

Ed Ide, Cahokia Grain, IL
Ron Riley, Gibson-Lyles, IN
Bobby Walker, Mound City, IL
Robert Hutton, Naples, IL
Mark St. Clair, OVR Admin, IN
Louis "Bud" Schlamer, Scott City, MO
James Piper, Uniontown, KY

15 Years

Joseph Perkins, Aurora, IN
Daniel Forcum, Dorena, MO
Curt Reed, Freeport, IL

15 Years (continued)

Tim Baumgart, Jeffersonville, IN
Jeff Long, Mound City, IL
Thomas Kuhn, Mt. Vernon, IN
Debbie Wyatt, Olney, IL
Doug Bayless Jr., Riverside, OH
Shea Hill, Riverside, OH

10 Years

Lauro Montalvo, Jeffersonville, IN
Zachary Bryan, Deer Grove, IL
Carlos Rivera, Jeffersonville, IN
Leslie Embrey, Mt. Vernon, IN
Beverly Dennis, Van Buren, AR
Willie Prather, Cottonwood Point, MO
Kelli Smith, Caruthersville, MO
Mike Engelen, Scott City, MO
Jesse Stretton, Savanna, IL
Theresa Twyford, Naples, IL
Joe Chavez, Jeffersonville, IN

What made this harvest successful?

Midsouth

Full staff of hard working individuals that run this business as their own, from safe operations to merchandising, our guys and gals were working to ensure that CGB was maximizing revenue and minimizing cost while making sure that CGB's customers were the #1 item of business. - Ed Ide

OVR East

Whether it was working thru the challenges of explaining aflatoxin to our customers or loading railcars around the clock to stay open, our people kept CGB in the lead by providing excellent customer service and competitive pricing. - Tim Baumgart

OVR West

The most positive aspect of our harvest was the unselfishness of our managers and employees. We were able to complete harvest without hiring any temporary labor and utilizing less manpower than in previous years by sharing people between our assets. - Leland Hartstack

Hennepin/Northern, IL

Our most important assets, our employees, remained untouched by injury throughout this year's harvest by working together and doing it in an employee induced safe working environment. - Ron Davis

Naples, IL

We stayed injury free and had no recordable incidences. - Dave Kolveit

Southwest

The group was able to share employees throughout harvest without a safety incident. - Eric Kresin

"Money will buy a fine dog, but only kindness will make him wag his tail."
-Roger Dowdy

From the Editor...

Thank you for taking a moment to view our inaugural edition of Grainscape! Visit the link below for a quick survey and let us know what you think.

<https://www.surveymonkey.com/s/grainscapesurvey>

Have a safe and enjoyable holiday season!