



CF INDUSTRIES 2022

# ESG Report

# A Message from Our CEO

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## To our Stakeholders:

Two years ago, we set CF Industries on an exciting new path. One focused on the emerging clean energy economy, defined by our commitment to decarbonize our ammonia production network and underpinned by a comprehensive set of environmental, social and governance (ESG) goals. Our progress is tangible.

In 2022, CF Industries made substantial headway across the ESG dimensions that we believe are critical to the long-term success of our Company and are material to our stakeholders. These advances have been driven by outstanding work from the CF Industries team guided by our strategy to leverage our unique capabilities to accelerate the world's transition to clean energy.

I am proud to highlight some of our most significant accomplishments.

- » First and foremost, we **continued to operate safely**. Our full-year recordable incident rate was 0.33 incidents per 200,000 labor hours, significantly better than industry averages.
- » We have initiated the **largest-of-its-kind carbon capture and sequestration (CCS) commercial agreement** with ExxonMobil to capture and permanently store up to 2 million metric tons of CO<sub>2</sub> from our Donaldsonville Complex that would otherwise be emitted to the atmosphere. Once operational in early 2025, we will be first-to-market with a significant volume of blue ammonia (ammonia produced conventionally with CO<sub>2</sub> emissions captured and sequestered). This will also be a significant step forward towards meeting our 2030 emissions intensity reduction goal.
- » By the end of this year, we expect to have installed **one of the world's largest alkaline water electrolyzers**, also at Donaldsonville. Once operational, we will have the capacity to annually produce up to 20,000 tons of green ammonia (ammonia produced with hydrogen sourced through an electrolysis process that produces no carbon emissions). This represents North America's **first commercial-scale green ammonia capacity**.
- » We are the **first to purchase certified natural gas** for use in industrial manufacturing. In 2023, we are purchasing 2.2 billion cubic feet (BCF) of natural gas from bp certified by not-for-profit MiQ to have 90% lower methane emissions intensity – the ratio of methane emissions to natural gas produced – than the industry average. Using certified natural gas reduces the lifecycle greenhouse gas emissions of ammonia production by up to 20% and offers a pathway for CF Industries to **meet our scope 3 emissions reduction goals**.



- » We are conducting a front-end engineering and design study with Mitsui & Co., Ltd. for our proposed joint venture to **construct an export-oriented blue ammonia facility** at our new Blue Point Complex in Louisiana. CF Industries and Mitsui expect to make a final investment decision on the proposed facility in the second half of 2023.
- » We joined the **Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping** as a Strategic Partner in 2022, sharing our expertise with the Center and working together to develop the roadmap to decarbonize maritime shipping.
- » We continue to exceed our goal for representation of women and persons of color in senior leadership roles, furthering the progress we made in 2021.
- » Nearly 20 percent of employees have joined our Inclusion Resource Group, a forum for employees to get involved and help create a workplace where all feel included.

» We worked with third parties to assess CF Industries' potential biodiversity impacts and find meaningful ways for the fertilizer industry to have a positive impact in this space. Also, we are publishing a map of biodiversity risks and CF Industries facilities to increase transparency on this important issue.

We are incredibly proud of these achievements, with quantifiable CO<sub>2</sub> emissions reductions in sight and measurable progress across our other ESG dimensions. What energizes us is the path ahead and the broad impact our work – in motion today and in development for tomorrow – will have on the world around us.

### Our Positive Impact on the World Today

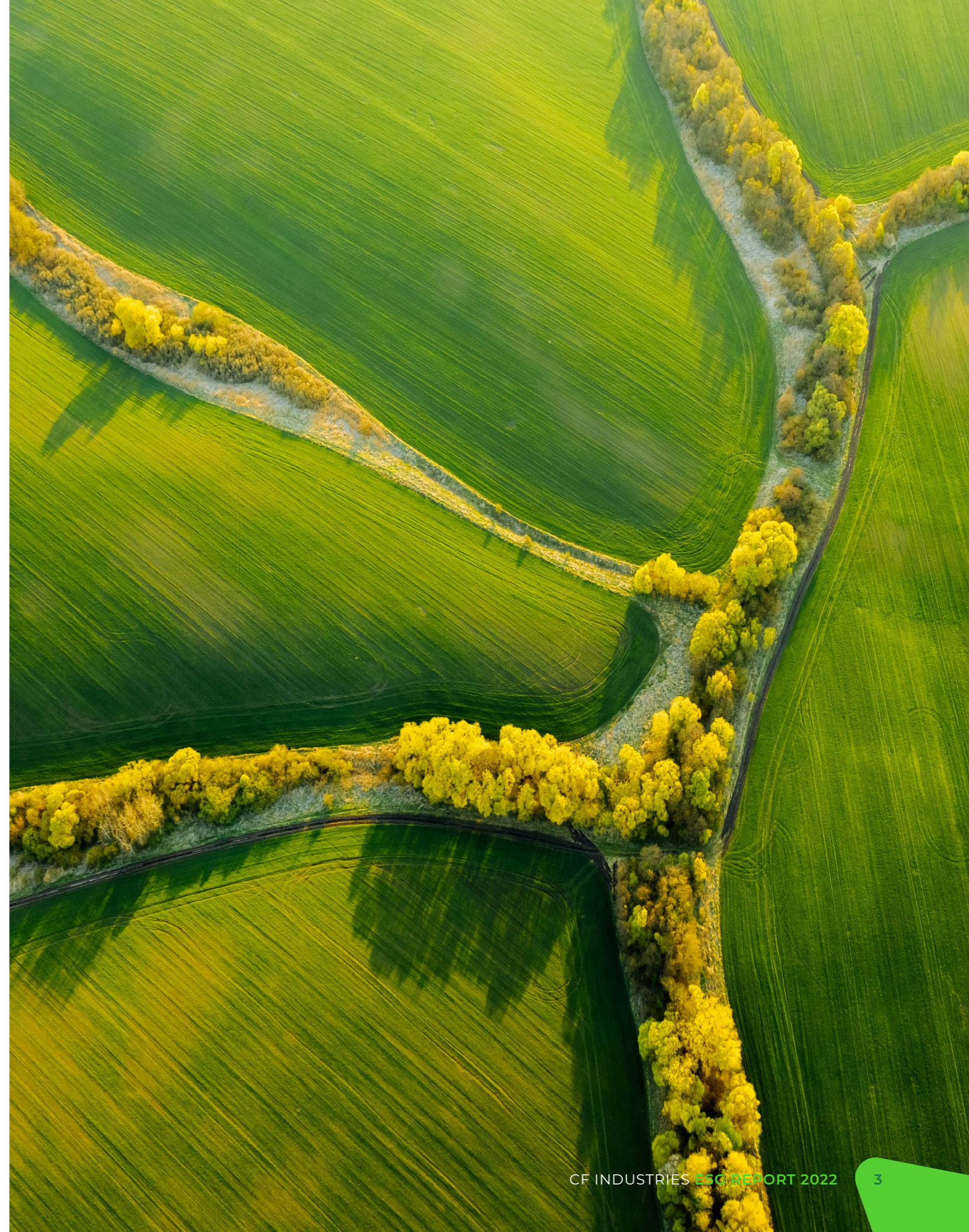
We take a broad view of the ESG-related issues where we believe we can make a positive impact. This starts with the important role we play in global food security.

At our core, CF Industries is a producer of ammonia. We use the Haber-Bosch process to fix atmospheric nitrogen with hydrogen from natural gas to produce anhydrous ammonia, whose chemical composition is NH<sub>3</sub>.

For decades, our business has focused on the production and selling of ammonia and other ammonia-derivative nitrogen products such as urea and urea ammonium nitrate solution (UAN). The nitrogen content in these products provides energy to crops to increase yields and is critical to the formation of protein within the plant.

Our products are essential to human life. Along with advancements in seed technology and farming practices, the use of nitrogen fertilizer and other nutrients dramatically increased food production in the second half of the 1900s, supporting world population growth and lifting countless people out of hunger. At the same time, fertilizer allows more food to be grown on fewer acres. This reduces the amount of land cleared for agriculture, preserving carbon sequestering forests and important wildlife ecosystems.

Our products also play a vital role in emissions reduction. For example, we are the world's largest producer of diesel exhaust fluid (DEF). DEF, when combined with selective catalytic reduction technology, reduces nitrogen oxides (NOx) emissions from diesel trucks by up to 90% and increases fuel efficiency by 3-4%.





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## Accelerating the World's Transition to Clean Energy

The clear benefits of ammonia and its derivative nitrogen products in providing energy to crops to increase yields come with a trade-off: a significant carbon footprint. Therefore, we are focused on reducing greenhouse gas emissions from our production network. Our committed goals include reducing our carbon emissions intensity by 25% by 2030 and to be net zero carbon by 2050. Initiatives undertaken over the last two years, combined with activities in progress, provide us the pathway to achieve our 2030 goal, and put us well on our way toward achieving our 2050 commitment.

Other energy-intensive industries, such as power generation and marine shipping, face similar concerns about their respective carbon footprints and have identified ammonia as a clean energy source. This is due to the hydrogen atoms that make up a molecule of ammonia. Hydrogen is widely viewed as a scalable source of clean energy, and ammonia represents an efficient mechanism to both ship and store hydrogen, as well as a clean energy source in its own right as ammonia does not contain or emit carbon.

Our commitment to decarbonize our ammonia production process and the outlook for significant global demand for low-carbon ammonia as a clean energy source has created a unique growth opportunity for our Company. As we decarbonize, we are doing our part while also helping others decarbonize their industries, opening up new sources of demand for ammonia that will enable us to grow profitably while doing good for the environment.

Our strategy is to leverage our unique capabilities to accelerate the world's transition to clean energy. We execute our strategy across four dimensions: decarbonizing our existing network to accelerate the availability of low-carbon ammonia; evaluating new low-carbon ammonia capacity growth; forging partnerships to accelerate our timeline and bridge gaps in areas where we do

not have expertise; and collaborating to build understanding of ammonia's clean energy capability, safety track record and regulatory environment.

In addition to our blue ammonia project at our Donaldsonville Complex and our potential joint venture with Mitsui, we are progressing potential CCS projects at our Yazoo City and Medicine Hat facilities. We also are exploring technology to capture flue gas CO<sub>2</sub>, which has substantially higher costs than capturing process CO<sub>2</sub>, but is necessary for us to achieve our goal of net-zero emissions by 2050.

In the near-term, leveraging CCS technologies to produce blue ammonia offers a safe, proven and rapid reduction of significant volumes of CO<sub>2</sub> emissions. CO<sub>2</sub> emitted today remains in the atmosphere for 100 years, so reductions made sooner will be in place longer and therefore have a large cumulative impact to the level of CO<sub>2</sub> in the atmosphere by mid-century. This is why the International Energy Agency has concluded that "reaching net zero will be virtually impossible" without CCS.

Additionally, we are enthusiastic about the long-term prospects for green ammonia, which is why we are constructing North America's first commercial-scale green ammonia capacity.

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## Emerging Low-Carbon Ammonia Demand

The steps we have set in motion in 2021 and 2022 have made us a leader in decarbonization and positioned us at the forefront of low-carbon ammonia production. Our belief in the potential for long-term demand growth for low-carbon ammonia has been validated as well.

In early 2023, we signed a memorandum of understanding (MOU) with JERA CO., Inc. (JERA), Japan's largest power generator, regarding the long-term supply of up to 500,000 metric tons of clean ammonia for their efforts to reduce emissions from their coal-fired power plants. This is the first significant demand to emerge for low-carbon ammonia per year as an energy source.

We also recently announced an MOU with South Korea's LOTTE CHEMICAL Company that will guide our companies in a joint exploration of clean ammonia production in the U.S. and long-term clean ammonia offtake into South Korea.

Our decarbonization efforts are now powering decarbonization efforts in other hard-to-abate industries, and thus supporting further decarbonization efforts across the economy. It is a virtuous cycle that we believe will accelerate in the years ahead.

**These commitments include a dramatic reduction in carbon emissions across our global network to achieve net-zero carbon emissions by 2050 and an intermediate goal of a 25% reduction in emissions intensity by 2030.**

## Transparency, Oversight, and Reporting

Our strategy of accelerating the world's transition to clean energy is linked to a comprehensive set of ESG goals. In addition to our carbon emissions reduction goals, our ESG goals encompass other issues important to CF Industries and its stakeholders, including diversity and inclusion, safety, food security, nutrient management, and community involvement. Our complete list of ESG goals appears later in this report and can also be found at [www.cfindustries.com](http://www.cfindustries.com).

Given the critical importance of these efforts to the Company, shareholders and stakeholders, our Board of Directors has focused oversight of specific ESG matters across two committees, including forming a new committee of the Board. The first one has oversight over inclusion, diversity and equity (ID&E) matters and employee well-being initiatives. The second committee oversees the Company's clean energy initiatives and progress toward net-zero carbon emissions including community involvement initiatives.

We communicate our performance in these areas and others through our annual ESG and sustainability reporting, as well as our annual Inclusion, Diversity & Equity Report, which are now available at [www.cfindustries.com](http://www.cfindustries.com). There, you can also access our Global Reporting Initiative (GRI) Index in accordance with GRI Standards, a Sustainability Accounting Standards Board (SASB) Index using the SASB framework for the chemicals industry, and a Task Force on Climate-related Financial Disclosures (TCFD) Index utilizing the TCFD disclosure recommendations.



## Our Meaningful Future

We are very proud of our progress in 2022, but even more excited about the opportunities ahead.

As we navigate an evolving global nitrogen market, we remain focused on the long-term growth opportunities that are developing for low-carbon ammonia production. Our focus on clean energy builds on our existing business and core assets.

Food and energy. Two of the fundamental needs of humankind. CF Industries is playing a critical role in the supply of both, and doing it sustainably for the long-term. It's a special position to be in and we look forward to holding up our end as we progress our decarbonization and clean energy initiatives.

As you will see in the following pages, we are focused on realizing the promise of what CF Industries can offer the world – to provide clean energy to feed and fuel the world sustainably. As we do this, we believe we will create value for all our stakeholders.

Thank you for your interest in CF Industries. We look forward to working with you as we advance our shared commitment to a more sustainable world.

**Tony Will**

President and Chief Executive



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# About This Report

CF Industries' (the Company) 2022 ESG Report details the Company's progress and opportunities within key environmental, social, and governance (ESG) areas from January 1, 2022, to December 31, 2022. It covers the operations under Company control in North America and the United Kingdom (U.K.). This report has been written in accordance with the Global Reporting Initiative (GRI) Standards (Comprehensive option) and includes a Sustainability Accounting Standards Board (SASB) Index with industry-specific disclosures. Reporting is also in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). GRI, SASB, and TCFD disclosures, as well as alignment with the United Nations Sustainable Development Goals (UN SDGs), are referenced throughout this report with detailed indices published in the [Appendix](#). CF Industries has also committed to the United Nations Global Compact and reports on its progress annually.

Any references to "material" or "materiality" in this report, or related website content, are not intended to have the same meaning as in the context of financial statements or financial reporting or as defined by the securities laws of the United States. For purposes of this report, we follow the GRI definition of materiality for our ESG materiality assessment.

For additional information on CF Industries' ESG program, please visit [cfindustries.com/sustainability](https://cfindustries.com/sustainability) or contact us at [corp\\_communications@cfindustries.com](mailto:corp_communications@cfindustries.com). For financial information on CF Industries, please see our [Annual Report](#).





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# Company Background and Strategy

Founded in 1946, CF Industries is the world's largest producer of ammonia, an essential resource for global farming and food production. Ammonia and ammonia-derived nitrogen fertilizer products provide energy to crops to increase crop yields. It is estimated that fertilizer makes possible 50% of the world's food production. At the same time, fertilizer allows more crops to be grown on less land, preserving carbon-sequestering forests.

Today, CF Industries is leveraging its expertise in ammonia production to decarbonize its production network and help meet emerging demand from energy-intensive industries for ammonia as a clean energy source. The breadth of our network and clean energy initiatives have positioned the Company at the forefront of low-carbon ammonia production, supporting decarbonization efforts of other hard-to-abate industries globally while still providing fertilizer that helps feed the world.





## A Values-Driven Culture

Our Core Values drive everything we do at CF Industries and are the foundation of every employee's experience.

### Culture of Safety Excellence

The safety of CF Industries' employees and those who live near our locations is our top priority. Safety at CF Industries starts with our Do It Right philosophy, which includes equipping our employees with the proper safety knowledge, tools, and procedures as well as building a culture that encourages employees to act with safety in mind every time they come to work. We hold all of our employees — from the corporate office to our manufacturing and distribution facilities — accountable for safely conducting business.

**Safe operations are typically more productive. Our capacity utilization is among the highest in our industry and has, over the last five years, been 10 percentage points better than our peers in North America. This allows us to produce more product tons for the same inputs.**

## Company Core Values



- ▷ We put safety first.
- ▷ We are ethical and compliant in our business dealings.
- ▷ We are stewards of the environment.
- ▷ We foster an inclusive culture, treating each other with respect.



- ▷ We work as a team for the greater good of the company.
- ▷ We lead courageously and actively seek diverse perspectives, experiences, and ideas.
- ▷ Our decisions are made on the basis of the data and analysis.



- ▷ Our operations are productive and efficient.
- ▷ We are flexible in order to deliver the best solution.
- ▷ We focus on execution and results.



- ▷ We are an honest and reliable partner.
- ▷ We collaborate and cooperate with all stakeholders.
- ▷ Our goal is outstanding financial performance.
- ▷ We are committed to employee development, building a diverse and inclusive organization for the future.

## Global Reach

We operate eight manufacturing facilities, including five in the United States (U.S.), two in Canada, and one in the U.K., where we produce ammonia and derivative nitrogen fertilizer. Our primary products are ammonia, urea ammonium nitrate solutions (UAN), urea, and ammonium nitrate (AN). We also produce diesel exhaust fluid (DEF), nitric acid, and urea liquor.

We operate an extensive storage, transportation, and distribution network in North America to meet demand in that region. Additionally, we have the capability to export from a number of our facilities, including from our Donaldsonville Complex in Louisiana, which is the world's largest ammonia and nitrogen fertilizer production facility. CF Industries is headquartered in Deerfield, Illinois.

## Record-Setting Financial Performance

During 2022, the Company's performance reflected the strong global nitrogen demand, lower global operating rates, and favorable energy spreads between our North American manufacturing base and high-cost nitrogen producers in Europe and Asia.

As of December 31, 2022, the Company's market capitalization was \$16.7 billion based on a weighted average diluted share count of 195.6 million shares. As well, the Company had \$2.3 billion of cash and cash equivalents on its balance sheet, approximately \$3.0 billion in total debt and \$750 million of availability on its revolving credit facility. As of December 31, 2022, the enterprise value was \$17.3 billion.

### 2022 KEY ACKNOWLEDGMENTS



Fortune 500 Company



Forbes Best Midsize Employers



Newsweek's Most Responsible Companies



Wall Street Journal's Management Top 250

### CF INDUSTRIES FINANCIAL PERFORMANCE

Year	Net earnings	Net earnings per diluted share	EBITDA <sup>1</sup>	Adjusted EBITDA <sup>1</sup>	Net cash from operating activities	Free cash flow <sup>2</sup>
2022	\$3,346M	\$16.38	\$5.54B	\$5.88B	\$3.86B	\$2.78B
2021	\$917M	\$4.24	\$2.17B	\$2.74B	\$2.87B	\$2.17B
Year-over-Year Change	+265%	+286%	+155%	+171%	+34%	+29%

<sup>1</sup> EBITDA is defined as net earnings attributable to common stockholders plus interest expense-net, income taxes, and depreciation and amortization. Adjusted EBITDA is defined as EBITDA adjusted with the selected items included in EBITDA. See "Reporting and Data" in this report for a reconciliation of EBITDA and adjusted EBITDA to the most directly comparable GAAP measures.

<sup>2</sup> Free cash flow is defined as net cash from operating activities less capital expenditures and distributions to noncontrolling interest. See "Reporting and Data" in this report for a reconciliation of free cash flow to the most directly comparable GAAP measure.

## A Strategy For The Future

The clear benefits of ammonia and its derivative nitrogen products in providing energy to crops to increase yields come with a trade-off: a significant carbon footprint. Therefore, we are focused on reducing greenhouse gas (GHG) emissions from our production network. Our committed goals include reducing our carbon emissions intensity by 25% by 2030 and to be net zero carbon by 2050. Initiatives undertaken over the last two years, combined with activities in progress provide us the pathway to achieve our 2030 goal, and put us well on our way toward achieving our 2050 commitment.

Other energy-intensive industries, such as power generation and maritime shipping, face similar concerns about their respective carbon footprints and have identified ammonia as a clean energy source. This is due to the hydrogen atoms that make up a molecule of ammonia. Hydrogen is widely viewed as a scalable source of clean energy, and ammonia represents an efficient mechanism to both ship and store hydrogen, as well as a clean energy source in its own right as ammonia does not contain or emit carbon when used as an energy source.

Our commitment to decarbonize our ammonia production process and the outlook for significant global demand for low-carbon ammonia as a clean energy source has created a unique growth opportunity for our Company. As we decarbonize, we are doing our part while also helping others decarbonize their industries, opening up new sources of demand for ammonia that will enable us to grow profitably while doing good for the environment.

As a result, our Strategy is to leverage our unique capabilities to accelerate the world's transition to clean energy.

## Deep Dive Into Our Clean Energy Focus

### Executing Our Strategy

We execute our Strategy to leverage our unique capabilities to accelerate the world's transition to clean energy across four dimensions: decarbonizing our existing network to accelerate the availability of low-carbon ammonia; evaluating new low-carbon ammonia capacity growth; forging partnerships to accelerate our timeline and bridge gaps in areas where we do not have expertise; and collaborating to build understanding of ammonia's clean energy capability, safety track record, and regulatory environment. As we do this, we expect to meet significant demand for low-carbon ammonia as a source of clean energy.



## Decarbonizing our existing network to accelerate the availability of low-carbon ammonia

We have positioned CF Industries at the forefront of low-carbon ammonia production by leveraging our unparalleled ammonia manufacturing network for our initial decarbonization efforts. For example, within the next year, we will complete the installation and integration of a 20-megawatt electrolyzer with existing ammonia plants at our Donaldsonville Complex, which will launch North America's first commercial-scale green ammonia (ammonia produced with

hydrogen sourced through an electrolysis process that produces no carbon emissions) production capacity. Additionally, in early 2025, we expect to be first to market with a significant volume of blue ammonia (ammonia produced conventionally with CO<sub>2</sub> emissions captured and sequestered) when we initiate the permanent sequestration of up to 2 million tons of CO<sub>2</sub> per year from the Donaldsonville Complex.

### Viable market opportunities



#### POWER GENERATION

- » Increasing end-market interest in co-combustion with ammonia, primarily in Japan and South Korea.
- » CF Industries signed a memorandum of understanding (MOU) with JERA, Japan's largest utility, for the long-term supply of up to 500,000 metric tonnes of low-carbon ammonia per year beginning in 2027.



#### ETHANOL AND SUSTAINABLE AVIATION FUEL (SAF)

- » Demand for low-carbon ethanol supporting markets with low-carbon fuel standards (e.g., California) and as a pathway to the production of SAF is gaining significant traction.
- » Low-carbon fertilizer can lower the carbon intensity of ethanol by up to 10%.



#### HYDROGEN TRANSPORT AND STORAGE

- » Ammonia provides greater hydrogen density than compressed gaseous or liquid hydrogen.
- » This advantage, along with existing global production and infrastructure, positions ammonia as an ideal transport medium.



#### MARITIME FUEL

- » Ammonia as a low-carbon maritime fuel continues to be the leading alternative fuel candidate.
- » Blue ammonia is expected to play a large role in supporting the transition to alternative fuels.



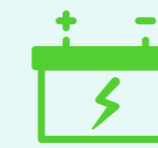
#### LIQUIFIED PETROLEUM GAS (LPG)

- » Commonly used in heating appliances, cooking equipment, and vehicles. In the United States, commercial propane and special-duty propane are main uses.
- » While LPG has a lower carbon footprint than gasoline and diesel fuel, ammonia can further reduce emissions.



#### LOW-CARBON FOR INDUSTRIAL

- » Low-carbon ammonia for industrial applications gaining interest, especially in Europe, as companies face carbon taxes and look to achieve ESG targets.



#### BACKUP GENERATORS

- » Backup power generators currently rely on diesel, which has significant environmental and cost ramifications.
- » Ammonia could displace diesel as the power source for backup generators and has already been successfully tested in California.



#### TRADITIONAL AGRICULTURE AND CONSUMER PRODUCT GOODS (CPG) APPLICATIONS

- » Low-carbon fertilizers provide the least intrusive and most certifiable way to support decarbonization of agricultural inputs.
- » CPG companies could look to low-carbon fertilizers to achieve decarbonization goals.

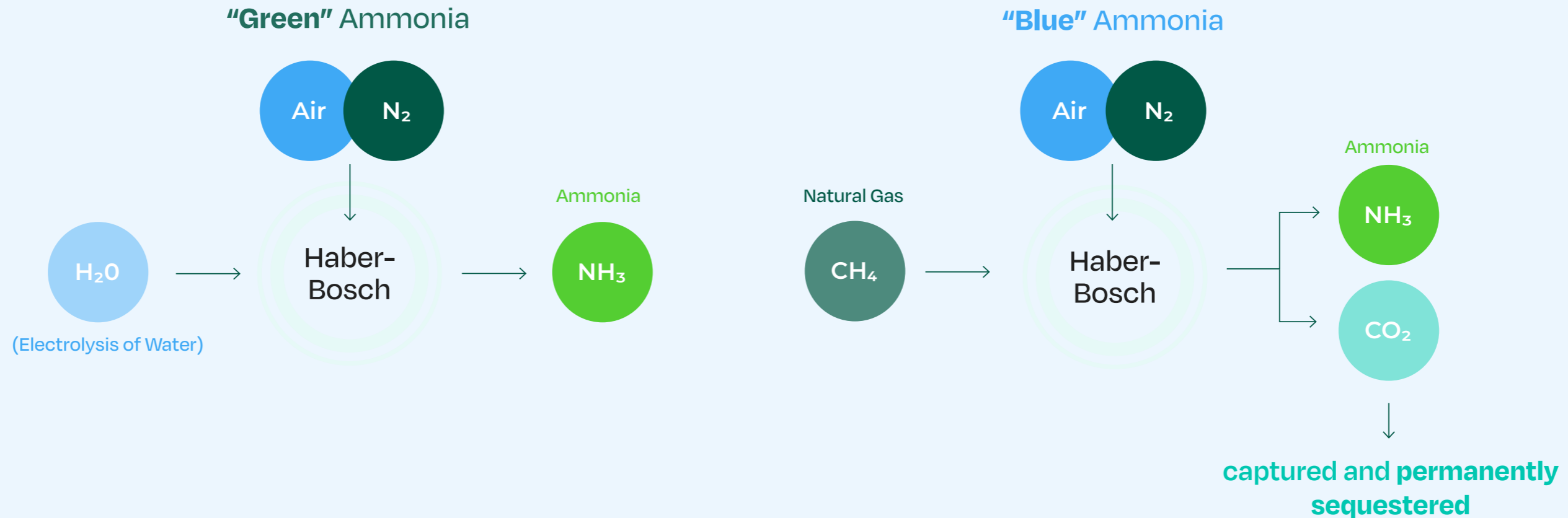
### Evaluating new low-carbon ammonia capacity growth

We are partnering with Mitsui & Co., a global trading company headquartered in Tokyo, Japan, to evaluate new low-carbon ammonia capacity that both companies believe will be needed to meet demand in the future. In 2022, we commenced a front-end engineering and design study of a greenfield clean ammonia facility utilizing carbon capture and sequestration (CCS) in Ascension Parish, Louisiana. We expect to make a final investment decision on the project in the second half of 2023.

### Forging partnerships to accelerate our timeline and bridge gaps in areas where we do not have expertise

We have partnered with ExxonMobil on the largest-of-its-kind CCS commercial agreement. For this agreement, we are leveraging ExxonMobil's knowledge and expertise in sub-surface geology and CO<sub>2</sub> sequestration. Together, we will capture and permanently sequester up to 2 million tons of CO<sub>2</sub> from our Donaldsonville Complex that would otherwise be emitted to the atmosphere.

## Pathways to Net-Zero Carbon Ammonia





- **JERA MOU for Supply of up to 500,000 metric tonnes of clean ammonia**  
(HEKINAN POWER PLANT, JAPAN)
- **Proposed Joint Venture with Mitsui & Co. for a greenfield blue ammonia plant**  
(ASCENSION PARISH, LOUISIANA )
- **Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping**  
(COPENHAGEN, DENMARK)
- **LOTTE CHEMICAL MOU for U.S.-Based Clean Ammonia Project and Clean Ammonia Offtake**  
(SOUTH KOREA)
- **CCS Project with ExxonMobil**  
(DONALDSONVILLE COMPLEX, LOUISIANA)
- **CCS Project (announced)**  
(YAZOO CITY COMPLEX, MISSISSIPPI)
- **HALO Hydrogen Hub**  
(VERDIGRIS COMPLEX, OKLAHOMA)
- **SE Alberta Hydrogen Task Force**  
(MEDICINE HAT COMPLEX, CANADA)
- **Net Zero Teesside**  
(BILLINGHAM COMPLEX, UNITED KINGDOM)
- **Ontario's Hydrogen Hub in Sarnia-Lambton**  
(COURTRIGHT COMPLEX, CANADA)
- **Itochu Corporation Joint Study Framework on Ammonia as an Alternative Marine Fuel**  
(SOUTH KOREA)

### Collaborating to build understanding of ammonia's clean energy capability, safety track record and the regulatory environment

We regularly share our expertise with hard-to-abate industries considering ammonia as a clean energy source. We are a strategic partner at the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, headquartered in Copenhagen, Denmark. We bring to the Center decades of experience in the safe production, storage, transport, and trade of ammonia as part of a long-term strategic collaboration and contribution to the development of zero-carbon technologies and solutions for the maritime industry.

### Emerging demand for ammonia as a clean energy source

In early 2023, we signed a memorandum of understanding (MOU) with JERA Co., Inc., Japan's largest power generator, regarding the supply of up to 500,000 metric tons of clean ammonia for their efforts to reduce emissions from their coal-fired power plants. This is the first significant demand to emerge for low-carbon ammonia as an energy source.

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# Approach to ESG & Sustainability

## ESG at CF Industries

CF Industries is tackling two of the greatest challenges of our time – food security and the clean energy transition. As an evolving organization, we remain committed to delivering results through sustainable growth to our wide range of stakeholders – investors, employees, prospective employees, customers, farmers, policymakers, nongovernmental organizations (NGOs), suppliers, trade associations, and the communities in which we operate.

To ensure we are delivering sustainable growth on behalf of all our stakeholders, we conducted a materiality assessment in 2020 to identify priority ESG topics for our business. This formal exercise identified 16 material topics (i.e., key areas of focus), which are categorized into four distinct ESG dimensions. Our four distinct ESG dimensions serve as a framework for internal risk management and goal development, while driving long-term success for the Company. In concert, this report is organized across our four ESG dimensions with each section providing an overview of the dimension, goals, and our 2022 progress. Each dimension also aligns with select UN SDGs, which are indicated at each section's opening and in the [Appendix](#).



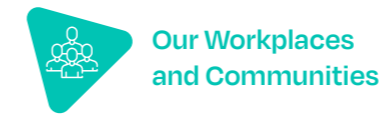
As demand for low-carbon ammonia begins to emerge at scale, CF Industries intends to refresh our materiality assessment to ensure our material topics remain relevant and aligned with our stakeholders' expectations of the Company. In the meantime, CF Industries prioritizes ongoing and consistent stakeholder engagement, as it is essential to our business and sustainable growth. Continuous stakeholder engagement includes, but is not limited to:

- » Investor calls/conferences
- » Customer and supplier meetings/events
- » Dialogue with local community leaders
- » Shareholder outreach campaigns
- » Membership in industry groups and coalitions
- » Participation in industry events/conferences
- » Partnerships and active engagement with NGOs
- » Engagement with government officials
- » Employee surveys and town hall meetings

### ESG Goals

As a responsible company, we remain steadfast in our commitment to progressing our 16 material topics forward. We have identified a comprehensive set of ESG goals to hold ourselves accountable. We are proud of the progress made to date and look forward to meeting future goals. In the pages that follow, we provide status updates and our plans to further our objective in the coming years. Each of our ESG goals exists within the four key dimensions that make up the structure of CF Industries' Sustainability Strategy.

## Dimensions and Key Issues



CF'S IDENTIFIED KEY ISSUES							
GHG Emissions					Inclusion, Diversity, & Equity		
Energy Management					Community Relations		
Air Quality					Safety & Environmental Stewardship of Chemicals		
Climate Change					Environmental Compliance		
Water Management					Food Security		
Workforce Health & Safety					Product Design for Use-Phase Efficiency		
Process Safety, Emergency Preparedness, & Response					Ethics		
Training and Development					Management of Legal & Regulatory Environment		

For more details on our material topics, please see the [Appendix](#).





# Energy, Emissions, & Climate Change

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GOALS	GOAL STATUS	HIGHLIGHTS
Reduce total CO <sub>2</sub> equivalent emissions by 25% per ton of product by 2030 (2015 baseline year).	IN PROGRESS	Our carbon emissions intensity was 16% lower in 2022 compared to 2015 baseline.
Reduce Scope 3 emissions by 10% by 2030 (2020 baseline year).	IN PROGRESS	We purchased 2.2 BCF of natural gas certified to have 90% lower methane emissions intensity than the industry average as an initial step to reduce Scope 3 emissions; first known certified natural gas purchase for use in industrial manufacturing.
Achieve net-zero carbon emissions by 2050.	IN PROGRESS	We are on track to reduce carbon emissions by up to 2 million tons annually beginning in 2025.
Develop and prioritize a list of viable greenhouse gas reduction capital projects.	ACHIEVED	We identified 40 projects to provide a roadmap for achieving decarbonization over time.
During 2021, identify and evaluate a list of viable water reuse/reduction projects.	ACHIEVED	In 2021, we developed a list of viable water reuse/reduction projects within the three water actions of sourcing, withdrawal, and discharge, which informed our water management efforts in 2022 and will continue to do so moving forward.
Develop integrated water resource management plans to ensure sustainable withdrawals and discharges.	ACHIEVED	We developed three sustainable tools to responsibly source water, recycle water, and return water to its source.
Begin to report and disclose Company data in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework for climate related risks and opportunities, in addition to the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).	ACHIEVED	We currently report and disclose company data against TCFD, GRI, and SASB.



# Our Workplace and Communities

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Create additional pathways to long-term professional growth for traditionally underrepresented employee groups by the end of 2021 with the ultimate goal of increasing the hiring and promotion of underrepresented groups.

IN PROGRESS

We built on our work with the Multiple Pathways Initiative by implementing skills based job descriptions and streamlining our recruiting process.

Implement a Volunteer Time Off ("VTO") program by the end of 2021 that provides employees with paid time off to volunteer in their communities with organizations that are part of the Company's giving campaign, with the ultimate goal of achieving 25% employee participation by 2025.

IN PROGRESS

We implemented the VTO program in 2021. In 2022, we reached 9% employee participation, resulting in logging over 3,300 hours of volunteer activity.

Increase engagement and support with local communities and expand the corporate giving philosophy to include environmental sustainability, food access and security, STEM education, and first responders.

IN PROGRESS

We continue to develop expanded community and philanthropic efforts.



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GOALS	GOAL STATUS	HIGHLIGHTS
Increase representation of females and persons of color in senior leadership roles (director level and above) to at least 30% by 2025.	ACHIEVED IN 2022; ONGOING GOAL	Females and persons of color make up 38% of senior leadership roles (director level and above).
Achieve annual aggregated safety grades >80% for at least 95% of all employees at manufacturing and distribution sites.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Close management of changes in current year within 90 days of pre-startup review.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Complete safety critical equipment inspections per schedule.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.



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## Food Security, Product Stewardship, & Biodiversity

GOALS	GOAL STATUS	HIGHLIGHTS
<p>Receive the IFA "Protect &amp; Sustain" certification (or equivalent environmental/product stewardship certification) for 100% of our manufacturing sites by 2030.</p>	<p>IN PROGRESS</p>	<p>Our Port Neal site received the IFA "Protect &amp; Sustain" certification in 2022, joining our corporate headquarters and Yazoo City facility that were previously certified.</p>
<p>Expand partnerships to achieve 60 million acres of farmland using sustainable practices by 2030.</p>	<p>IN PROGRESS</p>	<p>We continue to work with partners to educate the agricultural supply chain about advancing nutrient stewardship practices.</p>
<p>Reach 90,000 farmers with 4R Plus program by 2023.</p>	<p>ACHIEVED</p>	<p>We reached over 90,000 farmers in Iowa.</p>



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GOALS	GOAL STATUS	HIGHLIGHTS
Engage suppliers and service providers that annually represent 50% of the Company's total procurement and supply chain expenditures and assess their ESG performance and commitment.	IN PROGRESS	In 2022, our EcoVadis program engaged suppliers and service providers representing 48% of our total procurement and supply chain expenditures.
Train and certify compliance with the Environmental, Health, Safety, and Security Policy for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train on inclusion, diversity and equity matters for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train and certify compliance with the Code of Corporate Conduct for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train and certify compliance with the Anti-corruption Compliance Policy for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.



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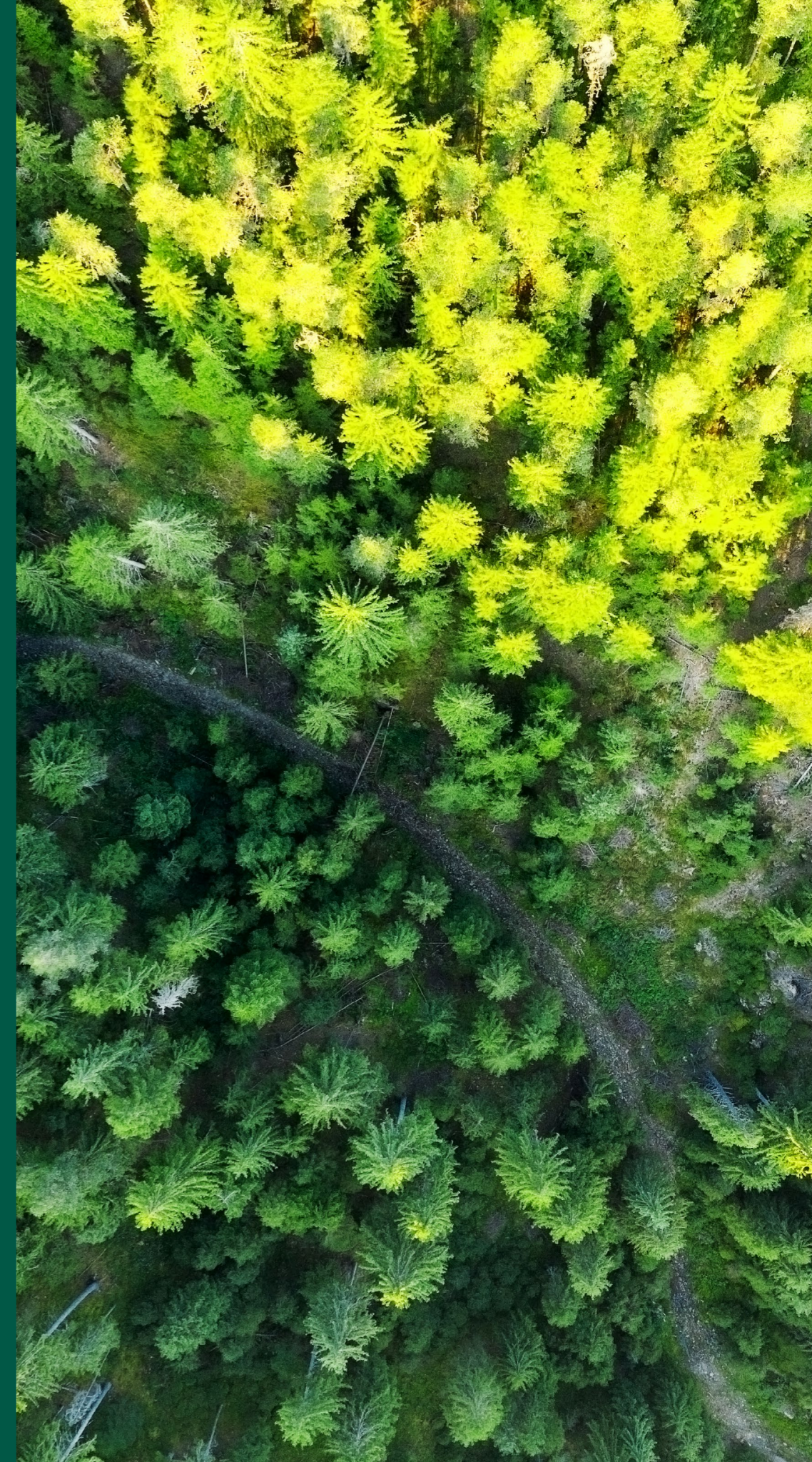
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# Energy, Emissions, & Climate Change

Our commitment to environmental stewardship is integral to CF Industries' Do It Right culture. More than just a focus on compliance with permits and regulations, we strive to do more with less, protect the ecosystems from which we draw natural resources, and invest in proven and practical technologies to reduce the impact on the environment from our operations and help other industries do the same. Beyond our own operations, we advocate for the proper application of our products, namely our nitrogen-based fertilizers, to protect waterways, forests, and biodiversity and to support improved soil health and soil carbon sequestration.





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## UN SDGS





## Our Approach to Emission and Energy Management



Reduction in total CO<sub>2</sub> equivalent emissions per ton of product by 2030 (2015 baseline year).



Reduction in Scope 3 emissions by 2030 (2020 baseline year).



Achieve net-zero carbon emissions by 2050.

Ammonia and its ammonia-derived nitrogen fertilizer products are an essential resource for global farming and food production as our products provide energy to crops helping to increase crop yield. It is estimated that fertilizer enables approximately 50% of the world's food production. At the same time, fertilizer allows more crops to be grown on less land, preserving carbon-sequestering forests.

The clear benefits of ammonia and its derivative nitrogen products in providing energy to crops to increase yields come with a trade-off: a significant carbon footprint. Therefore, we are focused on reducing greenhouse gas emissions from our production network. Our committed goals include reducing our carbon emissions intensity by 25% by 2030 and to be net zero carbon by 2050. Initiatives undertaken over the last two years, combined with activities in progress provide us the pathway to achieve our 2030 goal, and put us well on our way toward achieving our 2050 commitment.

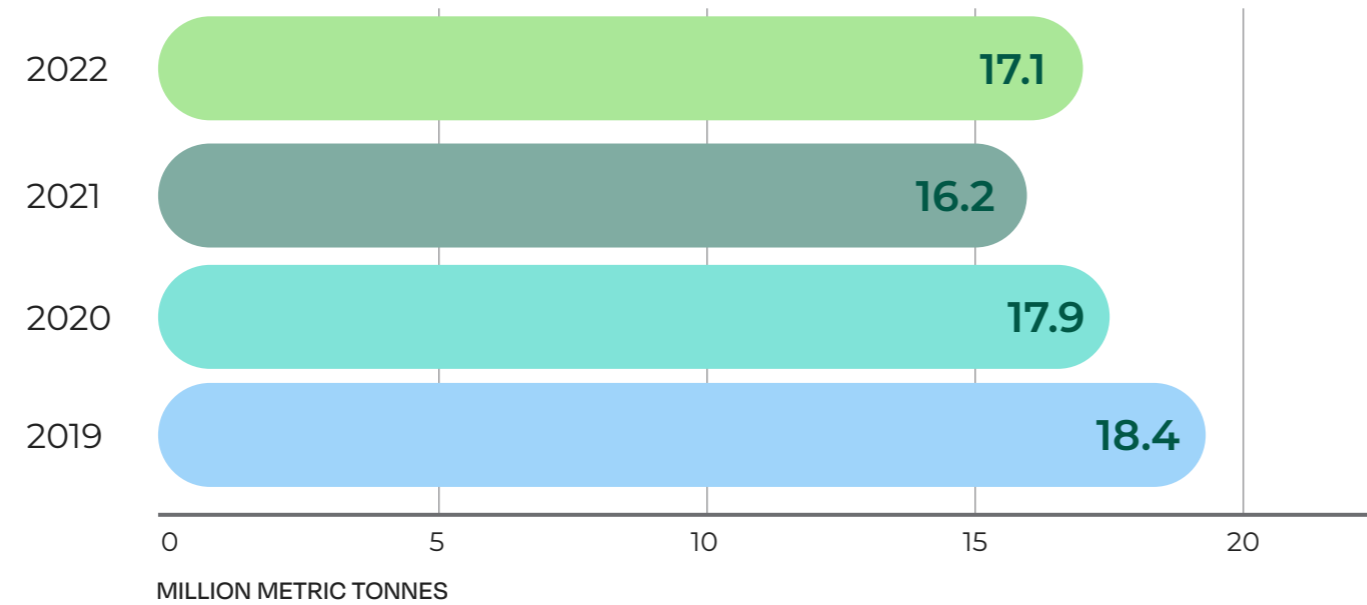
At CF Industries, we actively manage our network to reduce our carbon emissions intensity through the choice of natural gas as a feedstock; investing in safety, efficiency, and reliability; and maximizing capacity utilization. A recent report from the Climate Leadership Council found that U.S. ammonia production overall is at least 24% less carbon-intensive than the world average.

To build on this foundation, and to position the Company to achieve its decarbonization goals in the near- and long-term, we have launched a series of initiatives across the ammonia production value chain.

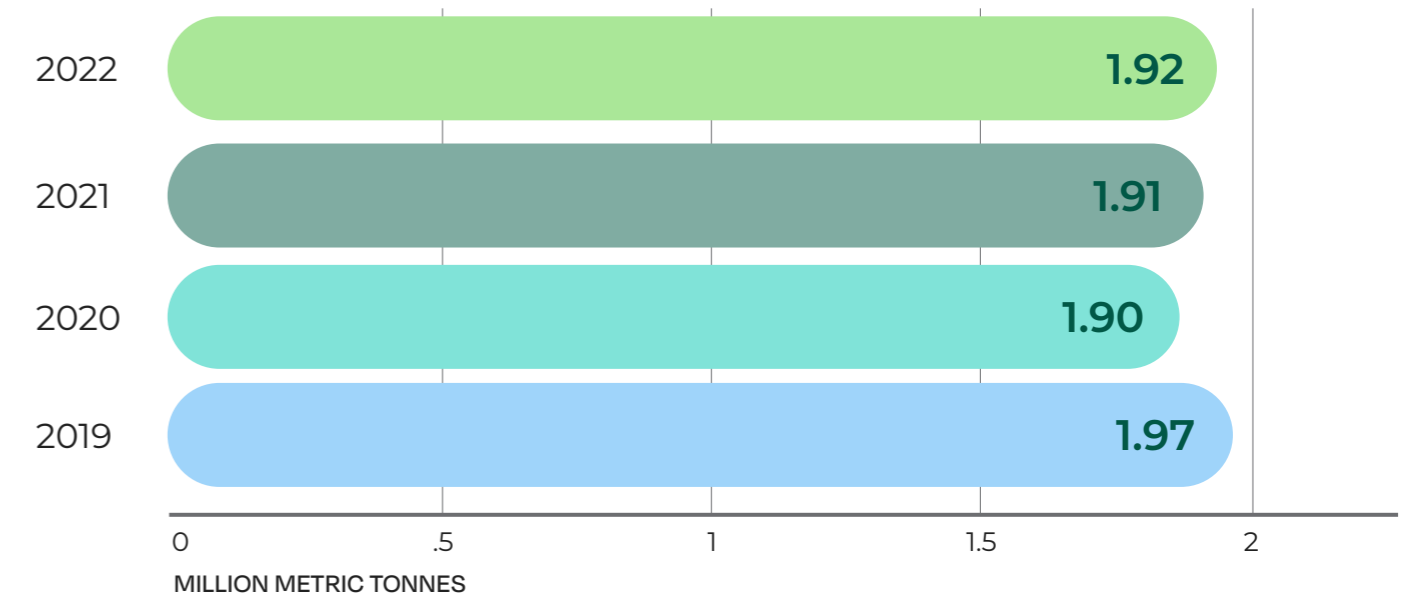


## CF Industries GHG Emissions by Scope and Intensity<sup>1</sup>

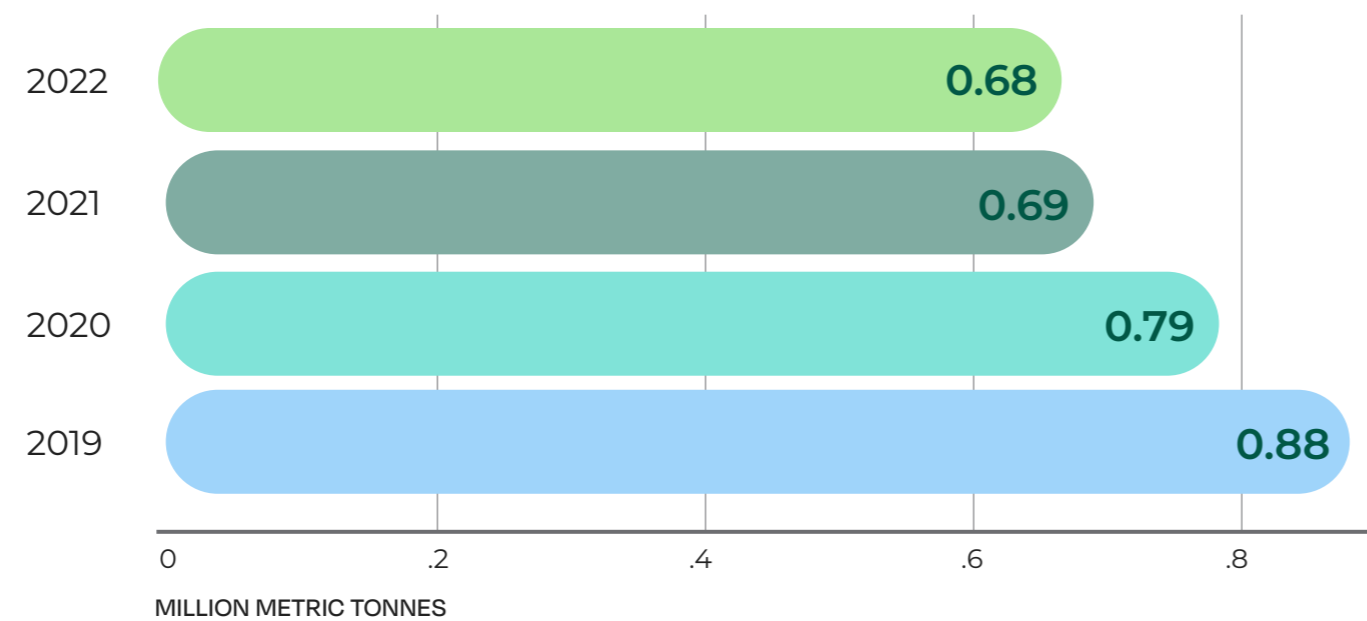
SCOPE 1 (MILLION TONNES)<sup>2</sup>



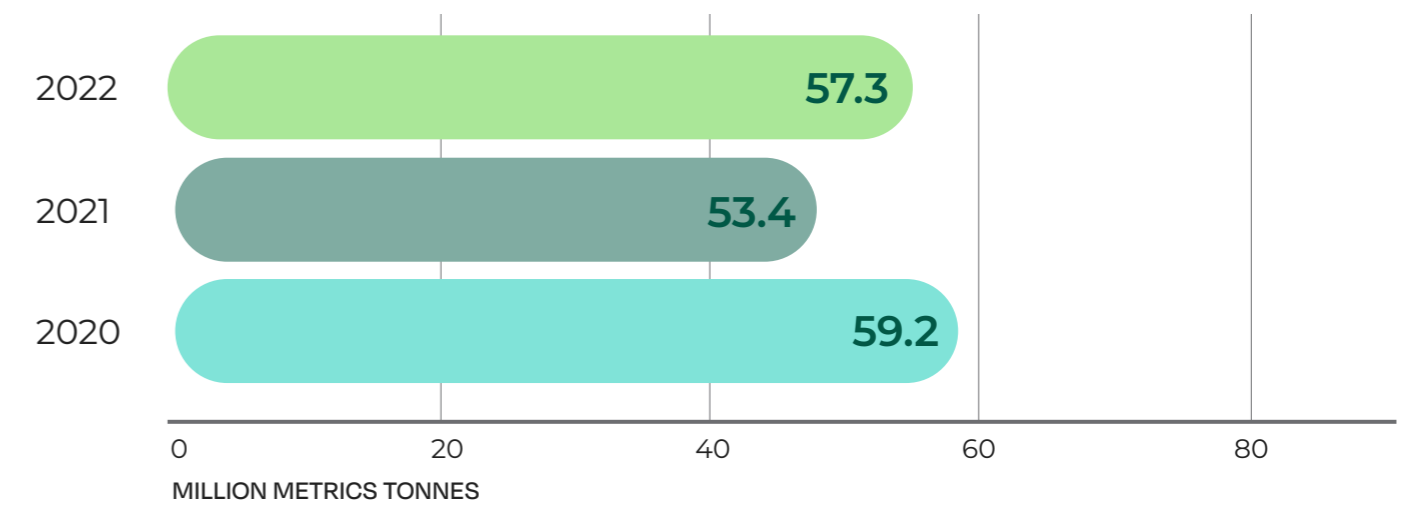
SCOPE 1 INTENSITY (TE CO<sub>2</sub> / TE NH<sub>3</sub>)<sup>3</sup>



SCOPE 2 (MILLION TONNES)<sup>4</sup>



SCOPE 3 (MILLION TONNES)<sup>5</sup>



<sup>1</sup> Source: Internal CF Industries data

<sup>2</sup> Scope 1 emissions account for direct GHG emissions from sources that are owned or controlled by CF Industries

<sup>3</sup> 2015 is the baseline year (2.28 te CO<sub>2</sub> / te NH<sub>3</sub>) for CF Industries' goal of reducing emissions intensity by 25% by 2030

<sup>4</sup> Scope 2 emissions account for GHG emissions from the generation of purchased electricity consumed by CF Industries

<sup>5</sup> 2020 is the baseline year for CF Industries' goal of reducing Scope 3 emissions by 10% by 2030

## Decarbonizing CF Industries' Ammonia Production Value Chain

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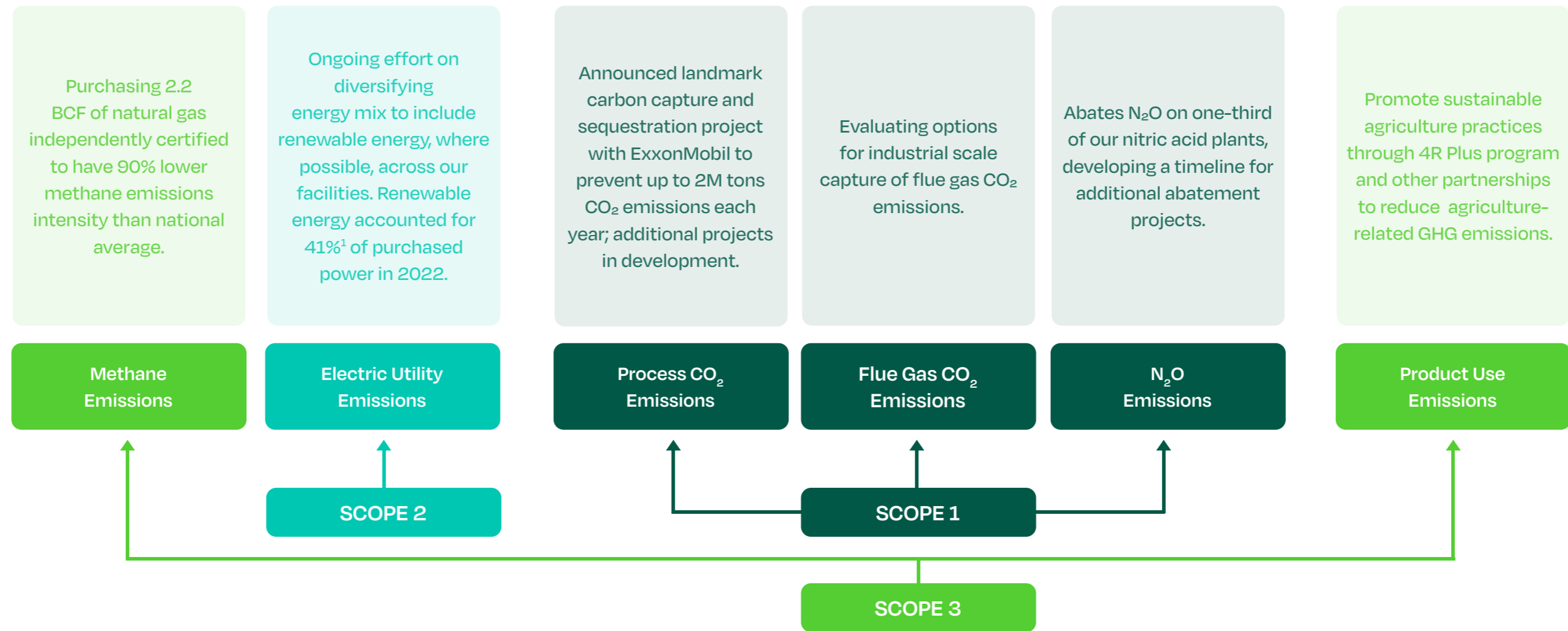
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<sup>1</sup> Our calculation of renewable energy purchases is primarily based on energy grid mix information provided by our energy providers. Additionally, our U.K. operations purchased renewable electricity backed by certification (REGO) to cover all their electricity needs.

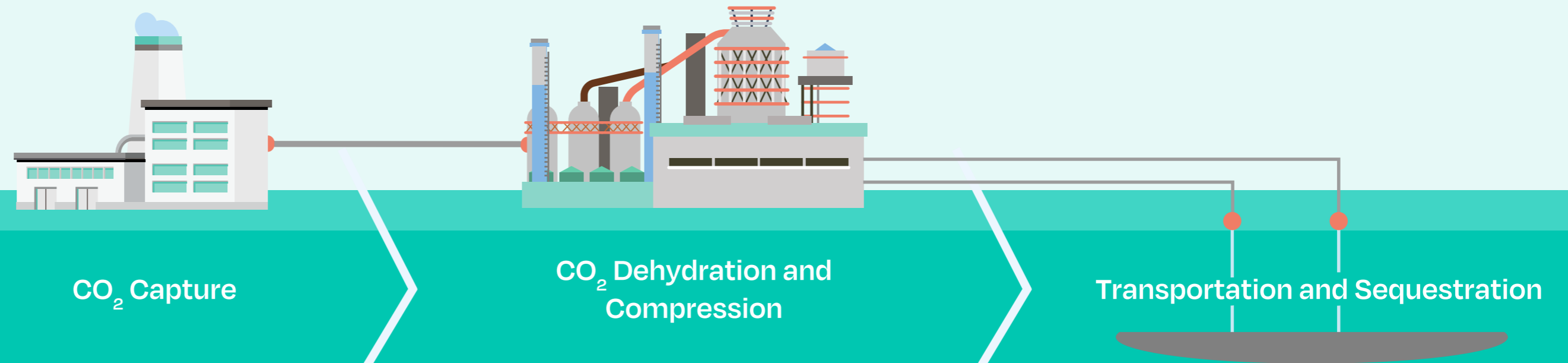
### Scope 1 GHG Emissions Reduction Initiatives

CF Industries generates Scope 1 emissions in three ways. First, the ammonia production process, for which we use natural gas as a feedstock, is energy intensive and results in approximately 1.1 tons of process and flue gas (combustion) CO<sub>2</sub> for every ton of ammonia produced. A portion of the process CO<sub>2</sub> byproduct is used in the production of urea or sold to industrial gas companies. The remaining process and flue gas CO<sub>2</sub> are emitted into the atmosphere. Second, we also use natural gas as a fuel. This results in about 0.6 tons of flue gas CO<sub>2</sub> per ton of ammonia. Finally, the production of nitric acid from the oxidation of ammonia results in nitrous oxide (N<sub>2</sub>O) emissions, another greenhouse gas. We regularly engage stakeholders about this challenge and the pathway we have established to make significant reductions in carbon intensity and carbon emissions.

### FOCUS ON CARBON CAPTURE AND SEQUESTRATION (CCS): THE SAFE, PROVEN PATHWAY TO RAPID REDUCTION OF CO<sub>2</sub> EMISSIONS

CCS is a critical part of CF Industries' plan to accelerate the decarbonization of its ammonia production network. CO<sub>2</sub> emitted today remains in the atmosphere for 100 years, thus reductions made sooner will be in place longer and therefore have a significant cumulative impact on the level of CO<sub>2</sub> in the atmosphere by mid-century. This is one of the reasons why the International Energy Agency (IEA) has concluded that "reaching net-zero will be virtually impossible" without CCS<sup>1</sup>.

#### CCS requires three steps:



<sup>1</sup> <https://www.iea.org/reports/ccus-in-clean-energy-transitions>



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The Company believes that CCS offers tremendous advantages in the race to significantly reduce emissions in the near-term.

- » **Safe and Proven Technology:** The industry has decades of commercial experience safely storing CO<sub>2</sub> geologically on a large-scale. In 2021, power and industrial facilities around the world captured 40 million metric tons of CO<sub>2</sub>, and there are nearly 200 commercial CCS facilities in development globally, according to the IEA.
- » **Heavily Regulated:** CCS projects, including CO<sub>2</sub> storage, are also heavily regulated and require both state and federal permitting after extensive review and analysis. As part of the permitting process, storage providers must demonstrate they have a plan to monitor and report on the CO<sub>2</sub> storage throughout the operation and beyond the completion of injections into the facility.
- » **Available:** The U.S. and Canada have substantial geological formations suitable for permanent carbon sequestration.
- » **Efficient Implementation:** Existing infrastructure can be retrofitted with carbon capture equipment, resulting in a shorter ramp-up period than building an entirely new zero-emissions system.
- » **Less Air Pollution:** CCS technology works to eliminate other harmful pollutants in addition to CO<sub>2</sub>.

CF Industries expects that CCS will accelerate the availability of significant volumes of low-carbon ammonia for hard-to-abate industries looking to use ammonia as a clean energy source.

## CASE STUDY: CCS and ExxonMobil Partnership

In October 2022, CF Industries entered into the largest-of-its-kind commercial agreement with ExxonMobil to capture and permanently store up to 2 million tons of CO<sub>2</sub> emissions annually from its Donaldsonville manufacturing complex in Louisiana.

CF Industries is constructing a CO<sub>2</sub> dehydration and compression unit at its Donaldsonville facility to transport and store the process CO<sub>2</sub> it already captures, which would otherwise be emitted to the atmosphere. ExxonMobil will transport and permanently store the captured CO<sub>2</sub> in secure geologic storage it owns in Vermilion Parish. As part of the project, ExxonMobil has signed an agreement with EnLink Midstream to use EnLink's transportation network to deliver CO<sub>2</sub> to permanent geologic storage. The 2 million metric tons of emissions captured annually will be equivalent to preventing the emissions of approximately 400,000 gasoline-powered cars each year.

**"CF Industries is pleased to partner with ExxonMobil through this definitive CO<sub>2</sub> offtake agreement, accelerating our decarbonization journey and supporting Louisiana's and the country's climate goals."**

### Tony Will

President and Chief Executive Officer  
CF Industries

### BUILDING EXPERTISE IN GREEN AMMONIA PRODUCTION

Construction of North America’s first commercial-scale green ammonia production capacity began at our Donaldsonville Complex in late 2021. The Company is installing a state-of-the-art electrolysis system at this facility to generate carbon-free hydrogen from water that will then be supplied to an existing ammonia plant to produce green ammonia. The Company will be able to produce approximately 20,000 tons per year of green ammonia upon project completion near the end of 2023.

### ROADMAP TO FURTHER N<sub>2</sub>O ABATEMENT

Today, CF Industries has N<sub>2</sub>O abatement in place at approximately one-third of its nitric acid plants. In 2021, CF Industries developed a list of viable Scope 1 GHG emissions reduction capital projects from opportunities identified by each manufacturing and distribution location. The team identified N<sub>2</sub>O abatement as an important approach for the Company to take to reach our emissions reduction goals. The Company is currently developing a roadmap and timeline for the implementation of these projects.

### Scope 2 GHG Emissions Reduction Efforts

Scope 2 emissions are GHG emissions from the generation of the electricity purchased by CF Industries’ facilities. We measure these emissions based on the average emissions intensity of electricity grids where CF Industries’ facilities procure or consume energy.

Scope 2 emissions represent less than 1% of GHG emissions in our ammonia production value chain. While small compared to overall emissions, the Company is working to reduce our Scope 2 emissions, where possible. For example, 41%<sup>1</sup> of our total electricity consumed in 2022 was from renewable energy sources. We continue to explore ways to increase this percentage and in turn decrease our Scope 2 emissions.

<sup>1</sup> Our calculation of renewable energy purchases is primarily based on energy grid mix information provided by our energy providers. Additionally, our U.K. operations purchased renewable electricity backed by certification (REGO) to cover all their electricity needs.

### Scope 3 GHG Emissions Reduction Efforts

Scope 3 emissions are indirect GHG emissions that arise from activities outside our manufacturing facilities, including sourcing our raw materials or customers using our products. These emissions are typically outside the direct control of the Company. They represent approximately 75% of GHG emissions in CF Industries’ value chain.

### ADDRESSING UPSTREAM SCOPE 3 GHG EMISSIONS

At the outset of the ammonia production value chain, methane leakage throughout the natural gas supply chain is a significant contributor to the lifecycle carbon intensity of ammonia production and one of the two largest sources of our Scope 3 emissions. As part of our commitment to reduce Scope 3 emissions by 10% by 2030 and to reduce the lifecycle carbon intensity of ammonia, the Company entered into an agreement in 2023 with bp for the supply of 2.2 BCF of natural gas certified by not-for-profit MiQ to have a 90% lower methane emissions intensity than the industry average.

Certified natural gas, or certified gas, is produced by companies whose operations are independently verified by a third-party auditor. These third parties provide a factual assessment of methane emissions intensity – the ratio of methane emissions to natural gas produced. Our purchase agreement relies on MiQ’s methane standard, which leverages independent third-party auditors to monitor, address, and grade the natural gas used in ammonia production. We will use the highest level of certified gas available, or ‘A’ grade, which – when compared to industry production averages (GREET, 2022) – lowers the methane emissions associated with the natural gas purchased by around 90%. This is the first known purchase of certified gas by an industrial company for use in its ammonia production processes.

The purchase agreement will allow CF Industries to confirm its systems can track the certified natural gas through the ammonia production process. The Company also intends to evaluate further certified gas purchases as part of its Scope 3 emissions and lifecycle ammonia production carbon intensity reduction efforts.



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### ADDRESSING DOWNSTREAM SCOPE 3 EMISSIONS

Most of CF Industries' Scope 3 emissions are downstream from our production and associated with fertilizer application by farmers. A longstanding goal of CF Industries is increasing the widespread adoption of practices to promote sustainable usage of our products. Over time, we have worked with multiple partners on advancing nutrient stewardship practices. We also believe that it is essential to improve the industry's ability to accurately measure farm-level emissions from fertilizer use, which will open additional opportunities to advance emission reduction practices. These practices are critical to improving soil health, advancing regenerative agriculture, and improving the soil's ability to sequester carbon.

In 2022, we partnered with the International Fertilizer Association (IFA) and industry peers to promote the development and dissemination of an important new examination of how to further reduce fertilizer emissions globally. Published by IFA and Systemiq, the [Reducing Emissions from Fertilizer Use](#) report documents how GHG emissions from global mineral nitrogen fertilizer use can be reduced by 70% by 2050. The report was endorsed by John Kerry, the U.S. Special Presidential Envoy for Climate. We are working with our partners across the agricultural value chain and with policymakers to highlight these key practices and promote action to make progress on this important goal.



## Air Quality & Environmental Compliance

Our Environmental Compliance Strategy is designed to ensure that we are holding ourselves to the highest standard as an environmental steward. Our strategy considers air quality, water management, and waste control throughout our organization.

We maintain compliance with our regulatory permits and manage site emissions through regular maintenance, work practice standards, and emission control technologies, such as scrubber systems and selective catalytic reduction systems for nitrogen oxide (NOx) abatement. We consistently operate within the limits set by the National Abatement Air Quality Standards (NAAQS) from the U.S. Environmental Protection Agency (EPA).

2022 NOx, SOx, AND OTHER EMISSIONS (IN TONNES)

	2022	2021	2020	2019
PM (particulate matter)	873	770	914	1,632
NOx (nitrogen oxide)	8,790	10,431	10,772	9,984
Sox (sulfur oxide)	32	29	28	29
VOCs (volatile organic compounds)	694	707	715	882
NH3 (ammonia)	8,043	8,154	8,781	10,384





## Water Management

As responsible operators, we continue to focus on the sustainable management of water across all our manufacturing sites. Our sustainable water management efforts focus on operational use and product-end use, which are outlined in our integrated water resource management plan.

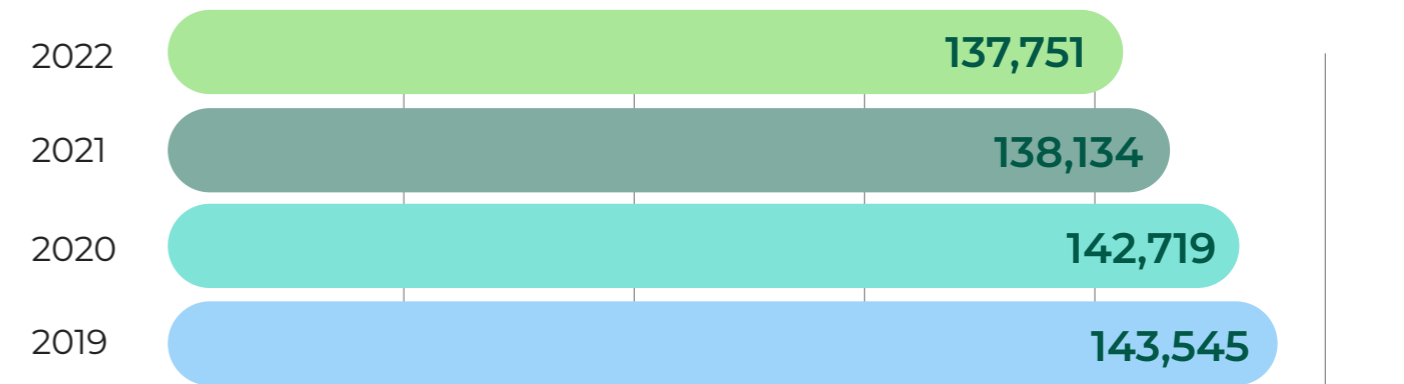
### Operational Water Management

In our operations, we use water to generate steam, as cooling water, and as an additive in products like aqua ammonia and DEF. We actively manage and monitor our water withdrawals, use, and discharge with an approach centered around:

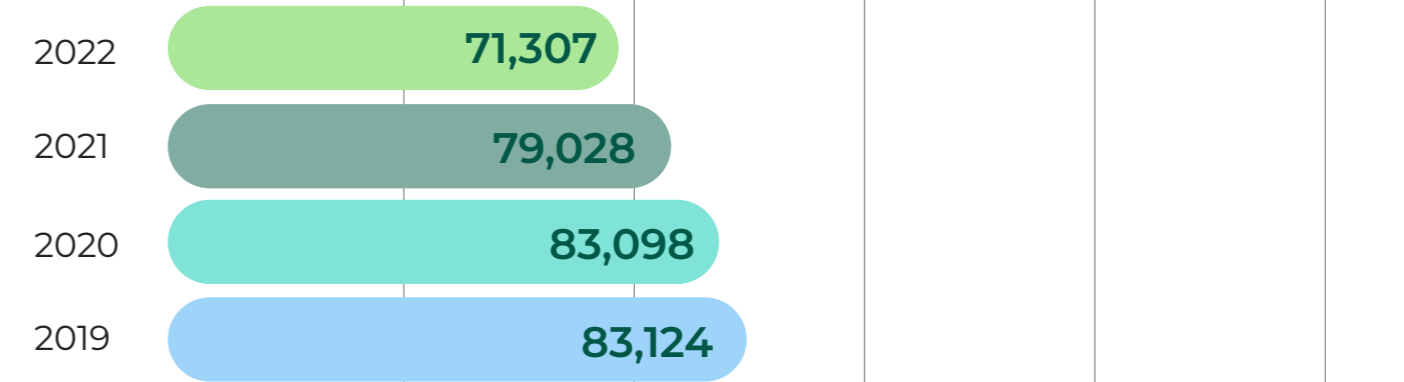
- » **Responsibly sourcing water:** We cross reference our facility locations against the [World Resources Institute's Aqueduct Water Risk Atlas](#) to validate that we do not withdraw from or discharge water in water-stressed areas.
- » **Recycling every gallon used:** We efficiently use all withdrawn water and engage with local water utilities to understand opportunities to improve our behavior. **Each gallon of water we withdraw is reused approximately 30 times in our operations.** Despite the prevalence of water required for our operations, we estimate that CF Industries accounts for just 0.015% of total water use in the U.S., comparing favorably to irrigation and thermoelectric power users, which account for 37% and 41% of U.S. water use, respectively.
- » **Returning clean water to its source:** Due to the nature of our water usage, almost all the water we withdraw is returned to the local water cycle naturally through evaporation. The remaining water that does not evaporate is returned to its source after treatment to ensure it meets the local water discharge limits and does not impact nearby biodiversity. Our discharges are often in better condition than when the water was initially withdrawn.

In 2021, we developed a list of viable water reuse/reduction projects within the three water actions of sourcing, withdrawal, and discharge. These projects informed our water management efforts in 2022 and will continue to do so moving forward.

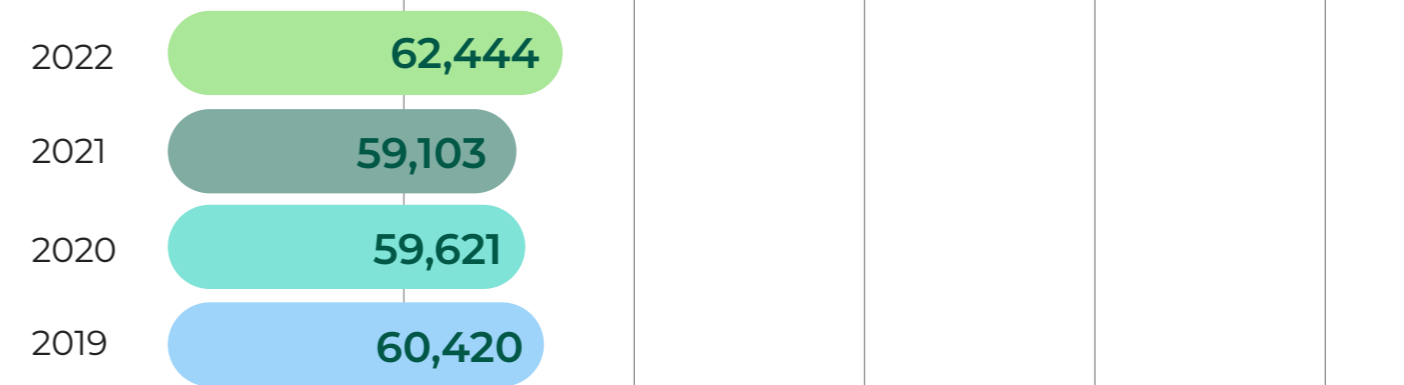
### WATER WITHDRAWAL



### WATER DISCHARGE



### WATER CONSUMPTION

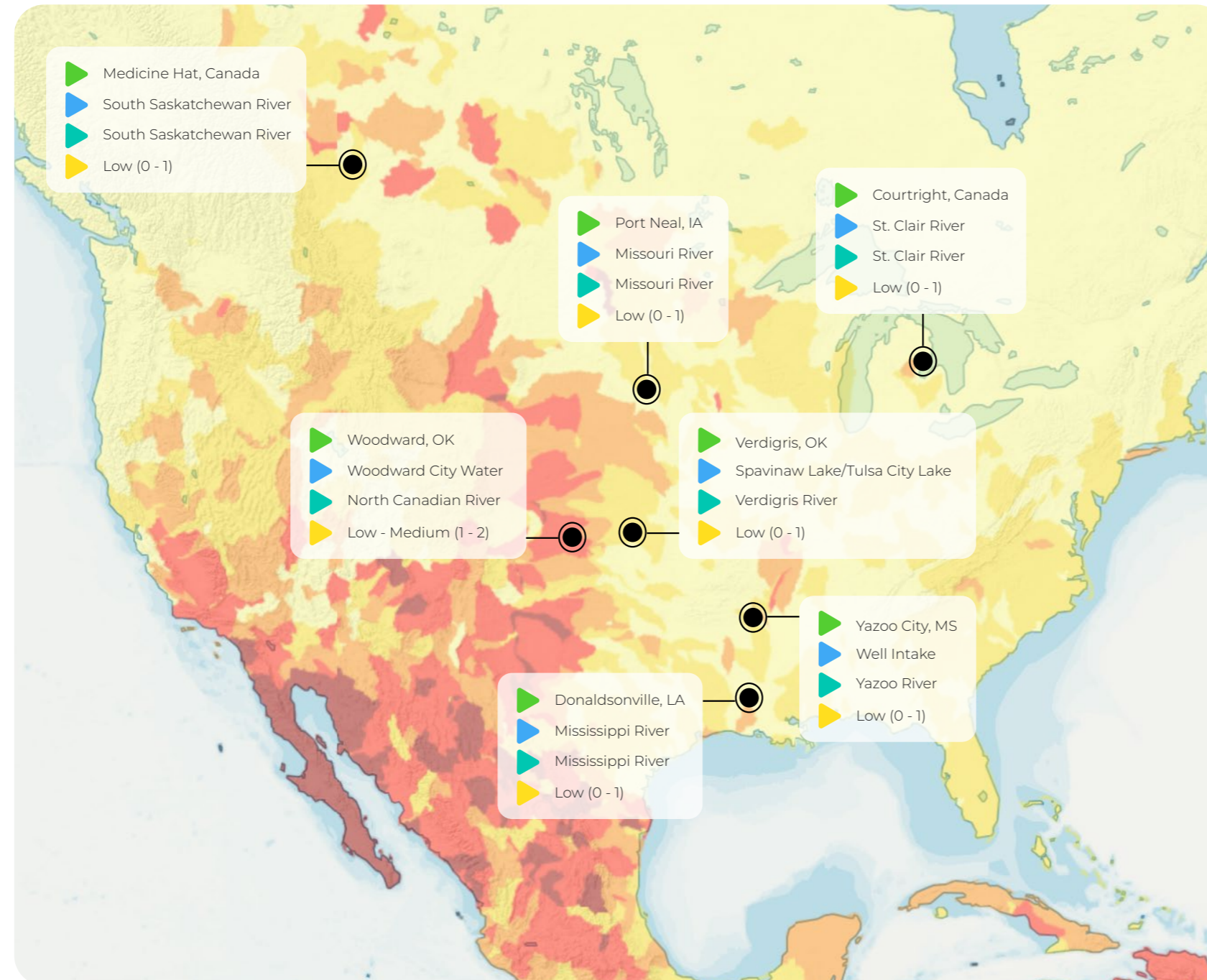


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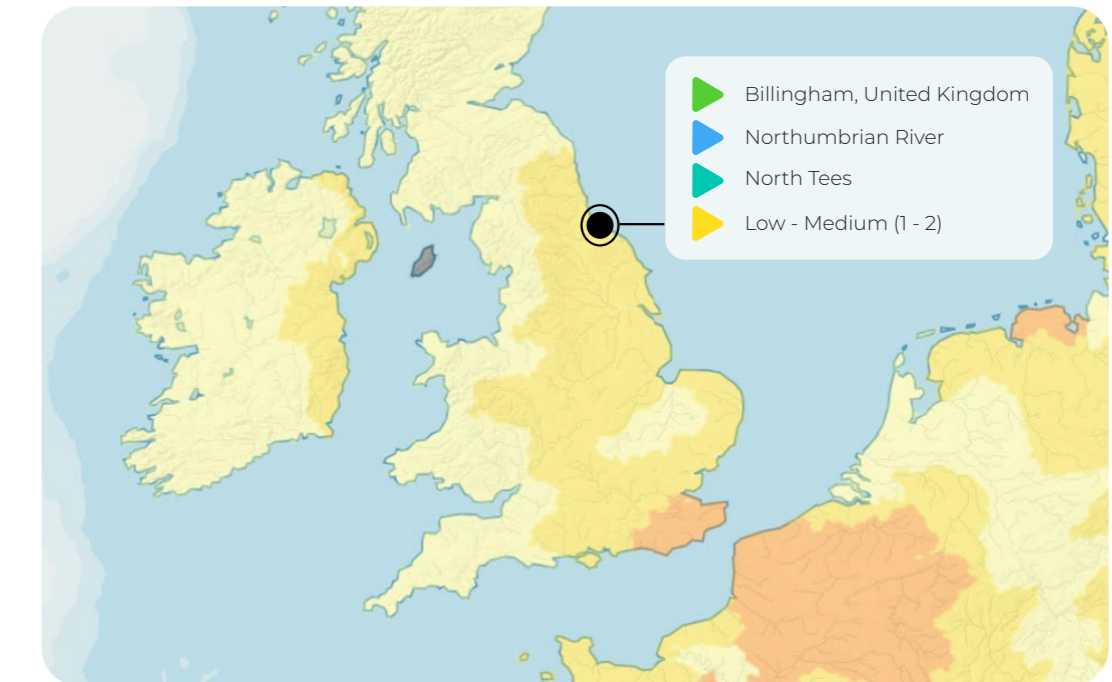
MEGALITERS

Source: CF Industries

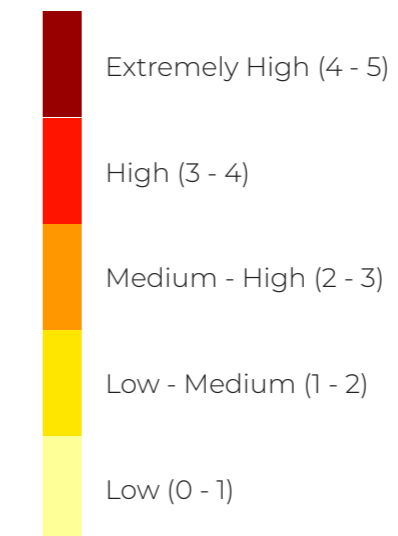
**AQUEDUCT WATER RISK ATLAS - NORTH AMERICAN PRODUCTION FACILITIES**



**AQUEDUCT WATER RISK ATLAS - UNITED KINGDOM PRODUCTION FACILITIES**



**OVERALL WATER RISK**



**LEGEND**

- ▶ Plant Location
- ▶ Intake Water Source
- ▶ Discharge Water Source
- ▶ Water Stress Level



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# Our Workplaces & Communities

At CF Industries protecting, supporting, and developing our employees and the communities where we live and work is integral to our Do It Right culture. It is a daily commitment we make to ourselves and those around us with its foundation being an uncompromising focus on safety, both physical and psychological.

The physical safety of CF Industries' employees and those who live near our locations is part of our core values. Our approach to safety includes equipping our employees with the proper safety knowledge, tools, and procedures as well as promoting a culture that encourages employees to act with safety in mind every time they come to work.

We also prioritize safeguarding our employees' personal well-being. We focus on building a culture that makes each employee feel welcomed, valued, and inspired to do their best work. When we do this successfully, we believe we put all our people in a position to succeed. We realize progress on this commitment in a variety of ways: supporting the health and well-being of employees through well-paying jobs, comprehensive benefits, career growth and development opportunities, and building a culture of inclusion and belonging. We also empower our team to give back by supporting paid time off for volunteer activities.

Beyond our facilities, we are vital members of the communities where we operate. In addition to providing local employment, we are deeply committed to helping continue the growth and development of the communities and regions we call home. This includes financial donations, volunteerism, and proactive community engagement.





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# Our Workplaces & Communities

GOALS	GOAL STATUS	HIGHLIGHTS
<p>Create additional pathways to long-term professional growth for traditionally underrepresented employee groups by the end of 2021 with the ultimate goal of increasing the hiring and promotion of underrepresented groups.</p>	<p>IN PROGRESS</p>	<p>We built on our work with the Multiple Pathways Initiative by implementing skills based job descriptions and streamlining our recruiting process.</p>
<p>Implement a Volunteer Time Off (“VTO”) program by the end of 2021 that provides employees with paid time off to volunteer in their communities with organizations that are part of the Company’s giving campaign, with the ultimate goal of achieving 25% employee participation by 2025.</p>	<p>IN PROGRESS</p>	<p>We implemented the VTO program in 2021. In 2022, we reached 9% employee participation, resulting in logging over 3,300 hours of volunteer activity.</p>
<p>Increase engagement and support with local communities and expand the corporate giving philosophy to include environmental sustainability, food access and security, STEM education, and first responders.</p>	<p>IN PROGRESS</p>	<p>We continue to develop expanded community and philanthropic efforts.</p>

# Our Workplaces & Communities Cont.

GOALS	GOAL STATUS	HIGHLIGHTS
Increase representation of females and persons of color in senior leadership roles (director level and above) to at least 30% by 2025.	ACHIEVED IN 2022; ONGOING GOAL	Females and persons of color make up 38% of senior leadership roles (director and above).
Achieve annual aggregated safety grades >80% for at least 95% of all employees at manufacturing and distribution sites.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Close management of changes in current year within 90 days of pre-startup review.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Complete safety critical equipment inspections per schedule.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.

## UN SDGS



## Workforce Health & Safety, Process Safety, and Emergency Preparedness & Response

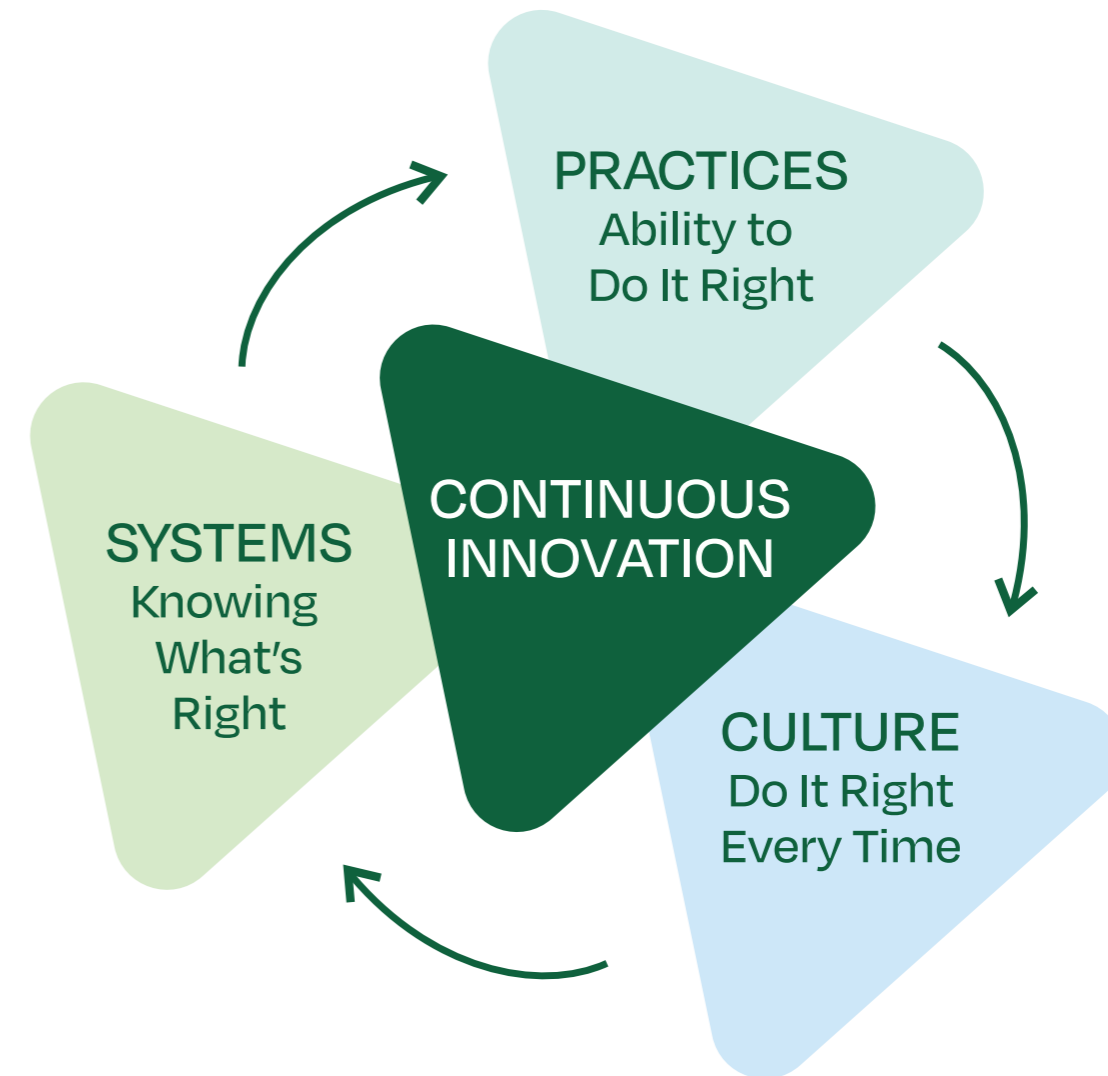
### Culture of Environment, Health, and Safety Excellence

Workplace and workforce safety is embedded into our culture and values, and we prioritize developing creative, innovative processes to further improve our safe ways of working. All CF Industries team members prioritize conducting our business in a safe manner, guided by our safety excellence culture.

We empower all employees to promote a culture of Environmental, Health, and Safety (EHS) excellence where everyone is engaged, empowered, and innovative. We continually prioritize improving our processes, with many of our implemented safety measures being developed by employees rather than directives from management. The Company utilizes on-the-ground experiences, insights, and feedback to inform the majority of our policies. This approach cultivates a workplace that prioritizes the safety and health of our employees, contractors, customers, partners, and neighboring communities. Our commitment to safety excellence is documented in our [Code of Corporate Conduct](#) and [EHS Policy](#).

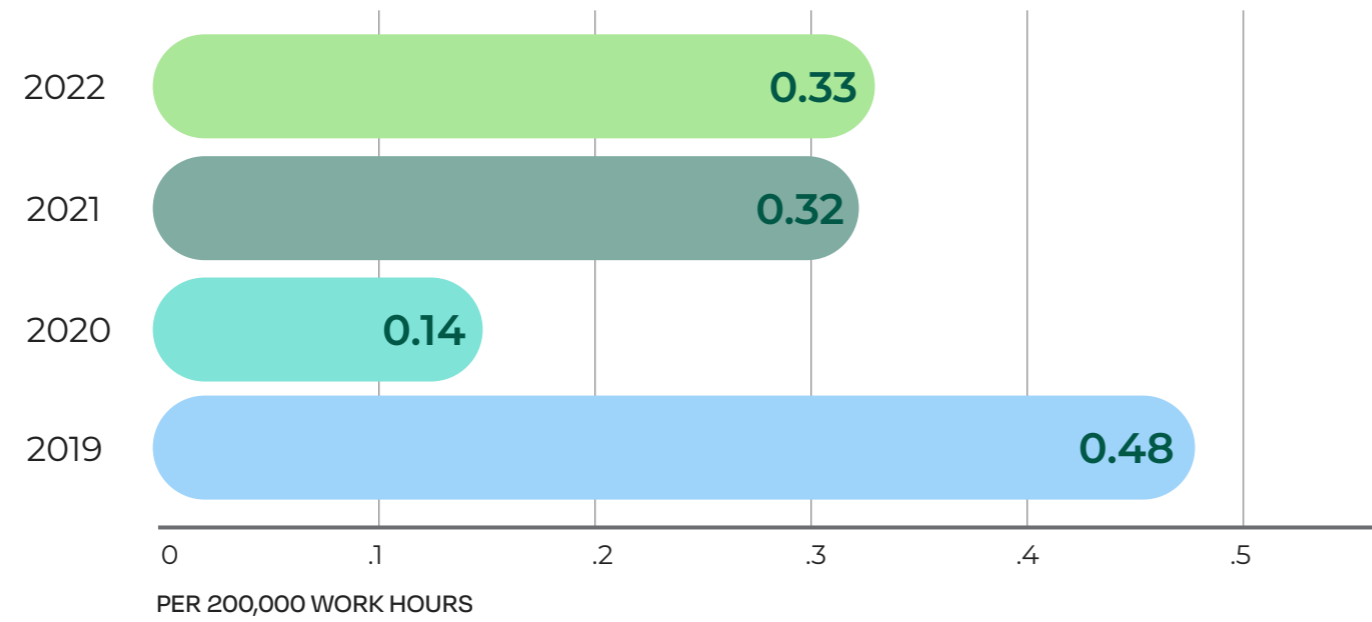
In 2021, we implemented dashboards to provide an easy way to visually measure progress on all the Company's EHS and operating expectations, performance, and areas needing attention. This program complements our monthly performance reports, which provide location-specific EHS performance results to senior management and site leadership.

# Do It Right!

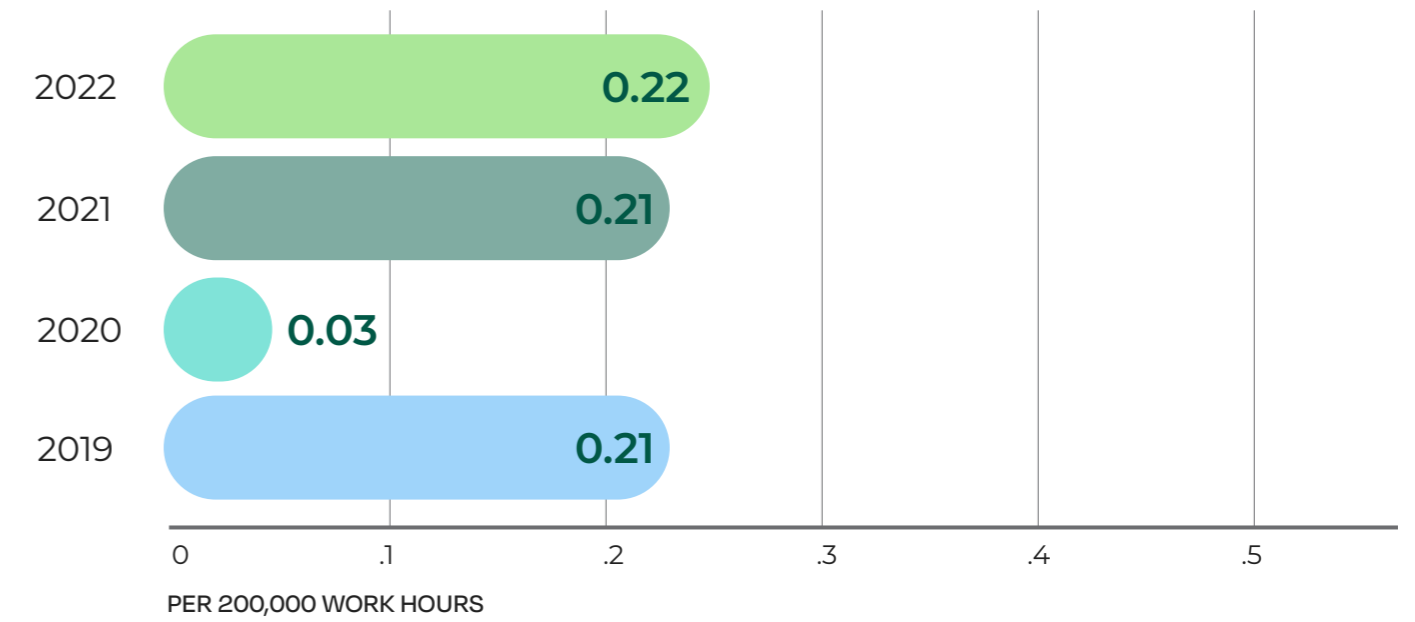


## Key Safety Metrics

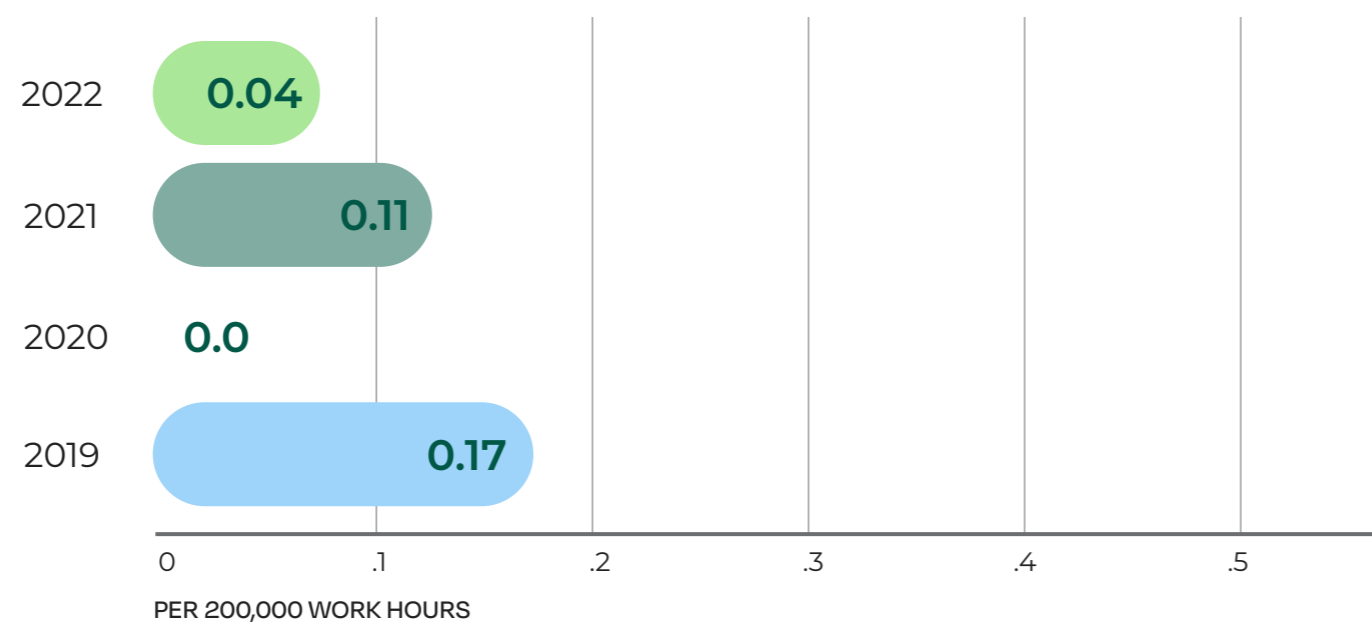
RECORDABLE INCIDENT RATE | Industry Average: 2.10



DART INCIDENT RATE | Industry Average: 1.10



LOST TIME INCIDENT RATE | Industry Average: 0.70



### Engagement Efforts Driving Safety Culture

At CF Industries, we believe safety leadership is not defined by or limited to an employee's title. Therefore, we empower all employees to become safety leaders through various internal initiatives.

Of these initiatives, our Human Performance Reliability Program (HPRO) is CF Industries' behavior-focused safety program used to maintain our culture of safety at the personal level. For CF Industries, HPRO is an approach for ensuring the safe, reliable performance of tasks through observation and discussion about safe and at-risk behaviors, perceptions, barriers, and obstacles. Reliability, in this context, is defined as the successful planning and execution of the mental and physical activities required to consistently achieve intended objectives. This means both the result and how we achieved the result strengthen our safety excellence culture.

To thank employees for their engagement and focus, and to reinforce safe behaviors, CF Industries regularly celebrates safety. These celebrations include specific safety milestones achieved at our facilities, but also include events to celebrate safety generally. One example is our Safety Month celebration in June each year. Throughout Safety Month, the Company shares weekly learning videos, newsletter articles, and Company-wide podcasts to highlight safety and inclusive safety leadership.

### CF Industries Safety Leadership Initiatives

#### Human Performance Reliability Program

is an observation and conversation program that facilitates candid discussions on field safety observations to better understand the drivers behind our actions, rather than viewing actions simply as a procedure.

#### One Conversation at a Time

is an internal podcast series developed to highlight key takeaways from the Human Performance Reliability Program and share key safety successes throughout the year.



CLICK TO HEAR SNIPPET OF PODCAST

#### Connecting the Dots

is an EHS program designed to take a comprehensive approach that links our approach for physical safety to psychological safety as well as inclusion and belonging.





Additionally, CF Industries conducts our annual Wilson Award for Safety Excellence program, which recognizes one of our locations for implementing the most impactful safety innovation in the prior year. Every CF Industries location nominates initiatives to receive the award, and finalists are chosen by a cross-functional selection committee. Our Senior Leadership Team then selects the winner based on impact to safety performance and culture, transferability to other sites, the ability to be sustained and improved upon, and demonstration of our Core Values. This program has led to the development of best-in-class safety practices deployed across the Company. The Wilson Award demonstrates how much we value and respect the work our team does every day to maintain safe and reliable operations.

### Safety Training Opportunities

All employees are required to participate in various EHS trainings. Our EHS trainings include regulatory requirements, Company safety practices and procedures, hazard recognition and response, emergency response, human factors, employee health, workplace violence prevention, equipment or process safety, and safety leadership. Training is assigned on a regimented cadence to ensure all employees are up to date on all relevant safety topics.

### Contractor Safety

We view our third-party contractors as part of our CF Industries' community and hold them to the same high safety standards as employees. We pre-screen all contractors to ensure they have robust safety management systems in place. This includes:

- » Collecting and reviewing self-reported information to ensure they meet regulatory compliance and insurance requirements
- » Ensuring they have the necessary programs and practices to operate safely on our sites
- » Confirming they understand our safety expectations
- » Benchmarking their safety performance against their industry peers

We conduct tailored training to ensure our safety expectations are clearly communicated to all contractors before they begin work at our sites. This training also provides our expectations to their on-site leadership. Contractors are regularly observed as part of our Human Performance Reliability Observation program to ensure they are operating safely and meeting our safety expectations.

Plant turnarounds – large, planned maintenance activities – require additional training. Ahead of a turnaround, CF Industries gathers all contractors that will be involved in the project for a safety training boot camp that covers training specific to the activities that each individual will perform. The Company believes this reduces the chance of information overload and ensures each individual is aware of their responsibilities and safety expectations.

We recently created the Contractor Executive Engagement Program to ensure that our contractors' leadership teams understand the value of safety at CF Industries and how they contribute to our safety culture. This program includes a detailed assessment process that reviews their on-site performance and opportunities for improvement. It also builds relationships with contractors, ensures they understand our expectations, and emphasizes their role in keeping our sites safe.

### The 2022 Wilson Award Winner: Yazoo City Complex The Quick and the Steady: Forced Draft Pilot

Our 2022 Wilson Award Winner was our Yazoo City Complex. The team launched an innovation that used a forced draft pilot light for plant boilers, which provides consistent and reliable ignition and pilot flame stability. This innovation is significant because firing up boilers is one of the first steps in plant startup, and without it, the plant cannot operate. Furthermore, any delay between turning the gas on and ignition poses the risk of gas building up to unsafe levels. The forced draft pilot provides immediate ignition and a stable pilot light every time, which reduces the risk of delays and unsafe conditions during a critical time in plant startup.



[CLICK TO VIEW THE VIDEO](#)



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## Risk Management

We plan and prepare for a wide range of business continuity risks, including those posed by the impact of climate change. That process starts with our corporate risk assessment process, where each identified risk is evaluated for business impact and assigned an owner, and mitigation strategies are developed and documented. Our risk mitigation strategies are documented in the Business Continuity Program, the Crisis Management Plan, Incident Management Plans, and specific Emergency Response Plans, including a Cybersecurity Incident Response Plan. This approach documents the essential information and actions needed for CF Industries to protect personnel and assets and restore mission-critical functions necessary for resumption and continuation of operations.

Each facility has specific response plans for addressing applicable risks at their location. For example, every site has a flood plan for its operations. These plans were developed in partnership with a third-party expert consultant and consider items such as mitigation for critical equipment and how to manage water (e.g., treatment, removal) during a flood. The development of these plans has led to improvements at our sites, such as diverting runoff around the plant and elevating or relocating key equipment.

## EHS Governance

Our EHS program is governed by performance metrics, comprehensive policies and standards – [EHS Policy](#) and our internal EHS Management Manual – and dedicated leadership teams. Site leadership teams meet biweekly to discuss EHS performance, challenges, and issues that result in improvements across all locations.

To ensure corporate EHS compliance and risk mitigation, CF Industries utilizes internal and third-party audits. We conduct broad compliance-based audits, as well as issue-focused audits. Additionally, our audit team provides our EHS Councils with regular feedback and ensures that Company standards are understood and functioning as expected. Our internal audits are tracked in our EHS Management Information System (EMIS), which prioritizes all corresponding corrective and preventative action items and tracks them to closure. Our third-party audits include the Occupational Safety and Health Administration’s (OSHA) Voluntary Protection Programs (VPP) audits, Protect & Sustain audits by the International Fertilizer Association (IFA), National Sanitation Foundation (NSF) audits, FDA Food Safety Modernization Act (FSMA) audits, various regulatory inspections, and customer audits.

## EHS Org Chart



## Inclusion, Diversity, & Equity (ID&E)

We are committed to creating a culture where all employees feel safe to respectfully voice their ideas and bring their full, authentic selves to work. We believe this commitment is enhanced by creating a workplace that prioritizes ID&E. We prioritize elevating diverse perspectives and creating an inclusive, equitable working environment. This not only brings out the best in all our team members, but it ensures we are better equipped to achieve our mission to feed and fuel the world sustainably.

We believe that our ID&E efforts, which are measured against CF Industries' corporate sustainability goals, have brought our business strategy and Core Values to life. Our ID&E program is built on three pillars: **Representation, Education & Skills Development, and Belonging**. These three pillars are the foundation for our company to attract, retain, and develop an effective team of employees.

### About our Inclusion Resource Group (IRG)

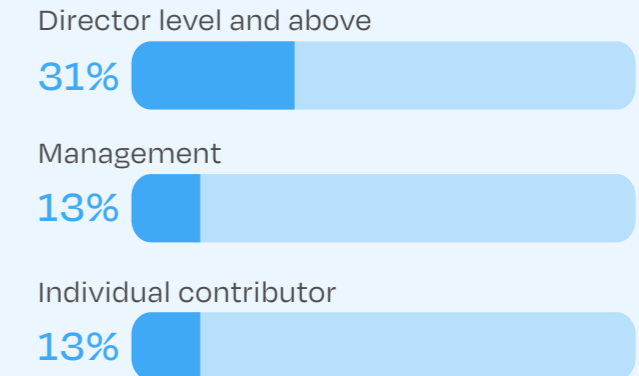
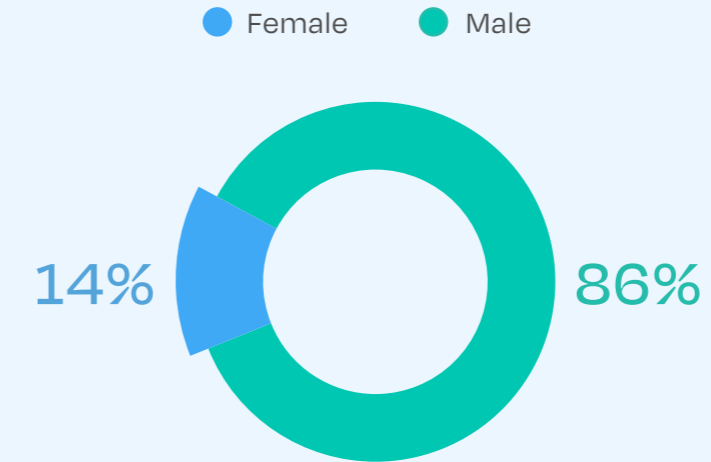
Our IRG is an active, employee-led forum for CF Industries employees to get involved and help create a workplace where we all feel included.

Launched in late 2021, our IRG came to life in 2022 through a series of programs that helped to significantly expand the forum's influence across our entire organization and enabled CF Industries' employees to support ID&E in meaningful ways. CF Industries employees are welcome to join their local IRG at any time. In just one year, our IRG ranks have grown from 150 to more than 450, with more than 17% of our workforce being IRG members.

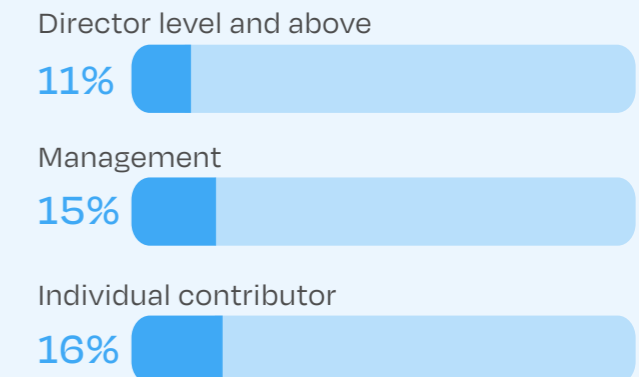
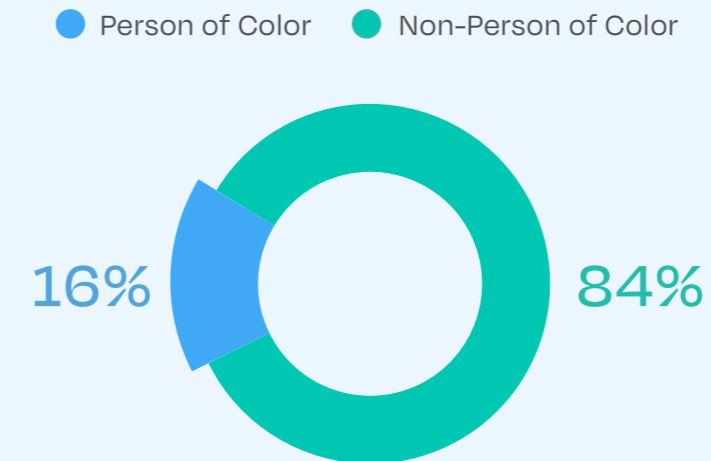
Our IRG is led by a cross-functional leadership team representing our headquarters office, distribution facilities, and eight North American and U.K. production facilities. Each CF Industries location has an IRG leader that employees can contact for more information and questions. Employees receive regular communications from the IRG to maintain momentum.

The IRG focuses its efforts on four key priorities: Communities, Connection, Career, and Culture - what we call the four Cs. IRG activities within each of these areas will continue to evolve with employee input. Employees are encouraged to align their personal efforts with the priorities that matter most to them. For more information on our ID&E program and 2022 successes, please read our [2022 ID&E Report](#).

## Global Gender



## US Race and Ethnicity



## ID&E Progress

In 2022, we made significant progress on our ID&E three pillars:

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- Developed an ID&E scorecard to measure the impact of individual ID&E efforts
- Identified diverse sources of talent and built partnerships targeting Historically Black Colleges and Universities in the U.S. as well as Science, Technology, Engineering, and Mathematics (STEM) organizations
- Leveraged talent assessment process to highlight diverse talent and create talent development plans
- Launched new mentoring program, Mentoring@CF, to develop and retain diverse talent
- Sponsored new professional conferences, advancing equitable professional development opportunities for our team

### REPRESENTATION

Increase representation of women and underrepresented groups at all levels

- Established Inclusion Council goals and action plans
- Supported IRG 2022 plans to increase membership and engagement activities
- Identified and organized two organization-wide philanthropic events
- Partnered with internal centers of excellence in wellness, total rewards, safety, and procurement
- Incorporated 7-, 45-, 90-, and 180-day belonging surveys into the New Hire Integration program

### EDUCATION & SKILL DEVELOPMENT

Enhance organizational understanding and skillsets related to inclusion and diversity

- Continued to require Disrupting Everyday Bias training as part of our core curriculum and onboarding strategy, with 100% of employees completing online training
- Provided inclusive leadership training to all people leaders
- Supported Multiple Pathways Initiative to develop underrepresented employees and attract minority and female candidates
- Integrated Inclusion Resource Group (IRG) and ID&E goals into recruitment efforts and CF's New Hire Integration program, which provides a consistent and engaging experience for new hires during their first 90 days
- Launched Blue Ocean Brain microlearning experience focused on strengthening our knowledge and understanding of ID&E concepts and topics

### BELONGING

Strengthen belonging and our inclusive culture internally and in our communities

## Training and Development

CF Industries is focused on ensuring that all employees – from new hires to executives – have access to the tools and knowledge they need to grow their careers and reach their potential. Our commitment to growth and development includes on-the-job training, professional and technical development, leadership development and tuition reimbursement programs.

Employee development begins on the first day of an employee’s career at CF Industries. In 2022, we launched an enterprise-wide New Employee Integration program to provide a consistent way of onboarding and integrating new employees into CF Industries’ culture. We believe this program will be effective in increasing engagement and belonging, thus empowering our employees to be leaders from the moment they join CF Industries.

Throughout an employee’s career at CF Industries, there are opportunities to advance their skills and grow professionally in a variety of ways. In 2020, we launched the CF Technical Conference, which provides a forum for employees of all skill levels to discuss technology, innovation, and professional growth. This past year, approximately 400 employees participated in the CF Technical Conference either in-person or virtually.

**In 2022, 46% of total full-time employees activated their LinkedIn learning paths and studied over 5,700 skills. Our activation rate is 6% above the average LinkedIn Learning activation rate for similar companies.<sup>1</sup>**

## Professional Development Opportunities at CF Industries



### CUSTOMIZED LEARNING PATH AND CORE CURRICULUM:

Proprietary courses to train our employees on leadership competencies and CF Industries business operations. These include the knowledge, skills, abilities, and attributes necessary to perform successfully at CF Industries for every position.



### MENTORING@CF:

Launched in April 2022, the program had 188 active mentor-mentee matches who spent time coaching and learning from one another. In September 2022, we launched our second program which currently has 185 active mentor-mentee matches.



### LINKEDIN LEARNING:

An online platform where employees can select professional courses they’re interested in, such as data analysis and presentation skills.



### TUITION REIMBURSEMENT:

A program for up to \$10,000 of eligible approved tuition expenses each calendar year for covered education programs at an accredited institution.

<sup>1</sup> Based off LinkedIn Learning provided averages for 2022.

## Leadership Development

Leadership development at CF Industries begins with building a culture that empowers team members to identify their strengths, weaknesses, and growth opportunities through feedback and coaching. As employees advance their careers to manage others, we provide guidance for people managers to provide coaching, set roadmaps for development, and hold team members accountable for achieving expected results. Additionally, CF Industries offers three leadership development programs tailored to specific roles and potential career progression:

1. Our **Executive Development Program (EDP)** supports internal leadership development at CF Industries. This program hosts participants over a 12-month period who are identified as future leaders of the Company. Future leaders are high-performing employees who have the potential to assume senior leadership roles within five years of program completion. The program involves a rigorous assessment process, business simulations, self- and people-leadership training, and more.
2. In 2021, we piloted a three-month **Leading Leaders program** focused on instilling five pivotal leadership functions: strategist, change leader, talent developer, internal influencer, and results orchestrator. We continued this program through 2022, with 23 employees completing the program by end of the year. Following two years of positive feedback, we intend to make this a permanent program for our employees with additional sessions scheduled for 2023.
3. In 2022, we had two cohorts for our **Front-Line Leadership Development Program (FLDP)**. This program has been in place since 2014 and targets new team leaders, teaching leadership skills such as goal setting, coaching and feedback, and managing change. We are working on launching an additional two cohorts in 2023.

**In 2022, our employees (U.S., CA, and U.K.) completed on average 41.32 hours of training.**

## Community Relations

CF Industries is committed to supporting local communities in which we live and work, both through financial donations and volunteer time. We strive to be a good neighbor and believe it reflects the ongoing aspirations of our corporate culture. A strong community relations program provides opportunities for team members to bond and fosters engagement between the Company and our local communities.

## CF Industries Philanthropy Pillars



### Environment Sustainability

Protecting and caring for the lands and natural resources that feed and fuel our communities

**2022 IMPACT:** CF Industries is a founding member of the IFA's Sustainability Academy, which seeks to help the fertilizer industry accelerate its sustainability transformation by creating easily accessible trainings. This enables employees throughout the fertilizer industry to better understand and take action to accelerate their own company's sustainability journey.<sup>1</sup>



### STEM Education and Awareness

Helping people of all backgrounds, genders, and races access education and career development resources in the areas that will support global sustainability efforts and our clean energy future

**2022 IMPACT:** Across five CF Industries locations, we made a direct impact on local STEM education programs through donations and on-site engagements leading STEM programming with students. Our engagements spanned elementary-aged to college students, which is essential to help inspire our local talent to pursue a career in STEM.

<sup>1</sup> <https://ifa-sfa.org/>

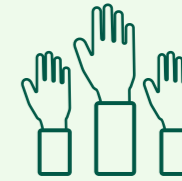
## 2022 COMMUNITY IMPACT:



**\$4 million**  
in charitable giving



**5,700+ pounds**  
of food and supplies  
donated



**3,300+ hours**  
volunteered by CF  
Industries employees  
through VTO program



### Healthy Food Access

Improving access to nutritious, affordable food that members of all communities - including low-income communities and communities of color — need to grow and thrive

**2022 IMPACT:** Through our partnership with One Acre Fund, CF Industries helps provide financing, distribution, and training to approximately 1.3 million smallholder farmers (less than 5 acres) in Sub-Saharan Africa. Since partnering, CF Industries has helped One Acre Fund farmers plant over 1 million new trees each year.



### Local Community Advancement

Making a difference in local communities where CF Industries employees live and work while addressing the needs of marginalized cultural groups and supporting first responders

**2022 IMPACT:** In October 2022, CF Industries invested \$1 million in Smart Start Ascension, a new public-private partnership initiative designed to reshape early childhood education in Ascension Parish public schools. The educational programming will provide a foundation for the development of early childhood education, including exposure to STEM educational programming, art, music, and athletic activities.



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### Volunteer Time-Off (VTO) Program

To empower employees to create a better and more sustainable world in their own way, CF Industries established the VTO program in 2021. Employees are given a full paid day off to be used to support a qualified charitable organization or cause, in accordance with our VTO Policy, to give back to their communities.

We are proud of and humbled by the many CF employees who give their time and effort for outstanding causes each year. In 2022, our employees logged over 3,300 hours under the VTO program.

### Direct Community Engagement

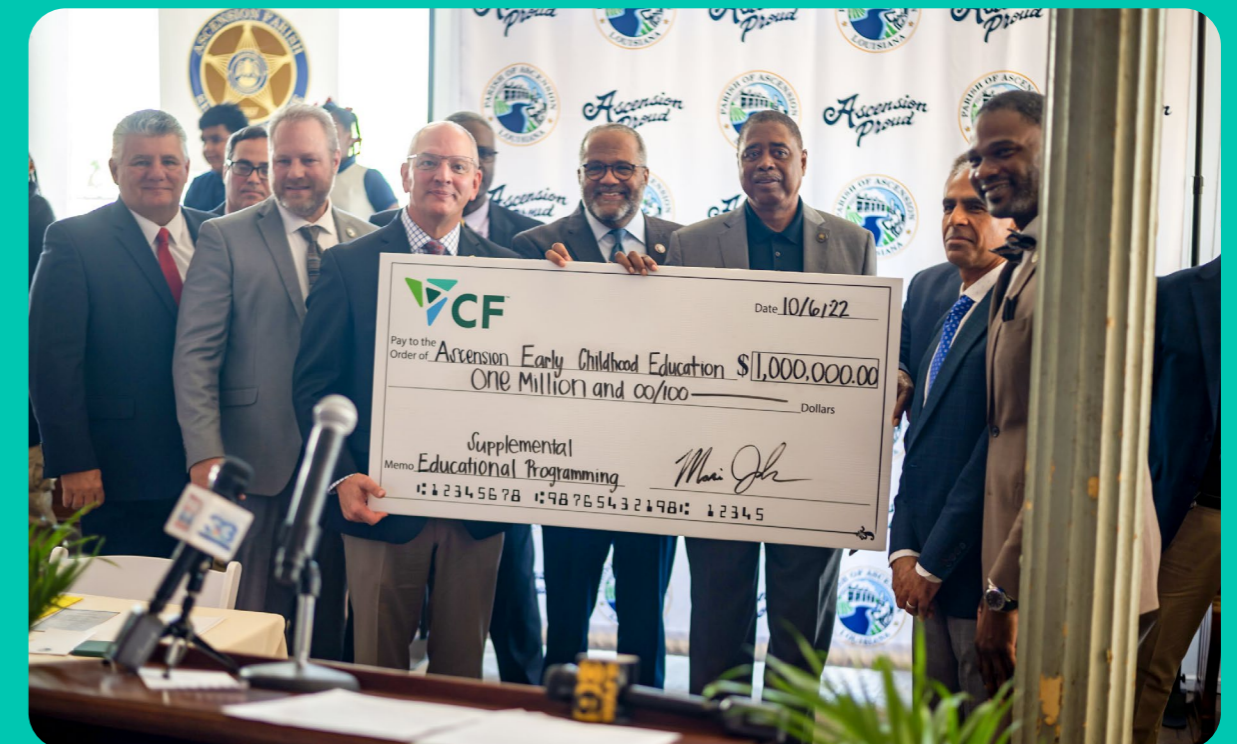
In addition to philanthropic and volunteer activities in our communities, our locations remain in regular contact with local officials and community leaders. This includes working closely with local officials and nearby communities to develop detailed emergency response and crisis plans that extend beyond our physical plants. These community safety activities include sponsoring hazardous material safety training, donating equipment for local emergency responders, conducting joint training exercises, and hosting community open houses with facility tours and safety presentations.

For example, our **Courtright Community Liaison Program** provides a formal channel for CF Industries to share updates with community members and hear their feedback. Through this program, CF Industries discusses our operations while engaging in open dialogue and identifying the most effective way we can work with community members.

## CF in the Community

In October, a joint meeting of the Donaldsonville and East Ascension Rotary Clubs served as the backdrop for a transformational local community investment announcement from CF Industries and parish leaders. Louisiana Governor John Bel Edwards joined representatives from Ascension Parish and CF Industries in announcing the Company's \$1 million investment over five years as part of Smart Start Ascension, a new public-private partnership initiative designed to reshape early childhood education in the parish.

The CF Industries grant will support early childhood programming at a new Early Childhood Development Center (ECDC) being developed by the Ascension Parish Government, Ascension Parish Public Schools, and Ascension Parish Sheriff's Office. The ECDC and its educational programming will provide a foundation for the development of early childhood education in Ascension Parish, including exposure to STEM educational programming, the arts, music, and athletic activities.







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# Food Security, Product Stewardship, and Biodiversity

Promoting food security, product stewardship, and biodiversity is fundamental to CF Industries' Mission to provide clean energy to feed and fuel the world sustainably. Our core fertilizer products help to maximize crop yields and lead to greater productivity for farmers, better land use, and overall food security for billions of people. We partner actively with key organizations to promote the adoption of nutrient stewardship across the food chain. Proper nutrient application – including adherence to the “4Rs” of fertilizer application, meaning using the right fertilizer source at the right rate, right time, and right place – also leads to healthier soils, cleaner waterways, enhanced biodiversity, natural resource protection, and forest conservation.

Our product stewardship efforts are focused on enhancing the value of our products to society while minimizing negative safety, health, and environmental impacts over the entire product lifecycle. Our products play an important role in preserving biodiversity on the farm, off-site, and globally. They are critical for the health of soils, plants, animals, and humans while also helping to preserve natural ecosystems. We have therefore expanded this ESG Dimension to include Biodiversity as well.



# Food Security, Product Stewardship, and Biodiversity

GOALS	GOAL STATUS	HIGHLIGHTS
Receive the IFA “Protect & Sustain” certification (or equivalent environmental/product stewardship certification) for 100% of our manufacturing sites by 2030.	IN PROGRESS	Our Port Neal site received the IFA “Protect & Sustain” certification in 2022, joining our corporate headquarters and Yazoo City facility that were previously certified.
Expand partnerships to achieve 60 million acres of farmland using sustainable practices by 2030.	IN PROGRESS	We continue to work with partners to educate the agricultural supply chain about advancing nutrient stewardship practices.
Reach 90,000 farmers with 4R Plus program by 2023.	ACHIEVED	We reached over 90,000 farmers in Iowa.

## UN SDGS





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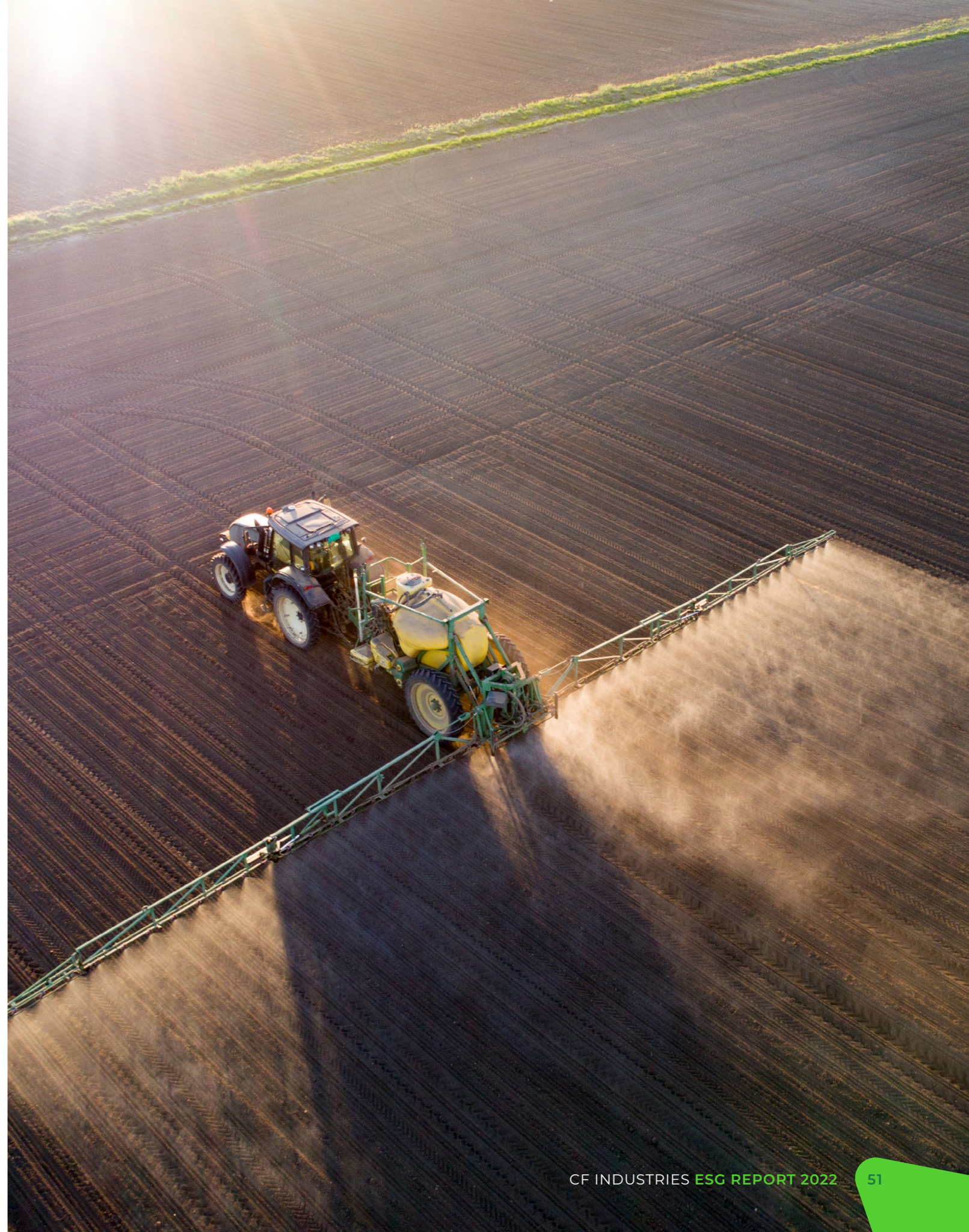
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## Food Security

Fertilizer production is essential to global food supply and food security, making it possible to feed eight billion people around the globe. At CF Industries, we contribute every day to making the nutrients necessary for global food production. Over the last decade, we have invested approximately \$10 billion to increase our production capacity by approximately 25% and ensure that our plants run as safely and efficiently as possible. We also invest annually in our distribution network to lower logistics costs to be able to move products over greater distances with less impact. In so doing, we are helping to ensure improved availability of the crop nutrients that farmers need to feed the world. CF Industries supports the One Acre Fund, an organization that provides financing, distribution, and training to approximately 1.3 million smallholder farmers in Sub-Saharan Africa. The One Acre Fund trains farmers in agroforestry and sustainable land use - so that they can grow vibrant regional economies, thriving food systems, and a healthier planet. Our ongoing support of One Acre farmers resulted in the planting of more than 1 million new trees each year.





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## Nutrient Stewardship

As critical as nitrogen and other fertilizers are to food security, the improper use of fertilizer creates risks through potential adverse impacts to air and water quality, as well as our business. Our Scope 3 emissions include the GHG emissions from on-farm application of fertilizer. CF Industries is working to boost the adoption and measurement of proper nutrient stewardship practices throughout the food value chain in order to reduce these Scope 3 emissions. We believe this effort will help ensure our business is sustainable and contribute to the protection of water resources, soil health, and biodiversity.

We have worked with a diverse group of allies across a range of sectors and backgrounds to advance nutrient stewardship practices. We work actively with our fertilizer sectoral associations where we have manufacturing operations, including The Fertilizer Institute and Fertilizer Canada, to advance the 4R Program and nutrient stewardship. As a result of that work, the Company and its partners have successfully garnered the recognition of the 4R Program by the U.S. and Canadian governments. We are working to ensure that appropriate incentives are developed for farmers that adopt such practices, including the ability to measure such farm-level emissions accurately.

## Sustainable Fertilizer Programs Supported by CF Industries

**PARTNERSHIP** 4R Plus: A program coordinated by [The Nature Conservancy](#) supported by two successive three-year grants from CF Industries designed to increase awareness and understanding among Iowa's farmers and crop advisers of 4R Nutrient Stewardship practices and conservation techniques.

Coalition of Action 4 Soil Health (CA4SH): A United Nations-inspired, multi-stakeholder effort to facilitate widespread adoption of land practices that will work to improve soil health through financial investment and policy actions.

**OUR IMPACT** We reached over 90,000 farmers in Iowa.

We support efforts to help farmers adopt soil best management practices; advance technology and data measurement; and help develop public-private soil health stewardship.

## Safety & Environmental Stewardship of Chemicals

All of our products undergo a formal hazard assessment, including an evaluation of the associated health, safety, and environmental impacts. We post related safety data sheets on our corporate website, more information can be found [here](#). None of our products involve genetically modified organisms (GMOs), ozone-depleting substances (ODS), persistent organic pollutants (POPs), polyaromatic hydrocarbons (PAHs), polychlorinated biphenyl (PCBs), animal testing, or negative impact on pollinators.

We also work across the agriculture industry to support responsible and safe production and handling of our products. As an example, we support ResponsibleAg, an industry-led, voluntary program that helps agricultural retail facilities across the country comply with the many federal environmental, health, safety, and security regulations that work to protect employees, customers, and communities.

## Product Design for Use Phase Efficiency

In addition to our actions on key issues related to food security and environmental compliance, CF Industries is working to offer products that meet the needs of improved natural resource efficiency and emissions reduction.

Our products include diesel exhaust fluid (DEF), urea liquor, and ammonia, which are used for emissions abatement purposes in other industries like transportation and electric utilities. For example, ammonia is used in power plants to control NOx emissions.

Moreover, CF Industries has helped develop the growth of the DEF market, becoming the largest supplier of the product in the world. Notably, DEF is used by diesel truck fleets to reduce NOx emissions by up to 95%, while increasing fuel efficiency by 3-4%.

## IFA "Protect & Sustain" Certification at CF Industries:

The IFA "Protect & Sustain" certification is a rigorous process, guided by the environmental, health, safety, and quality aspects of OHSAS 18001 and ISO 9001 and 14001 certifications.



### ESG GOAL:

In 2020, we set an ESG goal to receive the IFA "Protect & Sustain" certification (or equivalent environmental/product stewardship certification) for 100% of our manufacturing sites by 2030.



### 2022 PROGRESS:

Our Port Neal site received the IFA "Protect & Sustain" certification in 2022, joining our corporate headquarters and Yazoo City facility that were previously certified.

We believe our investments and involvement in various low- or zero-carbon ammonia initiatives to support the global energy transition offer tremendous promise for global GHG emissions reduction. **These low- or zero-carbon products will not only lower agricultural emissions, but they could also provide alternative fuel sources for hard-to-abate industries, such as maritime shipping and power generation, helping to reduce emissions from these sectors as well as our own.** See the [Understanding Our Clean Energy Initiatives](#) section earlier in this report for more information.

## Biodiversity and Natural Capital

We acknowledge the critical importance of biodiversity to broader life systems and choose to be responsible stewards of the environments where we operate.

Fertilizers are vital for global food production and help achieve higher crop yields. This is an obvious net positive for humans: farmers can produce and earn more, and the world has more food. What is less obvious is that appropriate fertilizer application has a large environmental benefit. Higher crop yields mean that less land is needed for farming and more forests and natural habitats can be maintained. Crop yield gains have ‘saved’ approximately 1.7 billion hectares (4.2 billion acres) of land since 1961.<sup>1</sup> This impact is particularly important from a biodiversity perspective; by ensuring strong crop yields, appropriate fertilizer use reduces what would otherwise be deforestation pressure on important ecosystems rich in biodiversity from the Amazon rainforest to other potential new growing regions.

As an environmental steward, CF Industries is intentional in our product design, capital developments, and operations to protect biodiversity. CF Industries is committed to maintaining compliance with regulations that protect our environment, including air, water, and waste regulations and conditions outlined in our operating permits. However, our drive for continuous improvement has motivated us to look beyond the regulatory aspect by supporting biodiversity through our ESG goals and initiatives.

<sup>1</sup> <https://ourworldindata.org/grapher/land-sparing-by-crop?country=Cereals~Fruit~Pulses~Sugar+Crops~Roots+and+Tubers~Vegetables~All+crops>



In 2022, we worked with third parties to assess CF Industries' potential biodiversity impacts and find meaningful ways for the fertilizer industry to have a positive impact in this space. As biodiversity opportunities and initiatives continue to emerge globally, CF Industries will continue to engage with our association partners and other stakeholders to stay abreast of what standards

will play an important role in the future. Internally, CF Industries evaluates its operations against emerging standards and frameworks, such as the Taskforce on Nature-related Financial Disclosures (TNFD), so that we are prepared when final guidance is published.

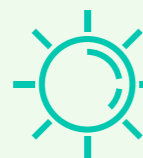
## Nature Focus

CF Industries' business is not possible without healthy ecosystems, which is why we always strive to do more with less and leave the ecosystems from which we draw natural resources the same or healthier than when we found



### WATER FOCUS

- » We do not source water from water-stressed locations.
- » Efficient water management program results in recycling every gallon of water withdrawn approximately 30 times.
- » Return water to its source as clean or cleaner than when extracted.



### CLIMATE FOCUS

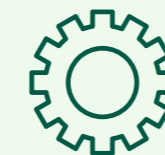
- » Investment in ongoing projects that will reduce carbon emissions by up to 2 million tons per year, with start-up expected in 2025.
- » First major industrial consumer to purchase certified gas that has 90% lower methane intensity than the national average and could significantly reduce the Company's Scope 3 emissions.

them. Our ESG goals and initiatives, from GHG emissions reduction to water management to product stewardship, all have a role to play in helping to preserve biodiversity.



### LAND FOCUS

- » Improve nutrient use efficiency in farming to decrease the amount of land needed to grow the food needed, preventing deforestation that could increase global emissions by 10%.
- » Founding member of the 4R Plus Program, and long-time supporter of nutrient stewardship, healthy soils, and land conservation organizations to keep crop nutrients on farmland and out of adjacent water bodies, helping to protect biodiversity.



### OPERATIONS FOCUS

- » Commitment for all CF Industries locations to earn IFA "Protect & Sustain" certification by 2030, which covers the quality, environmental, health, and safety aspects of the ISO 9001 and ISO 14001. In 2022, the Port Neal Complex became our third location to be certified.
- » Annually assess the ESG programs of our suppliers to improve supply chain resiliency and ensure that we work with suppliers who share our commitment to key ESG issues.

**BIODIVERSITY RISK LEVEL FOR CF INDUSTRIES' MANUFACTURING AND DISTRIBUTION LOCATIONS**

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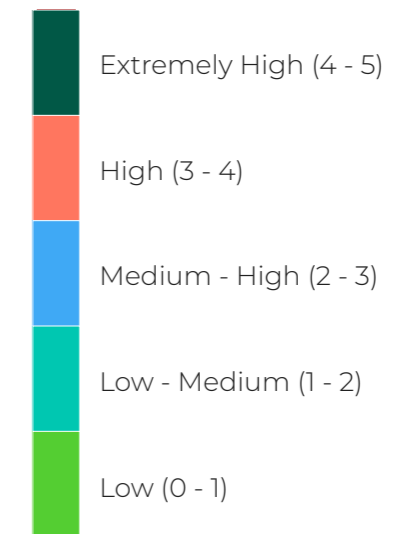
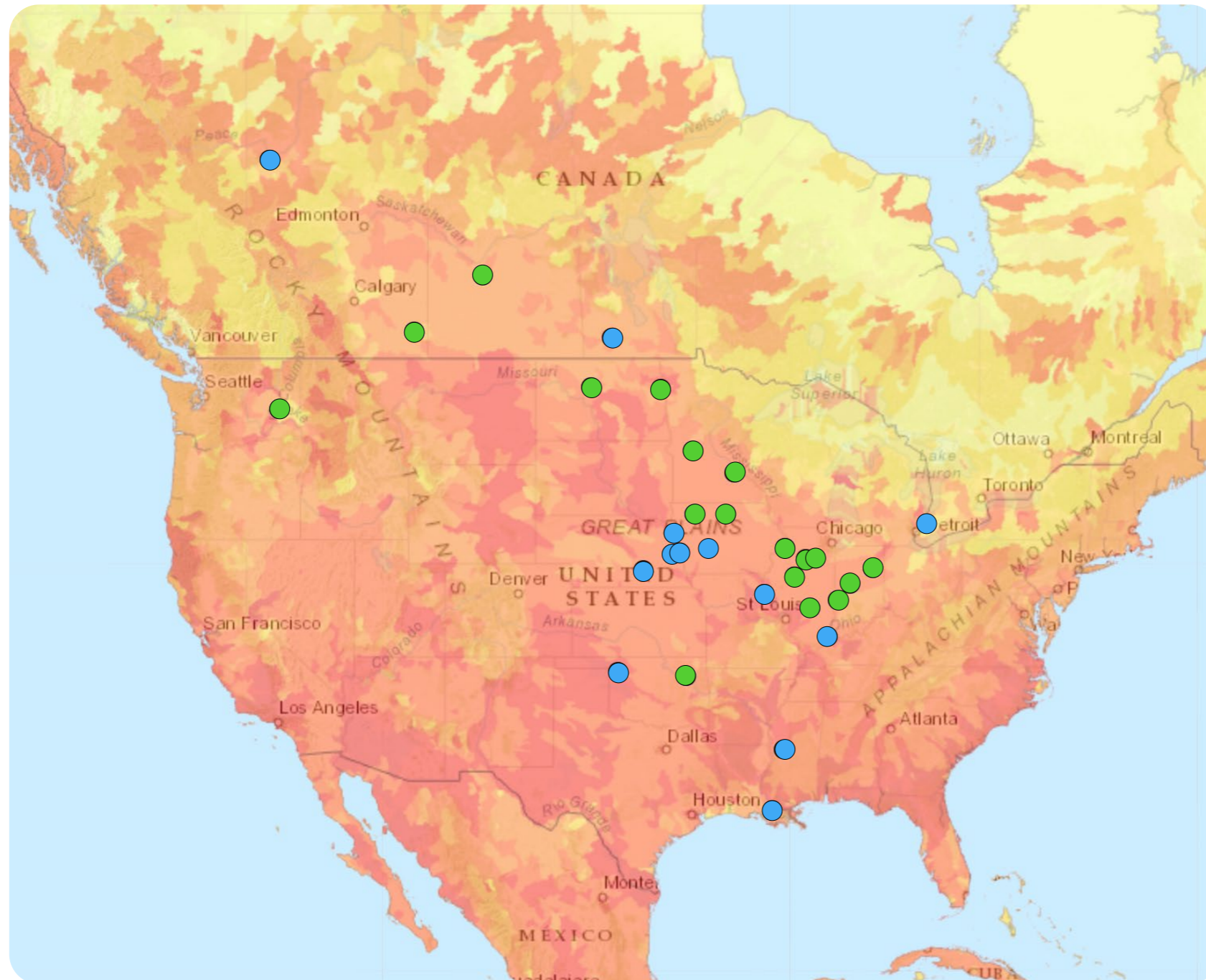
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source: WWF Risk Filter Suite, Biodiversity Risk Filter 2023





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# Ethics & Governance

At CF Industries, we have a long history of doing the right thing for our Company, our customers, our suppliers, our communities, and our employees. Our Do It Right philosophy is the cornerstone of our culture and is underpinned by our commitment to our core values and business ethics, managed through appropriate governance and oversight.

Our Ethics & Governance dimension pertains to ethics within our operations, as well as those of our suppliers. We do this through proper screening and evaluation, including determining the extent to which our suppliers share our commitment to key ESG issues. Additionally, we have strong corporate governance practices in place to oversee our ESG commitments and to ensure we meet our goals and broader business strategy.



GOALS	GOAL STATUS	HIGHLIGHTS
Engage suppliers and service providers that annually represent 50% of the Company's total procurement and supply chain expenditures and assess their ESG performance and commitment.	IN PROGRESS	In 2022, our EcoVadis program engaged suppliers and service providers representing 48% of our total procurement and supply chain expenditures.
Train and certify compliance with the Environmental, Health, Safety, and Security Policy for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train on inclusion, diversity and equity matters for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train and certify compliance with the Code of Corporate Conduct for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.
Train and certify compliance with the Anti-corruption Compliance Policy for all employees annually.	ACHIEVED IN 2022; ONGOING GOAL	This goal is an ongoing, annual goal. We achieved this goal in 2022.

## UN SDGS



## Ethics & Management of Legal & Regulatory Environment

### Ethics in Our Operations

We have consistent standards of conduct and training for employees in areas of ethical importance. This includes a goal to train and certify compliance for all employees annually in the following areas:

- » Employee Code of Corporate Conduct
- » Environmental, Health, Safety, and Security Policy
- » Inclusion, Diversity & Equity (ID&E) matters
- » Anti-corruption Compliance Policy

Through our learning management systems (LMS), we have been able to provide these trainings and track attendance and certification efficiently and effectively.

We have a comprehensive set of corporate policies that govern our internal operations. All policies are made available to our employees, and most are externally available on our website.

### Governance Policies at CF Industries

- » [Employee Code of Corporate Conduct](#)
- » [Environmental, Health, Safety, and Security Policy](#)
- » Inclusion, Diversity & Equity (ID&E) matters
- » [Anti-corruption Compliance Policy](#)
- » [Antitrust Compliance Policy and Guide](#)
- » [Anti-harassment Policy](#)
- » [Export Controls and Sanctions Compliance Policy](#)
- » [Human Rights Policy](#)
- » [Policy on Insider Trading](#)
- » Workplace Violence Prevention and Weapons Policy



## Cybersecurity and Information Technology Systems

We rely on internal and third-party information technology and computer control systems in many aspects of our business. Our business also involves the use, storage, and transmission of information about our employees, customers, and suppliers. Information security – including the protection from cyber threats to our systems, proprietary information, and information about our employees, customers, and suppliers – is critical to us.

CF Industries' Cybersecurity Strategy prioritizes detection, analysis, and response to known, anticipated, or unexpected cyber threats; effective management of cyber risks; and resilience against cyber incidents. CF Industries maintains a formal cybersecurity program structured around the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF), a voluntary framework created by industry and the U.S. government to promote the protection of our infrastructure from cybersecurity risks. The system is assessed yearly by a third-party. More information about our focus on cybersecurity and information security can be found [here](#).

Additionally, we continually focus on improving our systems to strengthen and expand our capabilities for the Company's long-term growth and sustainability. At the beginning of 2023, we went live with Program Simplification, our largest business technology implementation to date. Program Simplification's goal was to streamline, automate, and integrate our processes, technology, and reporting capabilities. With its launch, we believe we now have a platform that will:

- » Improve the customer experience through a consistent, easy-to-navigate, mobile-enabled user interface;
- » Automate and integrate processes across business functions to make us more efficient and nimbler;
- » Provide us with access to robust data via centralized repositories to enable more timely decision-making; and
- » Serve as a sustainable and scalable solution as we grow as an organization.

## Ethics in Our Supply Chain

Our core values underscore the importance of acting ethically and in compliance for all our business dealings. We extend this view into how we engage with and select suppliers throughout our supply chain. CF Industries' supply chain includes local, regional, and global partners from whom we purchase products and services, including natural gas, transportation, utilities, maintenance services, and capital equipment.

We screen new suppliers initially if considered high-risk; otherwise, suppliers are screened after they have been onboarded. New suppliers include any net-new engagements and suppliers with which we have not conducted business within the previous three years. Our Vice President, Corporate Procurement leads the vetting process alongside our Legal Department and Chief Compliance Officer. Supplier screening considers factors including, but not limited to:

- » Meeting CF Industries corporate EHS standards;
- » Abiding by our Third-Party Code of Conduct, which is required in our purchase agreements; and
- » Not engaging in inappropriate business practices and not being a restricted party, such as those that appear on sanctioned party lists or are politically exposed persons via restricted party screening.

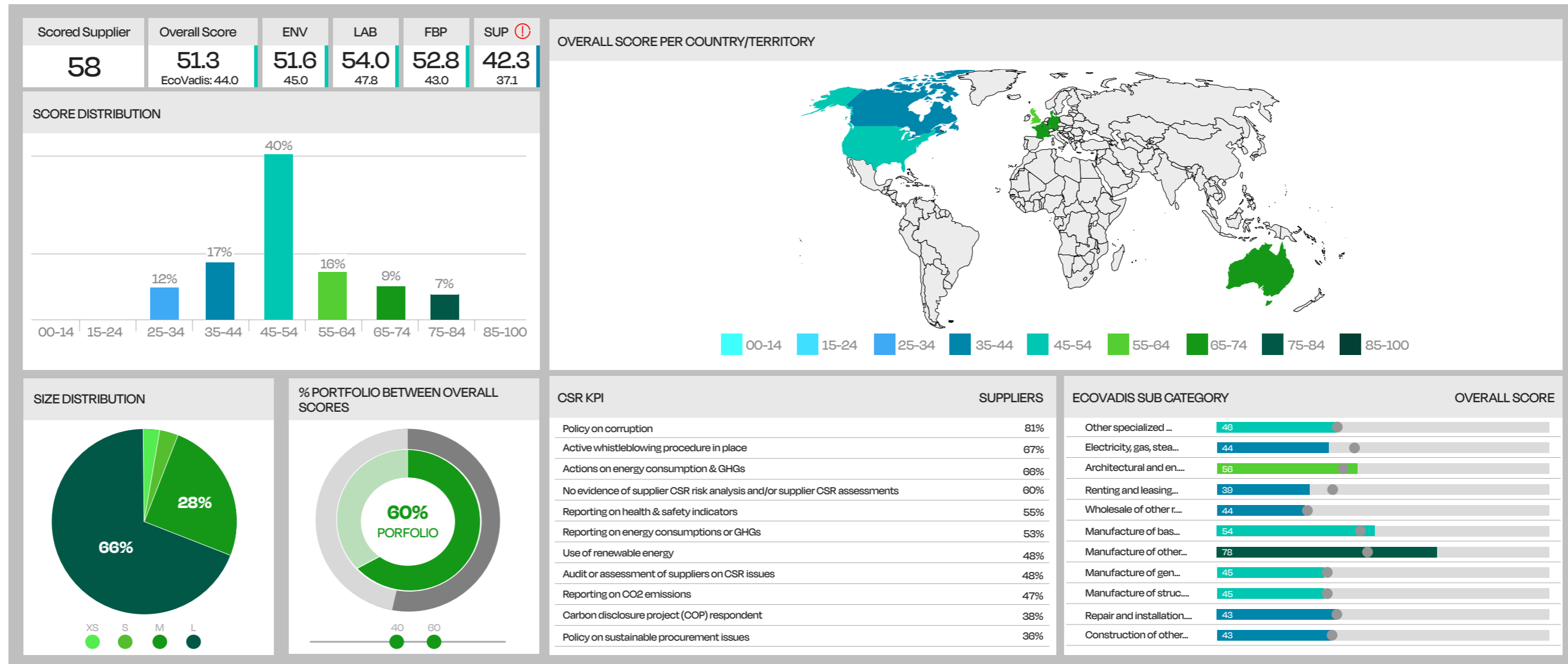
If any issues are raised during our screening processes, we initiate a vetting process to determine the level of importance. If a raised concern is deemed problematic, we do the following:

1. Identify and ensure a supplier is aware of the remediation steps to ensure the supplier is compliant and will not be flagged during our screening process.
2. Block non-compliant suppliers in our vendor system.

## Assessing the ESG Goals of Our Supply Chain

In 2021, CF Industries began formally assessing the ESG programs of our suppliers through the administration of EcoVadis' annual questionnaire. In our assessment, we consider our suppliers' commitment and performance in key ESG areas, including their emissions reduction goals, anti-harassment policies, child labor policies, and other topics related to CF Industries' ESG goals and

core values. In 2022, the **EcoVadis program engaged suppliers and service providers representing 48% of the Company's total procurement and supply chain expenditures.** We believe this process will help us improve supply chain resiliency and ensure that we work with suppliers who share our commitment to key ESG issues.

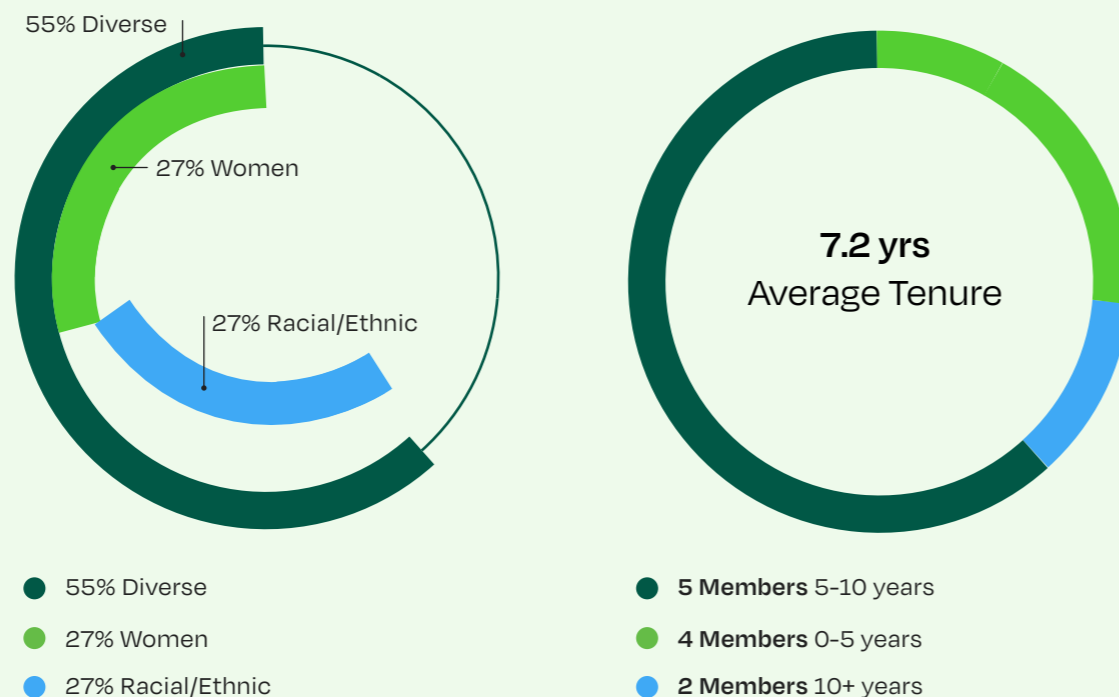


## GOVERNANCE

CF Industries remains committed to implementing sound corporate governance practices that enhance the effectiveness of our Board of Directors and management team. The experience and diversity of our directors has been, and continues to be, critical to our success.

Our Chairman of the Board is independent and separate from the Chief Executive Officer. The Chairman of the Board and Chair of the Governance Committee lead an active process to regularly assess board composition and attributes and consider succession planning. We consider the diversity of background, including experience and skills, as well as personal characteristics such as race, gender, and age, in identifying nominees for director and incorporate recruitment protocols in our candidate searches that seek to identify candidates with these diversity characteristics. We also ensure that we routinely engage in dialogue with stakeholders about matters related to our corporate governance.

### Board of Directors Diversity and Tenure



### Board Oversight of ESG Performance, Strategy, and Goals

Our Board plays an integral role in oversight of our ESG program and engages with senior management on a broad range of ESG topics, including climate change, human capital management, ID&E, and our related initiatives and goals.

The four standing committees of the Board assist the full Board in its oversight role concerning the committee's respective areas of responsibility.



Our **Environmental Sustainability and Community Committee**, established in 2020, assists the Board with oversight of all aspects of the strategy and progress toward net-zero carbon emissions, sustainability activities and reporting, and the Company's active involvement in the communities in which it operates.



Our **Compensation and Management Development Committee** has oversight over critical areas within ESG relating to ID&E and employee well-being initiatives. The committee supports the full Board with succession plans for the Chief Executive Officer, as well as overseeing and reviewing management's development, retention, and succession planning for other key executives and senior management.



Our **Corporate Governance and Nominating Committee's** responsibilities include overseeing our governance structures and processes, including Board refreshment and succession planning.



Our **Audit Committee** oversees the integrity of our financial statements and the effectiveness of our internal control environment. In addition, the Audit Committee receives regular reports on the efficacy of our information security and technology risks. In 2022, this committee's mandate was updated to include more comprehensive oversight of CF Industries' cybersecurity practices.



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### Management Oversight of ESG Goals and Progress

Our shareholders elect our directors to oversee management and ensure proper governance across all business functions. Our leadership team is responsible for delivering on our strategy, creating our culture, establishing accountability, and managing risk across the entire business and at every level within the organization.

CF Industries incorporates the management of ESG issues across the entire business and at every level within the organization. We want every employee to play a role in meeting our ESG goals, as they are central to our corporate strategy. Goals are set and tracked by corporate leadership and reviewed at the Board level, while day-to-day goal management occurs at the site level. Management has also established a Clean Energy Solutions team, a Clean Ammonia Growth team, and an ESG Working Group to further advance our clean energy initiatives and ongoing evaluation and adoption of ESG best practices.

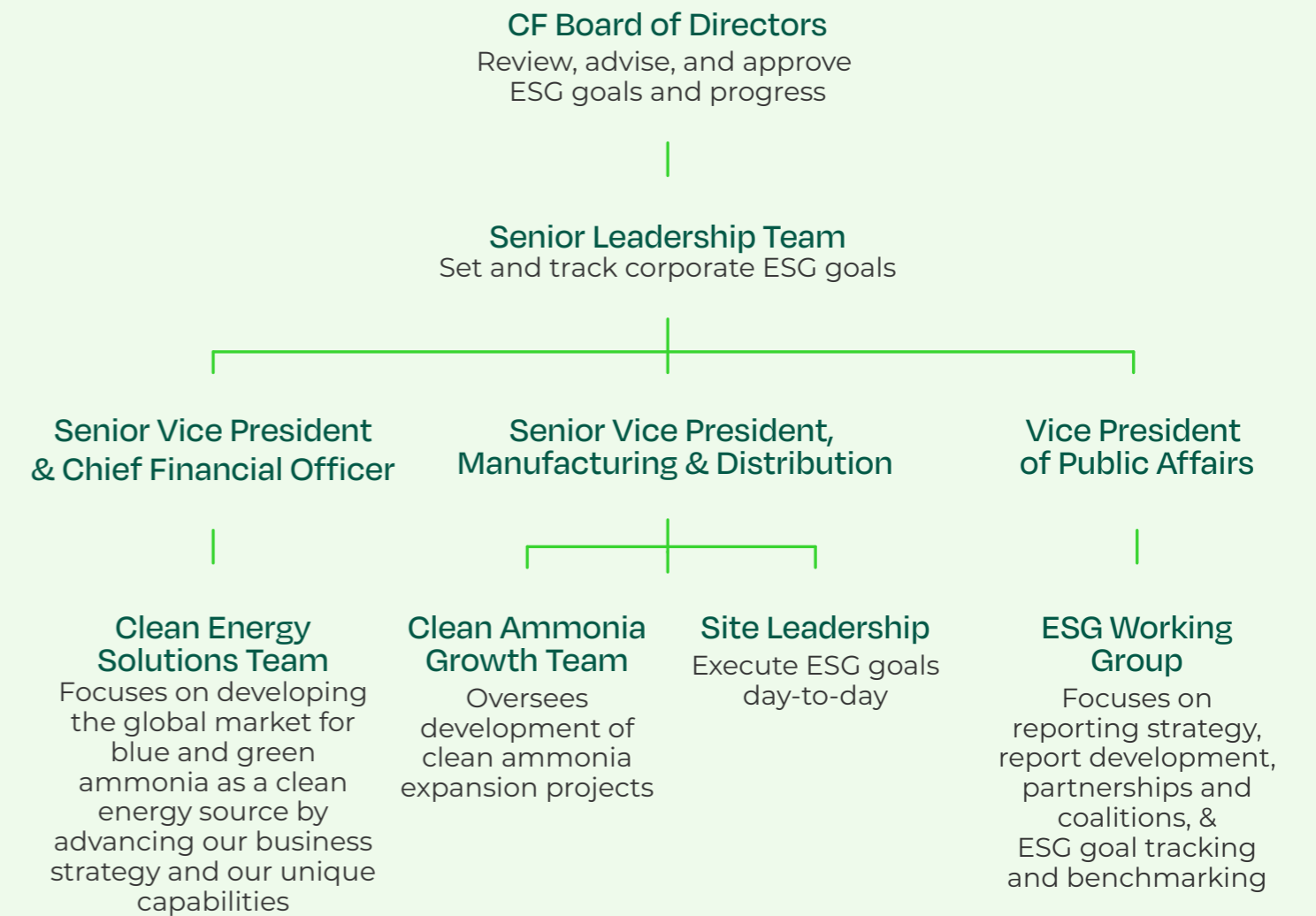
### Executive Compensation Tied to ESG Objectives

As our Senior Leadership Team is responsible for the overall progression of our ESG goals, we have linked executive compensation to certain ESG goals and material topics:

1. GHG Emissions Reduction: Developing and prioritizing a list of viable GHG reduction capital projects (Annual Incentive Plan metric in 2021);
2. Workforce Health and Safety: Completing safety critical equipment inspections on schedule and timely management of changes, subject to first achieving a gating level of behavioral safety practices (Annual Incentive Plan metric in 2021 and 2022).

To ensure that executive compensation remains in-line with our business strategy and ESG objectives, we reevaluate the structure of our executive compensation program annually.

## CF Industries Clean Energy and ESG Development and Management





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**Coalitions, Partnerships & Policy Engagement**

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# Discussion on Coalitions, Partnerships, & Policy Engagement

CF Industries recognizes that we must work collaboratively with local and global partners to achieve our ESG goals and advance the UN SDGs. We engage actively with more than 70 coalitions, associations, and partnerships globally. CF Industries' participation in these organizations allows us to learn and share best practices with a diverse group of industries and NGOs and, in many cases, engage governments and other stakeholders on policies and initiatives pertinent to our business.

In recent years, we have expanded our partnerships as we work to advance our mission to sustainably feed and fuel the world. The following is a snapshot of selected partnerships that align with that mission and our broader ESG strategy:

## Involvement in Clean Energy and Sustainability Organizations Timeline:

2021

World Economic Forum  
Hydrogen Council  
Hydrogen Forward

2022

World Business Council for Sustainable Development  
Carbon Capture Coalition  
Climate Leadership Council  
Fuel Cell and Hydrogen Energy Association





CF Industries actively evaluates new partnerships, while also reevaluating existing partnerships. We follow a deliberate process to ensure each organization we partner with pursues progress on shared material issues, aligns with our principles and values, is credible and effective in its efforts, and is accountable to its membership. In 2023, we plan to assess the policy positions of our trade associations to ensure alignment with our ESG material topics, including decarbonization, clean energy, and sustainable agriculture practices.

We participate actively in events and panel discussions to advance progress on our ESG goals. In November 2022, our President and CEO, Tony Will, presented on leadership requirements for the energy transition at an event hosted by the International Fertilizer Association (IFA). At this event, he highlighted CF Industries' role in decarbonizing our operations and how the industry can move forward with decarbonization. We believe our involvement in associations, initiatives, and panels will raise awareness and establish industry best practices to decarbonize our ammonia and hydrogen production.

Notable partnerships and key engagements in 2022 include:

### Mission Possible Partnership (MPP)

The MPP – led by the Energy Transitions Commission, Rocky Mountain Institute (RMI), We Mean Business Coalition, and the World Economic Forum (WEF) – is an ambitious effort to trigger a net-zero transformation of seven industrial sectors by leveraging the convening power, talent, and expertise of world-leading organizations on climate action.<sup>1</sup>

**MATERIAL FOCUS:** In 2022, MPP worked with leaders in the ammonia industry and beyond to issue its first chemical transition strategy report – [Making Net-Zero Ammonia Possible: An industry-backed, 1.5°C-aligned transition strategy](#)<sup>2</sup>. The report details how the global ammonia industry can achieve worldwide net-zero goals, while also helping to accelerate emissions reductions in other major industries, such as power generation and shipping.

**2022 IMPACT:** CF Industries worked with MPP and its partners by providing its expertise and insights. CF Industries also was a leading endorser of the final report, with our President and CEO, Tony Will, formally joining the MPP in announcing the release of the report.<sup>3</sup>

### Climate Leadership Council (CLC)

The CLC's mission is to promote effective, fair, and lasting climate solutions. Through its Center for Climate and Trade, CLC is increasingly at the forefront of work to explore and advance policies that leverage trade relationships and the global market economy towards greater international cooperation and climate ambition.<sup>4</sup>

**MATERIAL FOCUS:** CF Industries recognizes that global climate change solutions are vital and that more work is required to create a leveled playing field and advance decarbonization to achieve net-zero by 2050.

**2022 IMPACT:** In September 2022, the CLC released [the U.S. Carbon Advantage in Chemicals Manufacturing](#) report that details how U.S. chemical manufacturing, including U.S. ammonia production, is already much less carbon-intensive than other major producing countries and can continue to accelerate its efforts towards decarbonization with the right policies. CF Industries contributed to the [report release discussion](#) with remarks from our President and Chief Executive Officer, Tony Will.

### World Business Council for Sustainable Development (WBCSD)

The WBCSD is a global, CEO-led community of over 200 of the world's leading sustainable businesses working to collectively accelerate the system transformations needed for a net-zero, nature-positive, and more equitable future.

**MATERIAL FOCUS:** CF Industries shares WBCSD's goals and is working to partner across the food and industrial value chains to enable more significant and accelerated emissions reductions.

**2022 IMPACT:** CF Industries is supporting the WBCSD's Agriculture 1.5 platform to promote the development of the Science Based Target Initiative's (SBTi) nitrogen fertilizer Sectoral Decarbonization Approach (SDA) and works with WBCSD to advance sustainability and disclosure across the value chain.

<sup>1</sup> <https://missionpossiblepartnership.org/about/>

<sup>2</sup> <https://missionpossiblepartnership.org/wp-content/uploads/2022/09/Making-1.5-Aligned-Ammonia-possible.pdf>

<sup>3</sup> <https://missionpossiblepartnership.org/ammonia-sts-press-release/>

<sup>4</sup> <https://clccouncil.org/our-solution/>; <https://clccouncil.org/trade-center/>

## Policy Action

In addition to private sector partnerships, CF Industries is also directly engaged with elected officials and policymakers in each jurisdiction where we operate to educate and work with them on matters that are important to the Company, our people, and the communities where we do business.

### CF Industries is focusing on engaging with policymakers to:

- » Accelerate decarbonization globally to meet the world's ambitious climate targets
- » Incentivize sustainable farming and proper nutrient stewardship practices



CF Industries plays an active role in hydrogen-focused engagements to further our commitment to support the acceleration and deployment of hydrogen solutions globally.

## Hydrogen Council

### Hydrogen Council

The Hydrogen Council is a global, CEO-led initiative that brings together leading companies with a united vision and long-term ambition for hydrogen to foster the clean energy transition. CF Industries joined the Hydrogen Council as a Steering Member in January 2021 and actively participates in the organization's work, from the development of reports to broader activities to educate and promote the development of clean hydrogen and sustainable hydrogen pathways.

## HYDROGEN FORWARD

### Hydrogen Forward

In February 2021, CF Industries partnered with 10 other companies to form Hydrogen Forward. Hydrogen Forward is an initiative focused on advancing hydrogen development – including infrastructure and policy – in the U.S. Founding members include Air Liquide, Anglo American, Bloom Energy, CF Industries, Chart Industries, Cummins Inc., Linde, McDermott, Shell, and Toyota. In September 2022, CF Industries joined Hydrogen Forward members and the Clean Air Task Force (CATF) to discuss how to leverage hydrogen's full value chain to achieve climate goals at the Global Clean Energy Action Forum in Pittsburgh.

## Policy In Focus

To achieve national and global climate goals, countries like the U.S., Canada, and the U.K. require a suite of policies to incentivize the clean ammonia and hydrogen production, demand, and infrastructure that are necessary to transition to a clean energy economy. This includes policies to propel investment in clean hydrogen and ammonia production that support the growth of industry, local communities, and jobs.

We actively support three core policy agendas to enable our sustainable growth and meet our corporate objective of advancing the global energy transition:

» **Global carbon pricing systems**, including a carbon border mechanism, are vital to creating durable market signals that will foster industry decarbonization. These policies incentivize decarbonization with clear and long-term pricing policies and simultaneously prevent carbon emissions that would otherwise result from the import of lower-priced, higher carbon-intensive goods (e.g., carbon leakage). This intervention is particularly critical for energy-intensive and trade-exposed (EITE) industries like ammonia. The Company is advocating action by the U.S. and its global partners to develop coherent global carbon pricing systems.

- » **Durable and well-designed policies to support the growth in clean energy production** are important to spur action by producing industries and their upstream and midstream partners to decarbonize and invest in new clean energy production. These policies can include clean energy roadmaps, tax credits to spur investment in both carbon capture and sequestration (CCS) (e.g., the U.S. 45Q credit) and clean hydrogen production (e.g., the U.S. 45V credit), and programs to support infrastructure and broader deployment.
- » **The creation of clean energy and food system demand drivers** is also essential to develop the long-term demand for clean energy and agricultural products being developed across multiple industries. For clean ammonia, there is a strong need for more coherent and appropriate policies to spur increased farmer and food chain interest in both decarbonized fertilizer and sustainable agriculture practices. This includes working with a range of stakeholders to strengthen, facilitate, and accelerate the adoption and scaling of soil health restoration practices, including proper nutrient stewardship. These practices will boost productivity and economic growth, rural livelihoods, biodiversity protection, mitigation and adaptation to climate change, and natural resource management.

Additionally, we will continue to expand our work with existing and other like-minded partners in ways that advance our Strategy and impact.





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### GOVERNANCE A BOARD OVERSIGHT

See 2023 Proxy Statement, “Corporate Governance – Board Oversight of Strategy and Risk Management,” pages 28-30; “Corporate Governance – Committees of the Board – Environmental Sustainability and Community Committee,” page 28 and “Corporate Governance – Sustainability at CF Industries,” pages 33-34.

See 2022 ESG Report, “Ethics and Governance – Governance – Board Oversight of ESG Performance, Strategy and Goals,” page 62.

### GOVERNANCE B ROLE OF MANAGEMENT

See 2023 Proxy Statement, “Corporate Governance – Board Oversight of Strategy and Risk Management,” pages 28-30; “Corporate Governance – Sustainability at CF Industries,” pages 33-34; “Proxy Statement Summary – Our Business and Strategy,” pages 2-3; and the Joint Letter to Shareholders from the Chairman of the Board and the Chief Executive Officer

– Progress on Clean Energy Initiatives.

See also 2022 ESG Report, “A Message from our CEO,” pages 2-5; “Energy, Emissions and Climate Change,” pages

22-34; “Food Security, Product Stewardship, and Biodiversity,” pages 49-56; “Ethics and Governance – Governance – Management Oversight of ESG Goals and Progress, page 63 and “Our Workplace & Communities – EHS Governance,” page 42.

### STRATEGY A SHORT, MEDIUM, AND LONG TERM CLIMATE RISKS

While the potential impacts of climate change are difficult to predict, we believe climate change presents our company with both risks and opportunities.

- Regulatory risk, particularly in the form of regulatory restrictions on emissions in the jurisdictions in which we operate our production facilities, presents the most tangible and direct risk to how we currently conduct our business and operations because our production facilities emit greenhouse gases (GHGs) such as carbon dioxide and nitrous oxide and because natural gas, a fossil fuel, is a primary raw material used in our nitrogen production process. More stringent GHG regulations, if enacted, may require us to make changes in our operating activities that would increase our operating costs, reduce our efficiency, limit our output, require us to make capital improvements to our facilities, or increase our costs for or limit the availability of energy, raw materials or transportation. Changes could also be made to tax policies related to decarbonization, electricity generation or clean energy that could impact our business and investment decisions. In addition, to the extent GHG restrictions are not imposed in countries where our competitors operate or are less stringent than regulations that may be imposed in the United States, Canada or the United Kingdom, our competitors may have cost or other competitive advantages over us.
- We also face physical risk from adverse weather conditions, which depending on their severity, frequency and location have the potential to damage our facilities and disrupt our operations, and to affect adversely the shipping and distribution of our products.
- We use the North American waterway system extensively to ship products from some of our manufacturing facilities to our distribution facilities and our customers. We also export nitrogen fertilizer products via seagoing vessels from deep- water docking facilities at certain of our manufacturing sites. If climate change resulted in persistent significant changes in river or ocean water levels (either up or down, such as a result of flooding or drought for example), we may be required to change our operating and distribution activities and make significant capital improvements to our facilities.
- Our principal products are nitrogen fertilizers used by farmers. The fertilizer application and crop planting, growing, and harvesting periods in any given farming region are driven by the region's weather patterns. Over the longer-term, changes in these weather patterns may shift the periods of demand for products and even the regions to which our products are distributed, requiring us to evolve our sophisticated distribution system.

The implications of climate change also present us and our industry with opportunities. We believe the synthetic fertilizers we manufacture are part of the solution to reducing GHG emissions that contribute to climate change. Fertilizer is responsible for helping to grow the crops that comprise about half of the world's food supply, which makes life possible for billions of people. Fertilizer also supports sustainable food production because it increases yield per acre, which means farmers need less land to grow the food the world's population needs to survive. By increasing crop yields, our products help limit the conversion of carbon-sequestering forests into farmland. We also manufacture products that reduce GHG emissions from industrial processes and our diesel exhaust fluid product helps reduce nitrous oxide emissions of heavy-duty trucks.

### Our Commitment to a Clean Energy Economy

We are taking significant steps to support a global hydrogen and clean fuel economy, through the production of green and blue ammonia. Since ammonia is one of the most efficient ways to transport and store hydrogen and is also a fuel in its own right, we believe that the Company, as the world's largest producer of ammonia, with an unparalleled manufacturing and distribution network and deep technical expertise, is uniquely positioned to fulfill anticipated demand for hydrogen and ammonia from green and blue sources. Our approach includes green ammonia production, which refers to ammonia produced through a carbon-free process, and blue ammonia production, which relates to ammonia produced by conventional processes but with CO2 removed through carbon capture and sequestration.

Our commitment to decarbonize our ammonia production process and the outlook for significant global demand for low-carbon ammonia as a clean energy source has created a unique growth opportunity for the Company. As we decarbonize, we are doing our part while also helping others decarbonize their industries, opening up new sources of demand for ammonia. Other energy-intensive industries, including power generation and marine shipping, have identified ammonia as a clean energy source to decarbonize their industries because ammonia represents an efficient mechanism to both ship and store hydrogen, as well as a clean energy source in its own right as ammonia does not contain or emit carbon.

See 2023 Proxy Statement, “Corporate Governance – Sustainability at CF Industries,” pages 33-34; and “Proxy Statement Summary – Our Business and Strategy,” page 2 and the Joint Letter to Shareholders from the Chairman of the Board and the Chief Executive Officer — Progress on Clean Energy Initiatives.

See also 2022 ESG Report, “A Message from our CEO,” pages 2-5; “Company Background & Strategy,” pages 11-14; “Energy, Emissions and Climate Change,” pages 22-34; and “Food Security, Product Stewardship, and Biodiversity,” pages 49-56.

See also 2022 Form 10-K, “Item 1 Business – Environmental, Health and Safety – Regulation of Greenhouse Gases,” pages 8-9; “Item 1A Risk Factors – A decline in agricultural production, limitations on the use of our products for agricultural purposes or developments in crop technology could materially adversely affect the demand for our products,” page 12; “Item 1A Risk Factors – Adverse weather conditions may decrease demand for our fertilizer products, increase the cost of natural gas or materially disrupt our operations. Adverse weather conditions could become more frequent and/or more severe as a result of climate change” page 14; “Item 1A Risk Factors – We are reliant on a limited number of key facilities,” page 16; “Item 1A Risk Factors

– Environmental and Regulatory Risks,” pages 21-23; and “Item 1A Risk Factors – Strategic Risks,” pages 23-25.

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See 2022 Proxy Statement, “Corporate Governance – Sustainability at CF Industries,” pages 30-32; and “Proxy Statement Summary – Our Business and Strategy,” page 2.

See also 2021 ESG Report, “A Message from our CEO,” pages 2-4; “About the Company – Ammonia's Role in Society,” page 7; “Energy, Emissions and Climate Change,” pages 19-27; and “Food Security & Product Stewardship,” pages 36-38.

See also 2021 Form 10-K, “Item 1 Business – Environmental, Health and Safety – Regulation of Greenhouse Gases,” pages 9-10; “Item 1A Risk Factors – A decline in agricultural production or limitations on the use of our products for agricultural purposes could materially adversely affect the demand for our products,” page 13; “Item 1A Risk Factors – Adverse weather conditions may decrease demand for our fertilizer products, increase the cost of natural gas or materially disrupt our operations. Adverse weather conditions could become more frequent and/or more severe as a result of climate change” page 15; “Item 1A Risk Factors – We are reliant on a limited number of key facilities,” page 17; “Item 1A Risk Factors – Environmental and Regulatory Risks,” pages 22-24; and “Item 1A Risk Factors – Strategic Risks,” pages 24-26.

**STRATEGY B  
BUSINESS, STRATEGY AND FINANCIAL PLANNING**

Our Commitment to a Clean Energy Economy

We are taking significant steps to support a global hydrogen and clean fuel economy, through the production of green and blue ammonia. Since ammonia is one of the most efficient ways to transport and store hydrogen and is also a fuel in its own right, we believe that the Company, as the world's largest producer of ammonia, with an unparalleled manufacturing and distribution network and deep technical expertise, is uniquely positioned to fulfill anticipated demand for hydrogen and ammonia from green and blue sources. Our approach includes green ammonia production, which refers to ammonia produced through a carbon-free process, and blue ammonia production, which relates to ammonia produced by conventional processes but with CO2 removed through carbon capture and sequestration.

In April 2021, we signed an engineering and procurement contract with thyssenkrupp to supply a 20KW alkaline water electrolysis plant to produce green hydrogen at our Donaldsonville complex. Construction and installation, which is being managed by us, is expected to finish in 2023, with an estimated total cost of approximately \$100 million. We will integrate the green hydrogen generated by the electrolysis plant into existing ammonia synthesis loops to enable the production of approximately 20,000 tons per year of green ammonia. We believe that the Donaldsonville green ammonia project will be the largest of its kind in North America.

In July 2022, we and Mitsui & Co., Ltd. (Mitsui) signed a joint development agreement for the companies' proposed plans to construct an export-oriented blue ammonia facility. We and Mitsui continue to progress a front-end engineering and design (FEED) study for the project, and expect to make a final investment decision on the proposed facility in the second half of 2023. Should the companies agree to move forward, the ammonia facility would be constructed at our new Blue Point complex. We acquired the land on the west bank of the Mississippi river in Ascension Parish, Louisiana, for the complex during the third quarter of 2022. Construction and commissioning of a new world-scale ammonia plant typically takes approximately four years from the time construction begins.

We are also exploring opportunities to produce blue ammonia from our existing ammonia production network. We have announced a project with an estimated cost of \$200 million to construct a CO2 dehydration and compression facility at our Donaldsonville complex to enable the transport and permanent sequestration of the ammonia process CO2 byproduct. Engineering activities and procurement of major equipment for the facility are in progress, and modification of the site's existing equipment to allow integration with existing operations has begun. Once the dehydration and compression unit is in service and sequestration is initiated, we expect that the Donaldsonville complex will have the capacity to dehydrate and compress up to 2 million tons per year of CO2 enabling the production of blue ammonia. In October 2022, we announced that we had entered into a definitive CO2 offtake agreement with ExxonMobil to transport and permanently sequester the CO2 from Donaldsonville. Start-up for the project is scheduled for early 2025. Under current regulations, the project would be expected to qualify for tax credits under Section 45Q of the Internal Revenue Code, which provides a credit per tonne of CO2 sequestered.

See also 2022 ESG Report, "A Message from our CEO," pages 2-5; "Company Background & Strategy," pages 11-14; "Approach to ESG and Sustainability," pages 15-21; "Energy, Emissions & Climate Change," pages 22-34; and "Food Security, Product Stewardship, and Biodiversity," pages 49-56.

**STRATEGY C  
RESILIENCE OF THE ORGANIZATION'S STRATEGY**

Our Commitment to a Clean Energy Economy

We are taking significant steps to support a global hydrogen and clean fuel economy, through the production of green and blue ammonia. Since ammonia is one of the most efficient ways to transport and store hydrogen and is also a fuel in its own right, we believe that the Company, as the world's largest producer of ammonia, with an unparalleled manufacturing and distribution network and deep technical expertise, is uniquely positioned to fulfill anticipated demand for hydrogen and ammonia from green and blue sources. Our approach includes green ammonia production, which refers to ammonia produced through a carbon-free process, and blue ammonia production, which relates to ammonia produced by conventional processes but with CO2 removed through carbon capture and sequestration.

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In July 2022, we and Mitsui & Co., Ltd. (Mitsui) signed a joint development agreement for the companies' proposed plans to construct an export-oriented blue ammonia facility. We and Mitsui continue to progress a front-end engineering and design (FEED) study for the project, and expect to make a final investment decision on the proposed facility in the second half of 2023. Should the companies agree to move forward, the ammonia facility would be constructed at our new Blue Point complex. We acquired the land on the west bank of the Mississippi river in Ascension Parish, Louisiana, for the complex during the third quarter of 2022. Construction and commissioning of a new world-scale ammonia plant typically takes approximately four years from the time construction begins.

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See also 2022 ESG Report, "A Message from our CEO," pages 2-5; "Company Background & Strategy," page 11-14; "Approach to ESG and Sustainability," pages 15-21; "Energy, Emissions & Climate Change," pages 22-34, and "Food Security, Product Stewardship, and Biodiversity," pages 49-56.

**RISK MANAGEMENT A  
IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS**

See 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management – Board Oversight of Risk Management," pages 29-30.

While the potential impacts of climate change are difficult to predict, we believe climate change presents our company with both risks and opportunities.

- Regulatory risk, particularly in the form of regulatory restrictions on emissions in the jurisdictions in which we operate our production facilities, presents the most tangible and direct risk to how we currently conduct our business and operations because our production facilities emit greenhouse gases (GHGs) such as carbon dioxide and nitrous oxide and because natural gas, a fossil fuel, is a primary raw material used in our nitrogen production process. More stringent GHG regulations, if enacted, may require us to make changes in our operating activities that would increase our operating costs, reduce our efficiency, limit our output, require us to make capital improvements to our facilities, or increase our costs for or limit the availability of energy, raw materials or transportation. Changes could also be made to tax policies related to decarbonization, electricity generation or clean energy that could impact our business and investment decisions. In addition, to the extent that GHG restrictions are not imposed in countries where our competitors operate or are less stringent than regulations that may be imposed in the United States, Canada or the United Kingdom, our competitors may have cost or other competitive advantages over us.
- We also face physical risk from adverse weather conditions, which depending on their severity, frequency and location have the potential to damage our facilities and disrupt our operations, and to affect adversely the shipping and distribution of our products.
- We use the North American waterway system extensively to ship products from some of our manufacturing facilities to our distribution facilities and our customers. We also export nitrogen fertilizer products via seagoing vessels from deep-water docking facilities at certain of our manufacturing sites. If climate change resulted in persistent significant changes in river or ocean water levels (either up or down, such as a result of flooding or drought for example), we may be required to change our operating and distribution activities and make significant capital improvements to our facilities.
- Our principal products are nitrogen fertilizers used by farmers. The fertilizer application and crop planting, growing, and harvesting periods in any given farming region are driven by the region's weather patterns. Over the longer-term, changes in these weather patterns may shift the periods of demand for products and even the regions to which our products are distributed, requiring us to evolve our sophisticated distribution system.

See also 2022 Form 10-K, "Item 1 Business – Environmental, Health and Safety – Regulation of Greenhouse Gases," pages 8-9; "Item 1A Risk Factors – A decline in agricultural production, limitations on the use of our products for agricultural purposes or developments in crop technology could materially adversely affect the demand for our products," page 12; "Item 1A Risk Factors – Adverse weather conditions may decrease demand for our fertilizer products, increase the cost of natural gas or materially disrupt our operations. Adverse weather conditions could become more frequent and/or more severe as a result of climate change," page 14; "Item 1A Risk Factors – We are reliant on a limited number of key facilities," page 16; "Item 1A Risk Factors – Environmental and Regulatory Risks," pages 21-23; and "Item 1A Risk Factors – Strategic Risks," pages 23-25.

See also 2022 ESG Report, "Approach to ESG & Sustainability," pages 15-21, "Energy, Emissions & Climate Change," pages 22-34 and "Food Security, Product Stewardship, and Biodiversity," pages 49-56.

**RISK MANAGEMENT B  
PROCESSES FOR MANAGING CLIMATE-RELATED RISKS**

Our management has established an enterprise risk management ("ERM") program that includes an annual assessment process that is designed to identify risks that could affect us and the achievement of our objectives, including climate-related risks; to understand, assess, and prioritize those risks; and to facilitate the implementation of risk management strategies and processes across the company that are responsive to the company's risk profile, business strategies, and specific material risk exposures. The ERM program seeks to integrate consideration of risk and risk management into business decision-making throughout the company, including through the implementation of policies and procedures intended to ensure that necessary information with respect to material risks is transmitted to senior executives and, as appropriate, to the Board or relevant committees. Each year, the Board reviews and discusses with the key members of management responsible for management of risk the guidelines and policies governing the ERM process, the key risks identified in the ERM process, as well as the likelihood of occurrence and the potential impact assigned to those risks by management, and the risk mitigation strategies in each instance.

See 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management – Board Oversight of Risk Management, pages 29-30.

**RISK MANAGEMENT C  
ORGANIZATIONAL INTEGRATION OF RISK MANAGEMENT PRACTICES**

Our management has established an enterprise risk management ("ERM") program that includes an annual assessment process that is designed to identify risks that could affect us and the achievement of our objectives, including climate-related risks; to understand, assess, and prioritize those risks; and to facilitate the implementation of risk management strategies and processes across the company that are responsive to the company's risk profile, business strategies, and specific material risk exposures. The ERM program seeks to integrate consideration of risk and risk management into business decision-making throughout the company, including through the implementation of policies and procedures intended to ensure that necessary information with respect to material risks is transmitted to senior executives and, as appropriate, to the Board or relevant committees. Each year, the Board reviews and discusses with the key members of management responsible for management of risk the guidelines and policies governing the ERM process, the key risks identified in the ERM process, as well as the likelihood of occurrence and the potential impact assigned to those risks by management, and the risk mitigation strategies in each instance.

See 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management – Board Oversight of Risk Management, pages 29-30.

**METRICS AND TARGETS A  
METRICS USED BY THE ORGANIZATION**

CF Industries has published comprehensive ESG goals to our website, including our commitment to disclose Company data in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework for climate-related risks and opportunities, in addition to the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB).

**METRICS AND TARGETS B  
SCOPE 1&2 GHG EMISSIONS**

Scope 1 Greenhouse Gas (GHG) Emissions: 17.1 Million Tonnes

Scope 2 Greenhouse Gas (GHG) Emissions: 679,000 Tonnes

Discuss Scope 1 and Scope 2 greenhouse gas (GHG) related risks:

Greenhouse Gas (GHG) Emissions are calculated using methodologies consistent with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. Our disclosures are also aligned with the recommendation of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) that organizations disclose "Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks." The Company has disclosed Scope 1 and Scope 2 GHG emissions totals based on an operational control approach to boundaries.

Scope 1 GHG emissions are direct emissions from sources that are owned or controlled by the Company. Local regulatory programs were applicable to all facilities included in the Company's Scope 1 emissions inventory in 2022. A local regulatory program in this context refers to any scheme requiring emissions to be calculated using mandated references or mandated factors (e.g., US GHGRP which publish factors specific to the programs). Scope 1 emissions do not include CO2 used as feedstock in on-site upgrade processes such as in urea production, as those emissions are included in Scope 3.

Scope 2 emissions were estimated based on the GHG Protocol Scope 2 Guidance Amendment and largely follow a location-based methodology, which reflects the average emissions intensity of grids where Company facilities purchase electricity. In the UK, 100% renewable electricity is purchased with associated certification (Renewable Energy Guarantee of Origin, REGO).

**METRICS AND TARGETS B  
SCOPE 3 GHG EMISSIONS**

Scope 3 Greenhouse Gas (GHG) Emissions: 57,260,000 Tonnes

Discuss Scope 3 greenhouse gas (GHG) emissions and the related risks:

Scope 3 emissions are estimated in-line with the relevant GHG Protocol recommended categories and combines CF Industries data with relevant IPCC or other factors to calculate CO2e emissions. The reported categories relevant to CF Industries business include:

Use of Fertilizer Products (Category 11)

Supply of Fuel & Energy (Category 3)

Upstream & Downstream Transport (Categories 4, 9)

Minor Contributors (Categories 1, 6, and 8)

While CF Industries is reporting its total Scope 3 emissions, the emissions associated with Category 11, Use of Fertilizer Products, represent almost 90% of the Scope 3 total; this component is significant but highly uncertain and depends on a range of factors outside of CF Industries' control. The estimated Scope 3 emissions from product use and application is 51,260,000 tonnes CO2e, however this must be treated as an order-of-magnitude estimate only, as this assumes generic fertilizer application and conditions which are unlikely to be representative of good agricultural practices CF Industries encourages via the 4R Plus program and other farm advice.

Indirect emissions associated with crop nutrient product use are addressed through CF Industries' support of the 4R Plus Nutrient Stewardship program. Note that the GHG emissions from the application of our product are highly dependent on the choice of crop, conditions, timing and application rate chosen by the farmer.

CF Industries has also engaged with its energy suppliers to seek to understand and reduce upstream emissions associated with the supply of energy. To that end, CF Industries has recently purchased 2.2 billion cubic feet of natural gas certified (by MiQ) to have 90% lower methane intensity than industry average.



Message from CEO

About this Report

Company  
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& Strategy

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& Sustainability

Energy, Emissions  
& Climate Change

Our Workplace  
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Food Security &  
Product Stewardship

Ethics &  
Governance

Coalitions,  
Partnerships &  
Policy Engagement

Reporting  
& Data

## METRICS AND TARGETS B

### TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS

Greenhouse Gas (GHG) Emissions are calculated using methodologies consistent with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. Our disclosures are also aligned with the recommendation of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) that organizations disclose "Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks." The Company has disclosed Scope 1 and Scope 2 GHG emissions totals based on an operational control approach to boundaries.

Scope 1 GHG emissions are direct emissions from sources that are owned or controlled by the Company. Local regulatory programs were applicable to all facilities included in the Company's Scope 1 emissions inventory in 2022. A local regulatory program in this context refers to any scheme requiring emissions to be calculated using mandated references or mandated factors (e.g., US GHGRP which publish factors specific to the programs). Scope 1 emissions do not include CO<sub>2</sub> used as feedstock in on-site upgrade processes such as in urea production, as those emissions are included in Scope 3.

CF Industries' GHG Emissions (Scope 1 and 2) are related directly to production, and therefore the primary target for GHG reduction is intensity-based. Specifically, the chosen metric is the Scope 1 (direct) GHG Emissions divided by the total Ammonia production in the relevant year. An improvement of 25% by 2030 is the company goal, based on a reference year of 2015. Additionally, CF Industries began disclosing its Scope 3 emissions in 2021, announcing a goal to reduce its Scope 3 emissions by 10% by 2030.





## SASB Index

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Approach to ESG & Sustainability

Energy, Emissions & Climate Change

Our Workplace & Communities

Food Security & Product Stewardship

Ethics & Governance

Coalitions, Partnerships & Policy Engagement

Reporting & Data

Topic	Accounting Metric	Category	Unit of Measure	Code	Response/Reference
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Tonnes (t) CO <sub>2</sub> -e, Percentage (%)	RT-CH-110a.1	GRI 305: Emissions, 305-1: Direct (Scope 1) GHG Emissions
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	RT-CH-110a.2	GRI 302: Energy, Management Approach, TCFD Index
Air Quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Quantitative	Tonnes (t)	RT-CH-120a.1	GRI 305: Emissions, 305-7: Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Quantitative	Gigajoules (GJ), Percentage (%)	RT-CH-130a.1	GRI 302: Energy, 302-1: Energy consumption within the organization
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	RT-CH-140a.1	GRI 303: Water and Effluents, 303-3: Water withdrawal, 303-5: Water consumption
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	RT-CH-140a.2	GRI 307-1: Non-compliance with environmental laws and regulations
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	RT-CH-140a.3	GRI 303: Water and Effluents, Management Approach
Hazardous Waste Management	Amount of hazardous waste generated and percentage recycled	Quantitative	Tonnes (t), Percentage (%)	RT-CH-150a.1	CF does not currently disclose this metric as waste is not material to our operations.
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Discussion and Analysis	n/a	RT-CH-210a.1	GRI 202: Market Presence, Management Approach GRI 413: Community, 413-2: Operations with significant actual and potential negative impacts on local communities
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employee	Quantitative	Rate	RT-CH-320a.1	GRI 403: Occupational Health and Safety, 403-9: Work-related injuries
	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks.	Discussion and Analysis	n/a	RT-CH-320a.2	GRI 403: Occupational Health and Safety, 403-3: Occupational health services
Product Design for Use-phase Efficiency	Revenue from products designed for use-phase resource efficiency	Quantitative	Reporting currency	RT-CH-410a.1	CF derives approximately 5.5% of its revenue from emission abatement sales - Diesel Exhaust Fluid (DEF) and urea liquor and ammonia

Topic	Accounting Metric	Category	Unit of Measure	Code	Response/Reference
Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Quantitative	Percentage (%) by revenue, Percentage (%)	RT-CH-410b.1	1) 29% (2) 100% of products have undergone a hazard assessment
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	Discussion and Analysis	n/a	RT-CH-410b.2	GRI 416: Customer Health and Safety, Management Approach
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Quantitative	Percentage (%) by revenue	RT-CH-410c.1	0% - CF Industries does not manufacture any products that use or contain GMOs.
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	n/a	RT-CH-530a.1	GRI 307: Environmental Compliance, Management Approach GRI 419: Socioeconomic Compliance, Management Approach
Operational Safety, Emergency Preparedness & Response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Quantitative	Number, Rate	RT-CH-540a.1	CF Industries does not currently disclose this metric.
	Number of transport incidents	Quantitative	Number	RT-CH-540a.2	Number of incidents: 0 1. Rail shipment - O GCF ammonia vapor gas dispersion from pressure plate 2. Truck shipment - O GCF no leak ammonia vehicle overturned There were no major incidents in transportation in 2021.
Activity Metric	Production by reportable segment	Quantitative	Cubic meters (m <sup>3</sup> ) and/or Tonnes (t)	RT-CH-000.A	See 2022 Form 10-K Page(s) 3-5

## GRI General Disclosures

The GRI report continues to be structured according to the 2016 standards, but we have noted the relevant 2021 standard references where relevant. We have also confirmed that there are no significant reporting gaps versus the 2021 standards.

### 102 ORGANIZATIONAL PROFILE

**102-1**  
(2021 GRI REFERENCE: 2-1)  
**NAME OF THE ORGANIZATION**  
CF Industries Holdings, Inc. (CF)

**102-2**  
(2021 GRI REFERENCE: 2-6)  
**ACTIVITIES, BRANDS, PRODUCTS AND SERVICES**

See 2022 Form 10-K, pages 1-6

**102-3**  
(2021 GRI REFERENCE: 2-1)  
**LOCATION OF HEADQUARTERS**  
Deerfield, Illinois

**102-4**  
(2021 GRI REFERENCE: 2-1)  
**LOCATION OF OPERATIONS**

Nitrogen manufacturing facilities:

- Billingham (United Kingdom)
- Courtright (Ontario)
- Donaldsonville (Louisiana)
- Medicine Hat (Alberta)
- Point Lisas (Trinidad & Tobago) (50 percent interest)
- Port Neal (Iowa)
- Verdigris (Oklahoma)
- Woodward (Oklahoma)
- Yazoo City (Mississippi)

CF Industries owned storage terminals – 19 locations in the U.S. and three in Canada.

**102-5**  
(2021 GRI REFERENCE: 2-1)  
**OWNERSHIP AND LEGAL FORM**  
A publicly held Delaware corporation

**102-6**  
(2021 GRI REFERENCE: 2-6)  
**MARKETS SERVED**

The principal customers for our nitrogen fertilizer and other nitrogen products are cooperatives, independent fertilizer distributors, farmers, and industrial users. Our largest customer base is in the U.S., Canada, Europe and Latin America. Our markets are global and intensely competitive, based primarily on delivered price and, to a lesser extent, on customer service and product quality. See also 2022 Form 10-K, page 7.

**102-7**  
(2021 GRI REFERENCE: 2-6)  
**SCALE OF THE ORGANIZATION**  
SASB Activity Metric: Production by Reportable Segment, Code: RT-CH-000.A

See 2022 Form 10-K:

1. Net sales and volume and total operations: Pages 3-7
2. Net earnings: Pages 63-64
3. Employees: Page 9-10

**102-8**  
(2021 GRI REFERENCE: 2-7)  
**INFORMATION ON EMPLOYEES AND OTHER WORKERS**

Topic	Metric	Unit	2022	2021	2020
EMPLOYMENT	Total Employees	Employees	2,657	2,969	3,016
	Total Employees in the US	Employees	2,018	1,980	1,989
	Total Employees in Canada	Employees	412	410	422
	Total Employees in the UK	Employees	227	579	605
	Total Employees Full time	Employees	2,650	2,930	2,968
	Total Employees Part time	Employees	7	18	17
	Total Employees Temporary	Employees	3	21	31
	Employees covered by collective bargaining agreements	Percentage	6	15	17
	Entry level wage relative to local minimum wage (U.S.)	Percentage	307	297	288
DIVERSITY & INCLUSION	Entry level wage relative to local minimum wage (Canada)	Percentage	218	237	240
	Total Male employees	Employees	2,253	2,560	2,599
	Total Female employees	Employees	404	409	417
TENURE	0-5 years	Employees	1,108	1,189	1,240
	6-10 years	Employees	756	866	831
	11-20 years	Employees	469	488	475
	21+ years	Employees	324	426	470

1. All data in this section is as of December 31 of the reporting year.

2. Table populated using 2022 10-K Report

3. See also GRI Disclosure 102-41 – Collective bargaining agreements.

4. See also GRI Disclosure 202-1 – Standard entry level wage by gender compared to local minimum wage

5. Temporary employees identified as those with an employee type of temporary, intern, or co-op

**102-9**  
**(2021 GRI REFERENCE: 2-6)**  
**SUPPLY CHAIN**

CF Industries' supply chain includes local, regional and global partners from whom we purchase products and services including natural gas, transportation, utilities, maintenance services and capital equipment. The Procurement and Material Control organization within CF Industries manages the spend that supports the manufacturing sites, distribution facilities and corporate offices exclusive of feedstock and customer logistics. This spend is conducted with more than 5,000 suppliers across a number of areas, including but not limited to: capital equipment, maintenance services, chemicals, catalyst, spare parts, utilities, professional services, information technology, travel, engineering services and environmental services.

The vast majority of the supply base is located in North America and Western Europe. The extended supply chain is exponentially greater than the number of suppliers CF Industries utilizes. The spend varies from year-to-year but generally is in the range of more than \$1 billion per year. In addition, the Procurement and Material Control team manages warehouses and the corresponding inventory of spare parts to support manufacturing operations.

CF Industries' primary raw material, natural gas, is delivered to its nine production locations by pipeline. North American operations have a dedicated natural gas management organization that procures natural gas for delivery to the plants, manages price risk through physical contracts and financial derivatives, and manages natural gas transportation contracts to deliver gas from nearby hubs to the plants. At CF Industries Fertilisers U.K., these functions are embedded within the supply organization. In total, gas is procured from approximately 25 counterparties, all of whom are either natural gas production and exploration companies or major natural gas marketing companies, using a mix of term contracts and monthly spot purchases. New suppliers are added from time to time, but the supply base tends to change slowly. The cost of natural gas procured varies with fertilizer production and the market price of gas and has averaged about \$1 billion per year in recent years.

Our transportation organization manages outbound freight services, leasing of transportation equipment and terminal operations, and related services, for which the company spends approximately \$500 million per year. Products are shipped from CF Industries' plants, terminals and leased facilities by river barge, rail, truck, ocean-going vessel and pipeline. In some cases, our customers arrange truck or marine transportation from our facilities to their own.

**102-10**  
**(2021 GRI REFERENCE: 2-6)**  
**SIGNIFICANT CHANGES TO THE ORGANIZATION AND ITS SUPPLY CHAIN**

No significant changes occurred during this reporting period.

**102-11**  
**(2021 GRI REFERENCE: 2-23)**  
**PRECAUTIONARY PRINCIPLE OR APPROACH**

CF Industries supports a precautionary approach through our comprehensive risk management program and environmental, health, safety, and security programs.

See 2023 Proxy Statement, "Board Oversight of Strategy and Risk Management," pages 28-30. See also CF Industries' Environmental, Health, Safety and Security Policy

See also 2022 ESG Report, "Culture of Environment, Health and Safety Excellence," page 38

**102-12**  
**(2021 GRI REFERENCE: N/A)**  
**EXTERNAL INITIATIVES**

Global Reporting Initiative  
Signatory to the UN (United Nations) Global Compact  
Sustainability Accounting Standards Board  
United Nations (UN) Sustainable Development Goals – See 2022 ESG Report  
Task Force on Climate-related Financial Disclosures

**102-13**  
**(2021 GRI REFERENCE: 2-28)**  
**MEMBERSHIP OF ASSOCIATIONS**

4R Plus  
U.K. Agricultural Industries Confederation  
Agricultural Nutrient Policy Council  
Agricultural Retailers Association  
American Benefits Council  
American Coalition for Ethanol  
American Fuel and Petrochemical Manufacturers  
Manufacturers American  
Ammonia Energy Association  
Business Council for International Understanding  
Business Institute for Political Analysis (BIPAC)  
Carbon Capture Coalition  
Center for Chemical Process Safety  
Center for Hydrogen Safety  
Chemical Industry Council of Illinois  
CHWMEG: Globally Promoting Responsible  
Clean Fuels Ammonia Association  
Climate Leadership Council  
Fertilizer Canada  
Field to Market  
Fuel Cell and Hydrogen Energy Association  
Global Compact Network USA, Inc.  
Hydrogen Council  
Hydrogen Forward  
Industrial Energy Consumers of America  
Institute of Chemical Engineers  
International Audit Practice Consortium  
International Fertilizer Association  
Maersk McKinney Moller Center for Zero Carbon Shipping  
Multiple Pathways Initiative  
National Association for EHS&S Management  
National Association of Manufacturers  
National Industrial Transportation League  
National Safety Council  
National Waterways Conference  
North East Process Industries Cluster  
One Acre Fund  
Resources for the Future  
ResponsibleAg  
The Business Roundtable  
The Fertilizer Institute  
The Institute of Internal Auditors  
U.K. Chemical Industries Association  
Waste Stewardship  
Waterways Council, Inc.  
Women in Agribusiness  
World Business Council for Sustainable Development  
World Economic Forum

CF Industries also belongs to various other state and local business associations.

**102 STRATEGY**

**102-14**  
**(2021 GRI REFERENCE: 2-22)**  
**STATEMENT FROM SENIOR DECISION-MAKER**

See 2022 ESG Report, pages 2-6

**102-15**  
**(2021 GRI REFERENCE: N/A)**  
**KEY IMPACTS, RISKS AND OPPORTUNITIES**

See 2022 Form 10-K, "Item 1 Business," pages 1-10 and Risk Factors," pages 11-25

See 2022 Annual Report, "Letter to Shareholders," pages 1-6

See 2022 ESG Report, "About the Company" pages 11-14 and "Energy, Emissions & Climate Change," pages 22-34

**102 ETHICS AND INTEGRITY**

**102-16**  
**(2021 GRI REFERENCE: 2-23)**  
**VALUES, PRINCIPLES, STANDARDS AND NORMS OF BEHAVIOR**

**Our Values**

<https://www.cfindustries.com/who-we-are/our-values>

**Code of Corporate Conduct**

[https://s1.q4cdn.com/264428898/files/doc\\_downloads/governance/2022/02/cfindustries-code-of-corporate-conduct.pdf](https://s1.q4cdn.com/264428898/files/doc_downloads/governance/2022/02/cfindustries-code-of-corporate-conduct.pdf)

**Policies Addressing Values, Principles, Standards, and Norms**

<https://www.cfindustries.com/policies>

**Corporate Governance**

<https://sustainability.cfindustries.com/ethics-and-governance/sustainability-governance>

**102-17**  
**(2021 GRI REFERENCE: 2-26)**  
**MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS**

See CF Industries' Code of Corporate Conduct, pages 5-6

## 102 GOVERNANCE

### 102-18 (2021 GRI REFERENCE: 2-9) GOVERNANCE STRUCTURE

2023 Proxy Statement, pages 13-18 and 25-38

See CF Industries' Corporate Governance Guidelines

[https://s1.q4cdn.com/264428898/files/doc\\_downloads/governance/2022/12/CF-Industries-Corporate-Governance-Guidelines.pdf](https://s1.q4cdn.com/264428898/files/doc_downloads/governance/2022/12/CF-Industries-Corporate-Governance-Guidelines.pdf)

### 102-19 (2021 GRI REFERENCE: 2-13) DELEGATING AUTHORITY

See 2023 Proxy Statement, "Corporate Governance — Committees of the Board", pages 26-28. See also 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management," pages 28-30.

The Board's Environmental Sustainability and Community Committee assists the Board in fulfilling its oversight responsibility with respect to the strategies, goals, objectives, policies and practices, and related risks that pertain to energy, emissions and climate change, food security, product stewardship, public advocacy, community engagement, and charitable contributions ("ESC Committee Matters"). The environmental sustainability and community committee's responsibilities include considering, reviewing and monitoring the company's general strategy and objectives relating to ESC Committee Matters; assessing the effectiveness of and advising the Board on the company's programs and initiatives related to ESC Committee Matters; reviewing and discussing current and emerging trends with respect to ESC Committee Matters; and discussing and reviewing with management the company's identification, assessment and management of risks associated with ESC Committee Matters. The Environmental Sustainability and Community Committee also reviews the goals established from time to time with respect to ESC Committee Matters, assesses the company's sustainability performance and progress towards its goals and strategic objectives, discusses reports and rankings published by relevant third parties with respect to the company's profile, programs and initiatives related to ESC Committee Matters, and oversees the company's external reporting on ESC Committee Matters, including the ESG report and the sustainability report. The committee met five times in 2022.

The Board's Compensation and Management Development Committee has oversight of ID&E and employee well-being initiatives. See also 2023 Proxy Statement, "Corporate Governance – Our Approach to Human Capital Management," pages 30-31.

See 2022 ESG Report, page 62, for Board Oversight of ESG Performance, Strategy and Goals and page 63, Management Oversight of ESG Goals. See also 2022 ESG Report, page 42, EHS Governance.

We outline EHS expectations in our EHS Policy and EHS Management Manual.

We monitor our safety performance using a number of key metrics, including injury rates, near miss and hazard identification reports, and safety leadership activities. Every two weeks, leaders of our locations meet specifically to discuss EHS performance, challenges, and issues on a conference call. Local teams regularly share suggestions and approaches to improve safety on these calls. When an EHS incident occurs, we investigate root causes and define a new standard procedure that we then roll out across all plants.

An EHS Steering Committee, comprised of the EHS Managers of our locations, sets Company EHS Standards and ensures business alignment, promotes shared practices and helps drive harmonization of EHS processes, and ensures continuous innovation and improvement of our EHS systems. EHS Councils create internal networking opportunities to share best practice ideas and lessons learned and to review incident/near-miss data trends to identify improvement opportunities. We also benchmark externally via various professional associations and engage external stakeholders at certain locations to evaluate our workplace safety and health culture.

Our Vice President, Environmental, Health, Safety and Quality, reports to the Senior Vice President of Manufacturing and Distribution, who provides briefings to the CF Industries Board of Directors at every regular meeting. Our corporate EHS programs are also supported by a team of auditors who conduct audits and facilitate best practices across all CF Industries operations.

### 102-20 (2021 GRI REFERENCE: 2-13) EXECUTIVE-LEVEL RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS

See GRI Disclosure 102-19 – Delegating authority

### 102-21 (2021 GRI REFERENCE: 2-12) CONSULTING STAKEHOLDERS ON ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS

We believe that building positive relationships with our shareholders is critical to CF Industries' success. We value the views of, and regularly communicate with, our shareholders on a variety of topics, such as our financial performance, environmental, social, and governance initiatives, executive compensation, human capital management, environmental sustainability, community relations, and related matters. Management shares the feedback received from shareholders with the Board. Our chairman, our committee chairs, and other members of the Board may also be available to participate in meetings with shareholders as appropriate. Requests for such a meeting are considered on a case-by-case basis. Our engagement activities have resulted in valuable feedback that has contributed to our decision-making with respect to these matters.

We conduct shareholder outreach campaigns in the spring and in the fall. Our engagements in the spring are primarily focused on ballot items up for a shareholder vote at our annual meeting. Our engagements in the fall generally focus on voting outcomes from our prior annual meeting — including direct shareholder feedback on how they voted on ballot items — as well as our environmental, social, and governance activities and initiatives. The fall engagement also presents an opportunity to discuss with shareholders developments in their methodologies and analyses and potential future areas of focus.

In both the spring of 2022 leading up to our 2022 annual meeting and during the fall of 2022 following our 2022 annual meeting, we contacted shareholders comprising approximately 75% of our outstanding shares to invite them to engage with us. Combined, we engaged with shareholders representing approximately 30% of our outstanding shares, discussing with these shareholders the ballot items and voting outcomes from our 2022 annual meeting as well as general governance, compensation, corporate responsibility and sustainability matters.

See 2023 Proxy Statement, page 8 and 35-36.

Our four distinct ESG dimensions are the result of learnings from direct engagement with our shareholders and other key stakeholders. CF Industries believes in fostering open dialogue with all our stakeholders, including investors, employees and prospective employees, customers, farmers, policymakers, nongovernmental organizations (NGOs), suppliers, trade associations and the communities where we operate. We identify relevant stakeholders as those individuals and/or groups that our people, facilities, and products impact significantly. Examples of stakeholder engagement include:

- Investor calls/conferences
- Customer and supplier meetings/events
- Dialogue with local community leaders
- Shareholder outreach campaigns
- Membership in industry groups and coalitions
- Participation in industry events/conferences
- Partnerships with NGOs
- Engagement with government officials
- Employee surveys and town hall meetings

We undertake ongoing reviews of our stakeholder engagement. To support part of our strategy to leverage our unique capabilities to accelerate the world's transition to clean energy, we have expanded the group of stakeholders with which we engage on environment, clean energy and sustainability issues. This includes joining the Hydrogen Council in 2021 and the World Business Council for Sustainable Development (WBCSD) and the Climate Leadership Council in early 2022.

See 2022 ESG Report, "Approach to ESG & Sustainability, pages 15-16

**102-22**  
**(2021 GRI REFERENCE: 2-9)**

**COMPOSITION OF THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES**

See 2023 Proxy Statement, "Proposal 1: Election of Directors – Our Director Nominees", page 6; "Proposal 1: Election of Directors – Criteria for Board Membership", page 16; "Corporate Governance – Director Independence," page 25; "Corporate Governance – Leadership of the Board," page 25-26; "Corporate Governance – Committees of the Board," pages 26-28

**102-23**  
**(2021 GRI REFERENCE: 2-11)**

**CHAIR OF THE HIGHEST GOVERNANCE BODY**

The Board has determined that the most effective leadership structure is to maintain an independent Board chair role separate from the chief executive officer.

See 2023 Proxy Statement, "Corporate Governance – Leadership of the Board", pages 25-26

**102-24**  
**(2021 GRI REFERENCE: 2-10)**

**NOMINATING AND SELECTING THE HIGHEST GOVERNANCE BODY**

See 2023 Proxy Statement, "Proposal 1: Election of Directors – Director Nominees," page 13; "Proposal 1: Election of Directors – Director Succession Planning and Nomination Process," pages 13-15; "Proposal 1: Election of Directors – Criteria for Board Membership," pages 16-17

**102-25**  
**(2021 GRI REFERENCE: 2-15)**  
**CONFLICTS OF INTEREST**

The Board has made an affirmative determination that all of our non-employee directors who served in 2022 or are currently serving as directors and all of our non-employee director nominees have no material relationship with CF Industries or any of its (other than, as applicable, being a director and shareholder of CF Industries) and, accordingly, meet the applicable requirements for "independence" set forth in the NYSE's listing standards. CF Industries' Code of Corporate Conduct provides guidance on examples of conflicts of interest, expectations for all levels of the organization and related persons and how to disclose potential conflicts.

See 2023 Proxy Statement, "Corporate Governance – Director Independence," page 25 and "Policy Regarding Related Person Transactions," pages 41-42

See also CF Industries' Code of Corporate Conduct, pages 12-15

**102-26**  
**(2021 GRI REFERENCE: 2-12)**

**ROLE OF HIGHEST GOVERNANCE BODY IN SETTING PURPOSE, VALUES AND STRATEGY**

See 2023 Proxy Statement, pages 2, 28-31

**102-27**  
**(2021 GRI REFERENCE: 2-17)**

**COLLECTIVE KNOWLEDGE OF HIGHEST GOVERNANCE BODY**

See 2023 Proxy Statement, "Proposal 1: Election of Directors – Criteria for Board Membership," pages 16-17 and "Proposal 1: Election of Directors – Summary of Director Core Competencies," page 18

**102-28**  
**(2021 GRI REFERENCE: 2-18)**

**EVALUATING THE HIGHEST GOVERNANCE BODY'S PERFORMANCE**

See 2023 Proxy Statement, "Corporate Governance – Leadership of the Board – Annual Board and Committee Self-Evaluations and Director Peer Evaluations," page 26

**102-29**  
**(2021 GRI REFERENCE: 2-12)**

**IDENTIFYING AND MANAGING ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACTS**

See 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management," pages 28-30; "Corporate Governance – Our Approach to Human Capital Management," pages 30-31, "Corporate Governance – Sustainability at CF Industries," pages 33-34 and "Corporate Governance – Corporate Responsibility," pages 34-35

**102-30**  
**(2021 GRI REFERENCE: 2-12)**

**EFFECTIVENESS OF RISK MANAGEMENT PROCESSES**

Management of risk, including process safety and environmental risk, extends from our plant-level managers to the CF Industries Board of Directors. A corporate risk management group leads an annual assessment process that includes extensive research and scoring methodology to identify and rank risks. Material risks are assigned to members of CF Industries' senior management team, who are responsible for risk monitoring and mitigation. The Board of Directors focuses on the adequacy of our risk management process and the effectiveness of our overall risk management program. See also, 2023 Proxy Statement, "Corporate Governance – Board Oversight of Strategy and Risk Management," pages 28-30

See 2023 Proxy Statement, "Proposal 1: Election of Directors – Criteria for Board Membership," pages 16-17; "Proposal 1: Election of Directors – Summary of Director Core Competencies," page 18

**102-31**  
**(2021 GRI REFERENCE: 2-12)**

**REVIEW OF ECONOMIC, ENVIRONMENTAL AND SOCIAL TOPICS**

See GRI Disclosure 102-26 – Role of highest governance body in setting purpose, values, and strategy

See GRI Disclosure 102-27 – Collective knowledge of highest governance body; 102-29 Identifying and Managing Economic, Environmental and Social Impacts; and 102-32 Highest governance body's role in sustainability reporting

**102-32**  
**(2021 GRI REFERENCE: 2-14)**

**HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING**

The Board of Directors reviews our sustainability reporting so that directors may provide input. Our ESG and sustainability reports are presented annually to the environmental sustainability and community committee for review.

**102-33**  
**(2021 GRI REFERENCE: 2-16)**

**COMMUNICATING CRITICAL CONCERNS**

See 2023 Proxy Statement, "Corporate Governance – Communications with Directors," page 36 and "Corporate Governance – Shareholder Engagement," page 35

**102-34**  
**(2021 GRI REFERENCE: 2-16)**

**NATURE AND TOTAL NUMBER OF CRITICAL CONCERNS**

CF Industries treats this as confidential information.

**102-35**  
**(2021 GRI REFERENCE: 2-19)**

**REMUNERATION POLICIES**

See 2023 Proxy Statement, pages 37-38, 47-98

**102-36**  
**(2021 GRI REFERENCE: 2-20)**

**PROCESS FOR DETERMINING REMUNERATION**

For directors, see 2023 Proxy Statement, "Corporate Governance – Director Compensation," pages 37-38

For named executive officers, see 2023 Proxy Statement, "Compensation Discussion and Analysis," pages 47-79; "Compensation and Management Development Committee Report," page 80; and "Executive Compensation," pages 81-98

**102-37**  
**(2021 GRI REFERENCE: 2-20)**

**STAKEHOLDERS' INVOLVEMENT IN REMUNERATION**

See 2023 Proxy Statement, "Compensation Discussion and Analysis – Compensation Program Overview – Shareholder Engagement," pages 35 & 56

**102-38**  
**(2021 GRI REFERENCE: 2-21)**  
**ANNUAL TOTAL COMPENSATION RATIO**

Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.

Location	Annual Increase Ratio
	2022
U.S.	100:1
Canada	5:1
U.K.	5:1

Employee annual total compensation, for purposes of this calculation, includes base salary, actual bonus paid and total target fair value of all annual long-term incentives granted for the reporting period. Due to the variability of the annual earnings for our hourly workforce and our performance-based compensation, the annual total compensation ratios can differ significantly from year-to-year.

See 2023 Proxy Statement, "Executive Compensation - CEO Pay Ratio," page 94.

**102-39**  
**(2021 GRI REFERENCE: 2-21)**  
**PERCENTAGE INCREASE IN ANNUAL TOTAL COMPENSATION RATIO**

Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.

Location	Annual Increase Ratio
	2022
U.S.	4:1
Canada	3:1
U.K.	3:1

Employee annual total compensation, for purposes of this calculation, includes base salary, actual bonus paid and total target fair value of all annual long-term incentives from the prior and current reporting periods. Due to the variability of the annual earnings for our hourly workforce and our performance-based compensation, the annual total compensation ratios can differ significantly from year-to-year.

**102 STAKEHOLDER ENGAGEMENT**

**102-40**  
**(2021 GRI REFERENCE: 2-29)**  
**LIST OF STAKEHOLDER GROUPS**

We believe in fostering open communication with relevant stakeholders, including investors, customers, employees, farmers, policymakers, trade associations, government officials, non-governmental organizations, suppliers, and our communities. We engage with each group through appropriate channels and on issues that matter most to them.

**102-41**  
**(2021 GRI REFERENCE: 2-30)**  
**COLLECTIVE BARGAINING AGREEMENTS**

Approximately 6 percent of CF Industries' total workforce were covered by a collective bargaining agreement during the reporting period. Collective bargaining agreements only cover U.K. employees.

**102-42**  
**(2021 GRI REFERENCE: 2-29)**  
**IDENTIFYING AND SELECTING STAKEHOLDERS**

We identify relevant stakeholders as those individuals and/or groups that our people, plants, and products significantly impact. We also take into consideration the entire lifecycle of our products even though we may not be directly responsible for impacts in the downstream value chain. CF Industries engages in ongoing reviews of relevant stakeholders and, in 2022, has continued to expand the stakeholders with which we engage to increase our activities and impact, particularly related to issues on environment, clean energy and sustainability, as well as diversity and inclusion.

**102-43**  
**(2021 GRI REFERENCE: 2-29)**  
**APPROACH TO STAKEHOLDER ENGAGEMENT**

See GRI Disclosure 102-40 – List of stakeholder groups

**102-44**  
**(2021 GRI REFERENCE: N/A)**  
**KEY TOPICS AND CONCERNS RAISED**

Stakeholder	Key Topics and Concerns
Investors	Business performance, commodity market trends, regulatory risks, environmental, social, and governance (ESG) matters, clean energy strategy
Farmers	Farm profitability, crop yield, soil quality and health, conservation, low-carbon fertilizer production, commodity market trends
Employees	Operational safety, business stability, compensation and benefits, professional training, clean energy strategy
Customers	Product quality, product distribution, logistics capabilities, business stability, clean energy strategy
Community Members	Business stability, job creation, community safety, local economic development, environmental impacts
Policy Makers	Business stability, job creation, regulatory risks, community safety, environmental impacts, community safety, clean energy strategy
NGOs	Environmental impacts, regulatory risks, community safety, soil health and quality, conservation, sustainability, clean energy strategy
Trade Association	Business stability, regulatory risks, sustainability, environmental impacts



Message from CEO

About this Report

Company Background & Strategy

Approach to ESG & Sustainability

Energy, Emissions & Climate Change

Our Workplace & Communities

Food Security & Product Stewardship

Ethics & Governance

Coalitions, Partnerships & Policy Engagement

Reporting & Data

## 102 REPORTING PRACTICES

**102-45**  
**(2021 GRI REFERENCE: 2-2)**  
**ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS**

See Exhibit 21 to the 2022 Form 10-K

**102-46**  
**(2021 GRI REFERENCE: 3-1)**  
**DEFINING REPORT CONTENT AND TOPIC BOUNDARIES**

The content of this report has been compiled based upon a review and analysis of industry material issues; benchmarking against industry peers; engaging regularly with our stakeholders; and surveying GRI Standards topics. Reporting boundaries are all wholly owned and operated operations.

**102-47**  
**(2021 GRI REFERENCE: 3-2)**  
**LIST OF MATERIAL TOPICS**

See 2022 ESG Report, page 16

**102-48**  
**(2021 GRI REFERENCE: 2-4)**  
**RESTATEMENTS OF INFORMATION**

Restatements are footnoted throughout this report as they appear.

**102-49**  
**(2021 GRI REFERENCE: 3-2)**  
**CHANGES IN REPORTING**

There have been no significant changes to material topics since the last reporting period.

**102-50**  
**(2021 GRI REFERENCE: 2-3)**  
**REPORTING PERIOD**

The year ended December 31, 2022.

**102-51**  
**(2021 GRI REFERENCE: N/A)**  
**DATE OF MOST RECENT REPORT**  
2022

**102-52**  
**(2021 GRI REFERENCE: 2-3)**  
**REPORTING CYCLE**

Annual on calendar year

**102-53**  
**(2021 GRI REFERENCE: 2-3)**  
**CONTACT POINT FOR QUESTIONS REGARDING THE REPORT**

Corp\_communications@cfindustries.com

**102-54**  
**(2021 GRI REFERENCE: N/A)**  
**CLAIMS OF REPORTING IN ACCORDANCE WITH THE GRI STANDARDS**

This report has been prepared in accordance with GRI Standards: Comprehensive Option.

**102-55**  
**(2021 GRI REFERENCE: N/A)**  
**GRI CONTENT INDEX**

This document is organized by GRI disclosures and serves as our GRI Content Index.

**102-56**  
**(2021 GRI REFERENCE: 2-5)**  
**EXTERNAL ASSURANCE**

We do not seek external assurance for this report.

## Topic-specific Standards

### ECONOMIC

#### 201 ECONOMIC PERFORMANCE

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

SASB Topic: Community Relations, Code: RT-CH-210a.1 See 2022 Form 10-K, pages 28-34

**201-1**  
**DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED**

See 2022 Form 10-K, page 1

**201-2**  
**FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE**

See 2022 Form 10-K, pages 2, 8-9 and 21-24

**201-3**  
**DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS**

CF Industries employees are eligible to participate in a 401(k) or equivalent plan. We also maintain five funded pension plans, consisting of three in North America (one U.S. plan and two Canadian plans) and two in the U.K. Both Canadian plans are closed to new employees, and the two U.K. plans are closed to new employees and future accruals. As a result of plan amendments in the fourth quarter of 2022, the portion of the U.S. plan that was open to new employees, which is a cash balance plan, which provides benefits based on years of service and interest credits, was closed to new employees effective December 31, 2022. Our current funding levels as of the December 31 reporting year are 99.5 percent for North America and 93 percent for the U.K. In addition to our qualified defined benefit pension plans, we maintain certain nonqualified supplemental pension plans for highly compensated employees as defined under federal law.

We also provide group medical insurance benefits to certain retirees in North America. The specific medical benefits provided to retirees vary by group and location.

- a. The basis on which the estimate has been arrived at: US GAAP basis
- b. When the estimate was made: Estimate at year-end 2022 (unaudited)
- c. The Company's pension funding policy is to contribute amounts sufficient to meet legal funding requirements plus discretionary amounts that the Company may deem to be appropriate. Minimum contributions are determined by the Company with the assistance of the Company's actuary and any timeline to achieve full coverage is established based on regulatory requirements.

**201-4**  
**FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT**

CF Industries complies with tax law and practice in all of the territories in which we operate. Compliance means paying the right amount of tax, in the right place, at the right time, and involves disclosing all relevant facts and circumstances to the tax authorities and claiming reliefs and incentives where available.

In structuring our commercial activities, we will consider – among other factors – the tax laws of the countries within which we operate with a view to maximizing value on a sustainable basis for our shareholders. Any tax planning undertaken will have commercial and economic substance and will have regard to the potential impact on our reputation and broader goals. We will not undertake planning that is contrived or artificial.

Given the scale of our business and volume of tax obligations, risks will inevitably arise from time to time in relation to the interpretation of tax law and nature of our compliance arrangements. We proactively seek to identify, evaluate, manage and monitor these risks with the objective of minimizing tax risk. Where there is significant uncertainty or complexity in relation to a risk, external advice may be sought.

We engage with tax authorities, with honesty, integrity, respect and fairness and in a spirit of cooperative compliance. We strive to be open with tax authorities, to provide prompt and up-to-date information about how we manage our tax responsibilities, and to ensure our relationship with tax authorities is efficient and effective for both parties.

In addition, on September 15, 2021, we announced the halt of operations at both our Ince and Billingham manufacturing facilities in the United Kingdom due to negative profitability driven by the high cost of natural gas. The halt of operations at our U.K. plants impacted the availability of certain products in the United Kingdom, including carbon dioxide, which is a byproduct of ammonia production. Due to the critical nature of carbon dioxide to certain industries in the United Kingdom, on September 21, 2021, we entered into an interim agreement with the U.K. government. Under the terms of the agreement, the U.K. government agreed to cover the costs to restart the ammonia plant at Billingham and to offset losses incurred from production for a 21-day period. As a result, we resumed production of ammonia at the Billingham facility in order to produce carbon dioxide for the United Kingdom. While the interim agreement was in place, we entered into new carbon dioxide pricing and offtake agreements with our customers, which had an initial term through January 31, 2022. The amount of financial support provided by the U.K. government under the terms of the interim agreement was not material.

#### 202 MARKET PRESENCE

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

Many of the communities in which we operate are relatively small and in rural locations, where we are often the largest employer and contributor to the local tax base. For plants in operation, we provide well-paid positions with salaries that are often well above the standard salaries in the area. As an example, starting salaries at our nitrogen complexes average \$56,200 per year and increase, with full certification, to \$93,700. For every new direct position created, we estimate seven indirect jobs are created in the local community. When we undertake major maintenance projects, such as turnarounds, or expand a nitrogen complex, we create additional significant positive economic impacts.

Our in-kind and monetary donations and employee volunteerism help develop young people and strengthen communities where we operate. Our community giving strategy is locally focused and designed to benefit the 30-plus North American and U.K. communities where our manufacturing and distribution facilities are located. The nature of our support depends on the needs of each community and falls within four strategic focus areas:

- Environmental Sustainability – Protecting and caring for the land and natural resources that feed and fuel our communities.
- Healthy Food Access – Improving access to nutritious, affordable foods that members of all communities – including low-income communities and communities of color – need to grow and thrive.
- STEM Education and Awareness – Helping people of all backgrounds, genders and races across education and career development in the areas that will support our clean and sustainable future.
- Local Community Advancement – Making a difference in local communities where CF employees live and work, while addressing the needs of marginalized cultural groups and supporting first responders

In addition, we provide all regular, full-time CF employees one full day of Volunteer Time Off (VTO) per year for a qualified charitable organization or cause.

We also take into consideration the safety needs of communities immediately surrounding our facilities. We work closely with emergency responders and other local officials to develop detailed emergency response plans that extend beyond our physical plants. Our community safety activities include sponsoring hazardous material safety training; donating equipment for local emergency responders; and hosting regular community open houses with facility tours and safety presentations.





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**202-1 RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE**

In the U.K., the apprentices are the only employees paid minimum wage.

Significant Operations	Local Minimum Wage	CF Industries Entry Level Wages hourly	CF Industries Entry Level Wages salary	CF Industries Entry-Level Wages Relative to Local Minimum Wage
US Range/HR (USD)	\$7.25 - \$16.10	\$22.25 - \$28.34	\$28.85 - \$30.28	307%
Canada Range/HR (CAD)	\$13.00 - \$15.50	\$29.87 - \$36.92	\$28.39 - \$33.14	218%

**202-2 PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY:**

2022: 67%  
 2021: 83%  
 2020: 60%  
 2019: 75%

As a matter of practice, we will "hire from within wherever possible." For senior leader roles, if no internal candidates are identified, a search will be conducted externally to find the best candidate for the leader role. The hire may or may not come from one of the communities where we have a local presence. Candidates may be supported with relocation assistance.

We define local as within a reasonable travel distance to the site. Globally, senior leaders are defined as those individuals who are at the management level Director or above.

**203 INDIRECT ECONOMIC IMPACTS**

**103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH**

See GRI Disclosure 202 – Market Presence – Management Approach

**203-1 INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED**

During 2021, we enhanced our efforts by organizing our corporate giving philosophy around four key pillars: environmental sustainability, STEM education and awareness, health food access and local community advancement. These pillars serve as our guidepost for our charitable giving philosophy.

In December 2022, we formed a not-for-profit corporation, CF Industries Foundation, to advance the company's philanthropic goals and develop programs that further our charitable objectives.

See 2022 Sustainability in Action, "Community - How we Give Back," page 49, 2022 ESG Report, "Community Relations," pages 47-48, and 2023 Proxy Statement, "Corporate Governance — Corporate Responsibility — Charitable Activities and Charitable Contributions Report," pages 34-35.

**203-2 SIGNIFICANT INDIRECT ECONOMIC IMPACTS**

See 2022 ESG Report, "Our Workplaces & Communities," pages 35-46 and "Food Security, Product Stewardship and Biodiversity," pages 49-56. See also 2022 Sustainability in Action, "Workforce," pages 40-45, and "Community," pages 46-51.

**204 PROCUREMENT PRACTICES**

**103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH**

We ask all suppliers to abide by CF Industries' Third-Party Code of Conduct as part of the purchase agreements. Prescreening of our suppliers is critical to maintaining our EHS performance and culture. CF Industries works with third parties in the United States, Canada, and the United Kingdom to assist CF Industries with supplier prescreening and evaluation of key supplier EHS programs. All suppliers that come onto CF Industries sites are trained on site-specific expectations and held to the same EHS standards as we hold ourselves.

We continue to engage suppliers and service providers to assess their commitment to and performance in key ESG areas. To date we have assessed more than 50% of the Company's procurement and supply chain suppliers by expenditure. We have established an ESG performance target for these key suppliers and service providers and the ESG performance will be fully embedded into supplier performance management at CF Industries.

In 2023 we will be updating the procurement sustainability maturity review, which we will use to prioritize and set objectives for our teams to further improve sustainable procurement in CF Industries.



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**204-1**

**PROPORTION OF SPENDING ON LOCAL SUPPLIERS**

Proportion of spending on local suppliers

Percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally):

- 2021: 49.8%
- 2021: 51.4%

Geographic definition of “local”:

- Spend is made with suppliers within a 50-mile / 81-kilometer radius from the site based on postal code;
- Utilities serving the facility are within the 50-mile / 81-kilometer radius;
- For suppliers that have multiple offices or non-local mailboxes (e.g., Siemens), we include the supplier office; serving the CF Industries site if it is located within the 50-mile / 81-kilometer radius is included;
- Service providers with the majority of employees residing within 50-mile / 81-kilometer; and,
- Employee reimbursements are not included. Does not include natural gas

As of the December 31st reporting year 2022, CF Industries spent a total of approximately \$677 million (49.8%) on local suppliers – shown below (in USD).

Sites	Local Supplier Spending (USD)		
	Local Spend	Total Spend	% Local Spend
Courtright	61,416,785	103,191,640	60%
Deerfield	92,960,855	239,489,441	39%
Donaldsonville	339,941,878	461,181,529	74%
Medicine Hat	42,835,387	117,438,449	37%
Port Neal	42,232,184	103,364,831	41%
Verdigris	35,581,879	76,186,364	47%
Woodward	6,824,956	50,074,587	14%
Yazoo City	12,439,431	60,971,543	20%
Ince	15,776,866	53,709,338	29%
Billingham	27,705,726	95,810,345	29%
Total	677,715,947	1,361,418,069	50%

**205 ANTI-CORRUPTION**

**103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH**

CF Industries promotes a high-integrity culture that guides our day-to-day work and applies to every aspect of our operations, from putting safety first to conducting business in an ethical manner to serving our customers responsively and reliably. We are committed to doing the right thing, every time, in all of our business dealings. CF Industries’ commitment to ethical behavior is captured in CF Industries’ Code of Corporate Conduct, which applies to all directors, officers and employees, all of whom participate in our code of conduct and anticorruption training annually. In addition, all employees must acknowledge receiving and reading our EHS policy. Our sales professionals are also required to complete annual anti-trust training.

**205-1  
OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION**

See 2022 Form 10-K, page 18  
See CF Industries’ Code of Corporate Conduct, pages 22-23

**205-2  
COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES**

All CF Industries employees participate in annual code of conduct and anti-corruption training.  
See Anti-corruption Compliance Policy  
See CF Industries’ Code of Corporate Conduct, pages 22-23

**205-3  
CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN**

This information is not released due to confidentiality constraints.

**206 ANTI-COMPETITIVE BEHAVIOR**

**103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH**

See GRI Disclosure 205 – Anti-Corruption – Management Approach

**206-1  
LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTI-TRUST AND MONOPOLY PRACTICES**

There were no legal actions pending or completed during the reporting period regarding anti-competitive behavior or violations of anti-trust or monopoly legislation in which the company was identified as a participant.

**207 TAX**

**103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH**

See 2022 Form 10-K, pages 20-21

**207-1  
APPROACH TO TAX**

CF Industries operates principally in the United States, as well as in Canada and the U.K. We are committed to complying with all tax laws and regulations in each jurisdiction in which we do business. We are a current income tax payer, both within and outside the US, bringing value to the countries in which we operate.

**207-2  
TAX GOVERNANCE, CONTROL, AND RISK MANAGEMENT**

We maintain internal controls and transparency with global tax authorities, and we share information relevant to our business operations and tax profile. We augment this transparency through country-by-country reporting, as required under the Organization for Economic Co- operation and Development’s action plan to address base erosion and profit shifting.

In addition, the tax function is reviewed as part of our internal controls audit and by our external auditor, KPMG. Our income tax policy is overseen by our Vice President of Tax, who reports to the Chief Financial Officer.



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**207-3**  
**STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF CONCERNS  
RELATED TO TAX**

CF Industries is committed to complying with all applicable laws and regulations relating to its tax activities and adhering to this tax strategy. Company management maintains an open and honest relationship with the tax authorities based on efficiency and integrity. The Company applies diligence and care in the management of the processes and procedures by which all tax-related activities are undertaken and ensures that its tax governance is appropriate.

For more information on how income taxation impacts CF Industries, see 2022 Form 10-K, pages 20-21.

The processes for collecting and considering the views and concerns of stakeholders, including external stakeholders is not released due to confidentiality constraints.

**207-4**  
**COUNTRY-BY-COUNTRY REPORTING**

This information is not released due to confidentiality constraints.

CF Industries complies with country-by-country reporting as required by the Organization for Economic Cooperation and Development.



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## Environment

### 301 MATERIALS

#### 103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH

Our primary fertilizer products are ammonia, granular urea, urea ammonium nitrate (UAN) and ammonium nitrate (AN). We also produce Diesel Exhaust Fluid (DEF), which helps reduce emissions from combustion engines in trucks. The primary input for these nitrogen-based crop nutrients is natural gas and other chemicals and additives. All products and input materials are reviewed to ensure proper storage, handling, and use. Employees are trained on these areas and appropriate policies/procedures have been implemented to ensure the safe and environmentally responsible use of materials.

See 2022 Form 10-K, page 6, 13-14

#### 301-1 MATERIALS USED BY WEIGHT OR VOLUME

Natural gas makes up >95% percent of CF Industries raw materials and the remainder are chemicals and other additives.

#### 301-2 RECYCLED INPUT MATERIALS USED

This disclosure is not material to our products or operations.

#### 301-3 RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS

This disclosure is not material to our products since the majority of CF products and raw materials are handled in bulk.

## 302 ENERGY

### 103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH

SASB Topic: Greenhouse Gas Emissions, Code: RT-CH-110a.2

Our natural gas-based nitrogen production process is more energy efficient and results in lower emissions than the coal-based processes used in other parts of the world, such as China. The manufacturing of our products uses the Haber-Bosch process to convert natural gas and atmospheric nitrogen into ammonia and is inherently an energy-intensive process. Each year, we make significant capital investments in our manufacturing and distribution facilities to improve energy efficiency, safety and reliability. In addition, capital expenditures have included voluntary investments in carbon capture and nitrous oxide abatement technologies that reduce greenhouse gas (GHG) emissions. In the agriculture sector, land use is the greatest GHG emissions contributor. Fertilizers improve crop yields, up to 30% for some plants, meaning less land is required to grow the same amount of food for the growing world population. This, in turn, reduces the amount of carbon-sequestering forests converted into farmland. In addition, our DEF also improves fuel efficiency in heavy duty trucks by up to 5 percent.

Our focus on energy efficiency extends to our distribution network that is designed to move product over greater distances with less impact. CF distribution facilities are located close to North America's major crop-growing regions. With multiple transport modes available, we typically utilize the options that make the most sense in terms of fuel efficiency and carbon footprint. In some instances, we are also able to move ammonia through pipeline, which in most cases, is more energy and cost-efficient than truck, barge or rail transport.

### 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

SASB Topic: Energy Management, Code: RT-CH-130a.1

Total natural gas consumption during the reporting period was 364,800,000 GJ of natural gas.

Total electricity consumption, including purchased and self-generated, during the reporting period was 8,840,000 GJ, of which 41% came from renewable energy sources

### 302-2 ENERGY CONSUMPTION OUTSIDE THE ORGANIZATION

Energy consumed outside the organization is currently unavailable. However, energy consumption outside of the organization is unlikely to be material as it is a minor contributor to our Scope 3 greenhouse gas assessment.

### 302-3 ENERGY INTENSITY

This information is not released due to confidentiality constraints.

ENERGY INTENSITY	Unit	2022	2021	2020
Total Natural Gas Consumption	GJ	364,800,000	352,470,220	384,104,233
Total electricity consumption	GJ	8,840,000	8,827,000	9,165,000
Gross Ammonia Production	Tonnes	8,896,639	8,481,397	9,391,681
Energy Intensity	GJ /tonnes gross ammonia produced	42.00	42.60	41.87

### 302-4 REDUCTION OF ENERGY CONSUMPTION

Natural gas consumption increased by approximately 12,300,000 GJ from 2021 to 2022. Consumption is largely a function of production volumes, and the increase in 2022 reflects a return to normal production following significant turnarounds carried out in 2021. CF Industries' energy efficiency improvements are part of a broader strategic business plan designed to help us meet or exceed productivity, reliability and profitability requirements. This plan includes strategies for lowering purchased energy consumption through more efficient processes and improved procurement strategies.

### 302-5 REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES

The majority of energy use related to our products occurs in the manufacturing phase of the product lifecycle. The majority of products are commodity fertilizers used in agricultural applications and therefore do not have an energy function in use (so energy efficiency in use is not relevant). We actively promote the 4R Plus Nutrient Stewardship program that utilizes science based best management practices for fertilizer application to achieve specific cropping system goals, while improving agricultural and energy efficiency.

### 303 WATER AND EFFLUENTS

#### 103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH

SASB Topic: Water Management, Code: RT-CH-140a.3

CF Industries is committed to being good stewards with respect to our manufacturing inputs, including water. CF Industries uses water for many purposes at our manufacturing sites, including steam generation, driving turbines, keeping equipment at necessary temperatures, and as a raw material additive for products such as aqua ammonia and diesel exhaust fluid (DEF).

We measure and monitor 100 percent of our facilities' water withdrawals and discharges using either invoices, meter data, or engineering estimates. Our facilities regularly monitor current and proposed regulations that could impact our business, and ensure appropriate updates are made to our operating permits. Requirements related to discharge limits and testing are outlined in our discharge and stormwater permits; CF Industries submits discharge monitoring reports (DMRs) (or equivalent) at the frequency specified, noting any instances where discharge limits were exceeded. Permit non-compliances are investigated internally to determine potential causes and preventive actions which can be taken to mitigate a similar incident from occurring in the future.

Increasing widespread adoption of practices to reduce downstream fertilizer use impacts on the environment, including on water systems, is also an important goal for CF Industries. We have long worked with multiple partners to advance awareness and farm-level adoption of nutrient stewardship practices, including the "4Rs" of nutrient application – applying the right nutrient source at the right rate, right time, and right place – as well as conservation measures so that crop nutrients stay on farmland and out of adjacent water bodies. CF Industries continues to have strong involvement in several ongoing initiatives related to nutrient stewardship, and also has added new partnerships and initiatives to accelerate progress.

- Ongoing Industry-Wide Action on Nutrient Stewardship. Proper nutrient stewardship is critical to reducing the environment impacts of fertilizer use, while ensuring strong crop yields and food security while limiting pressures for deforestation. CF Industries has long been involved with our key industry associations, including The Fertilizer Institute and Fertilizer Canada, to boost farm-level adoption of the core 4R nutrient stewardship practices.
- Focused 4RPlus Education Program. Through the years, CF Industries has played a leading role in supporting 4R Plus, a program coordinated by The Nature Conservancy with over 60 partner organizations designed to increase awareness and understanding among Iowa's farmers and crop advisers of 1) 4R Nutrient Stewardship practices, and 2) conservation techniques. The 4R Plus program has developed and provided materials and educated farmers across Iowa. This program has already exceeded our goal of reaching 90,000 farmers in the state of Iowa.
- Global Action on Soil Health. In 2021 we joined the Coalition of Action 4 Soil Health (CA4SH), a United Nations-inspired, multi-stakeholder effort to facilitate widespread adoption of land practices that will work to improve soil health through financial investment and policy actions.
- IFA Biodiversity Taskforce. In 2022, CF Industries began participating in the International Fertilizer Association's (IFA) Biodiversity Taskforce. This team brings together industry members across the globe to discuss where the fertilizer industry has the greatest impact on biodiversity and how we can take significant action toward preserving and/or restoring biodiversity. As part of this ongoing taskforce, impacts to water systems and their subsequent impact on biodiversity have been greatly discussed. CF Industries will continue to actively participate and financially support this taskforce.

#### 303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE

CF Industries uses water for many purposes at our manufacturing sites, including steam generation, cooling water that keeps equipment at necessary temperatures, and as a raw material additive for products such as aqua ammonia and diesel exhaust fluid (DEF). We are committed to being good stewards of this essential resource, both in our operations and near farmland where our products are applied. Each gallon of water that enters a CF Industries plant from rivers, wells or nearby cities is reused more than 29 times.

The discharges to water from CF Industries' production are mainly nitrogen, which can cause eutrophication of waterways. All our production plants are subject to environmental permits and compliance with these permits and statutory requirements is a minimum expectation for all our operations. The control of discharges, including stormwater, complies with each site's environmental permits and is monitored and reported to the local environmental authorities as required. The sites continue to work together with local communities and other stakeholders to discuss water quality and address water risks and issues, such as flooding emergency procedures or risks related to sources providing the main water supply.

Potential water-related impacts are considered as part of regulatory permitting processes as required by local environmental regulations. No significant impacts are known to have occurred, or be occurring, on receiving waters from CF's facilities.

Extending CF Industries' water stewardship beyond our fence line, environmental stewardship of our products is a material issue that is addressed under our Food Security and Product Stewardship dimension. We actively promote the 4R Plus Nutrient Stewardship program that utilizes science-based best management practices for fertilizer application to achieve specific cropping system goals, while improving agricultural efficiency and reducing any impact on surrounding water systems. See GRI 303 Management Approach.

CF Industries has identified water management as a component of its ESG Goals which includes identification of water re-use/reduction projects and development of integrated water resource management plans as part of planned TCFD scenario analysis.

#### 303-2 MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS

Water discharges from CF Industries facilities are monitored in accordance with the applicable regulatory standards and permits.

The following water sources are the receiving waters for facility discharges and are not significantly impacted by CF Industries' discharge of water:

- Billingham — River Tees
- Courtright — St. Clair River
- Donaldsonville — Mississippi River
- Ince — Manchester Ship Canal
- Medicine Hat — South Saskatchewan River
- Port Neal — Missouri River
- Verdigris — Verdigris River
- Woodward — North Canadian River
- Yazoo City — Yazoo River

#### 303-3 WATER WITHDRAWAL

SASB Topic: Water Management, Code: RT-CH-140a.1

The total water withdrawal by CF Industries during the reporting period is summarized in the table below. None of the withdrawals were from areas with high water stress, based upon cross-referencing of the facility withdrawal areas against the World Resources Institute (WRI) Aqueduct Water Risk Atlas and the WWF Water Risk Filter. All withdrawals were of Freshwater (Total Dissolved Solids ≤ 1,000 mg/L).

Total Water Withdrawals		2022	2021	2020
Third-Party water / Municipal intake	Megaliters	20,515	19,333	22,993
Surface water / River intake	Megaliters	92,242	101,091	100,335
Groundwater / Well Water intake	Megaliters	20,994	17,710	19,391
Total water withdrawal	Megaliters	133,751	138,134	142,719
<b>Surface water breakdown</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>
Freshwater (total)	Megaliters	92,242	101,091	100,335
<b>Groundwater breakdown</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>
Freshwater (total)	Megaliters	20,994	17,710	19,391
<b>Third-party water breakdown</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>
Freshwater (total)	Megaliters	20,515	19,333	22,993

#### 303-4 WATER DISCHARGE

The total water discharges by CF Industries during the reporting period are summarized in the table below. All discharges were to Freshwater (Total Dissolved Solids ≤ 1,000 mg/L).

Total water discharged	Units	2022	2021	2020
Third-Party water / Municipal <sup>3</sup>	Megaliters	4	0	4
Surface water / River	Megaliters	69,647	77,315	81,745
Groundwater / Well Water <sup>3</sup>	Megaliters	1,656	1,713	1,349
Totals	Megaliters	71,307	79,028	83,098

1 Reported values include contributions from Distribution Facilities

2 Reported data includes more detailed classification and broader analysis of previous years' water discharge volumes.

3 Discharges to Groundwater and Municipal / Publicly Owned Treatment Works (POTW) only apply to our Distribution Facilities and this data was not previously captured in 2016-2018 GRI Content Indices.



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### 303-5

#### WATER CONSUMPTION

SASB Topic: Water Management, Code: RT-CH-140a.

The total water consumption by CF Industries during the reporting period is summarized in the table below. None of the consumption was in areas of high water stress, based upon cross-referencing of the facility locations against the World Resources Institute (WRI) Aqueduct Water Risk Atlas and the WWF Water Risk Filter.

Metric	Units	2022	2021	2020
Total water consumption	Megaliters	62,444	59,103	59,621

1 Reported values include contributions from Distribution Facilities.

2 Reported data includes more detailed classification and broader analysis of previous years' water discharge volumes.

### 304 BIODIVERSITY

#### 103-1,2,3

#### (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH

Responsible stewardship of areas with high biodiversity is consistent with the principles of our environmental, health and safety management program and our ESG goals. CF Industries operates in compliance with regulatory requirements and under environmental emission and discharge permits.

Furthermore, CF Industries actively promotes biodiversity through the 4R Nutrient Stewardship program. This program encompasses science-based, fertilizer best management practices in fertilizer application to achieve specific cropping system goals, while protecting health, safety and the environment. By increasing the productivity of existing cropland, the 4R practices program promotes biodiversity by reducing the potential that undeveloped land is cleared and planted for crop production.

See also 2022 ESG Report, "Food Security, Product Stewardship, and Biodiversity" pages 49-56

#### 304-1

#### OPERATIONAL SITES OWNED, LEASED, MANAGED IN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS

CF Industries does not operate any sites in or adjacent to protected areas or areas of high biodiversity. CF Industries evaluated its sites using the key biodiversity areas (KBA) map in the World Wildlife Fund (WWF) Biodiversity Risk Filter tool. This map uses data from the Integrated Biodiversity Assessment Tool (IBAT).

#### 304-2

#### SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

CF Industries manufacturing and distribution activities do not have significant negative impacts on biodiversity. As CF Industries pursues expansion or new construction activities, CF Industries will continue to adhere to any environmental regulatory requirements and explore additional opportunities for biodiversity stewardship.

#### 304-3

#### HABITATS PROTECTED OR RESTORED

No significant projects for the protection or restoration of habitat areas were undertaken in 2022.

### 304-4

#### IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS

CF Industries does not specifically manage wildlife species per the International Union for Conservation of Nature (IUCN) Red List designations. All activities, however, are operated in accordance with the regulations established for threatened or endangered species by regulatory agencies with authority in the regions in which CF Industries operates.

The data provided summarizes the number of species listed by the IUCN Red List in the vicinity of each of the listed sites: Available at <https://www.iucnredlist.org/search/map>.

IUCN RED LIST OF SPECIES POSSIBLY IN THE VICINITY OF OPERATIONS (CF U.S. FACILITIES, 2022)	
IUCN RED LIST DESIGNATION	NUMBER OF SPECIES <sup>1</sup>
<b>Donaldsonville Nitrogen Complex, Donaldsonville, LA</b>	
Critically Endangered	2
Endangered	3
Vulnerable	13
Near Threatened	16
Least Concern	622
<b>Port Neal Nitrogen Complex, Sergeant Bluff, IA</b>	
Critically Endangered	1
Endangered	12
Vulnerable	13
Near Threatened	17
Least Concern	532
<b>Verdigris Nitrogen Complex, Claremore, OK</b>	
Critically Endangered	1
Endangered	9
Vulnerable	15
Near Threatened	21
Least Concern	628
<b>Woodward Nitrogen Complex, Woodward, OK</b>	
Critically Endangered	0
Endangered	6
Vulnerable	11
Near Threatened	14
Least Concern	474
<b>Yazoo City Nitrogen Complex, Yazoo City, MS</b>	
Critically Endangered	3
Endangered	7
Vulnerable	14
Near Threatened	19
Least Concern	649

1. Species are available at <https://www.iucnredlist.org/search/map>.

IUCN RED LIST OF SPECIES POSSIBLY IN THE VICINITY OF OPERATIONS (CANADA AND U.K., 2022)	
IUCN RED LIST DESIGNATION	NUMBER OF SPECIES <sup>1</sup>
<b>Courtright Nitrogen Complex, Courtright, Ontario, Canada</b>	
Critically Endangered	4
Endangered	9
Vulnerable	21
Near Threatened	26
Least Concern	632
<b>Medicine Hat Nitrogen Complex, Medicine Hat, Alberta, Canada</b>	
Critically Endangered	0
Endangered	3
Vulnerable	8
Near Threatened	12
Least Concern	364
<b>Ince Manufacturing Complex, Ince, U.K</b>	
Critically Endangered	11
Endangered	11
Vulnerable	52
Near Threatened	35
Least Concern	802
<b>Billingham Manufacturing Complex, Billingham, U.K.</b>	
Critically Endangered	8
Endangered	10
Vulnerable	46
Near Threatened	36
Least Concern	704

1. Species are available at <https://www.iucnredlist.org/search/map>.

Genetically Modified Organisms

Percentage of products, by revenue: 0

CF Industries does not manufacture any products that use or contain GMOs.

### 305 EMISSIONS

#### 103-1,2,3 (2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH

CF Industries operates large volume production processes for nitrogen based fertilizer products and related industrial chemicals. As such, CF Industries seeks to operate efficiently and to minimize emissions, consistent with its 'Do it right' philosophy.

As CF Industries' processes, particularly ammonia, are inherently energy intensive, energy efficiency and hence minimizing greenhouse gas (GHG) emissions are key issues for the business (See also GRI Disclosure 302 – Energy – Management Approach). GHG emission reductions form a key part of CF Industries' ESG goals, including targets for both Scope 1 direct emissions and Scope 3 emissions (largely attributable to the use of fertilizer products on farm).

Other process and combustion-related emissions are managed in accordance with regulatory permits at each of CF Industries' manufacturing facilities. CF Industries monitors available technological and systematic improvements which can improve efficiency and/or reduce emissions.

#### 305-1 DIRECT (SCOPE 1) GHG EMISSIONS

SASB Topic: Greenhouse Gas Emissions, Code: RT-CH-110a.1

Metric	Units	2022	2021	2020
Total CO <sub>2</sub> e Scope 1 Emissions	Million Tonnes CO <sub>2</sub> e	17.1	16.2	17.9
Scope 1 CO <sub>2</sub>	Million Tonnes CO <sub>2</sub> e	12.2	11.7	13.0
Scope 1 N <sub>2</sub> O	Million Tonnes CO <sub>2</sub> e	4.9	4.5	5.1
Scope 1 CH <sub>4</sub>	Thousand Tonnes CO <sub>2</sub> e	1.4	33.9	58.6

#### 305-2 ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

Metric	Units	2022	2021	2020
CO <sub>2</sub> e Scope 2 Emissions	Tonnes	679,000	688,000	789,000

#### 305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Metric	Units	2022	2021	2020
CO <sub>2</sub> e Scope 3 Emissions	Tonnes	57,260,000	53,370,000	59,230,000

#### 305-4 GHG EMISSIONS INTENSITY

Baseline Year (2015) = 2.28

GHG intensity is calculated as Scope 1 CO<sub>2</sub> equivalent emissions/gross ammonia production. CF Industries has set a target to reduce total direct CO<sub>2</sub> equivalent emissions by 25% per ton of product by 2030 (2015 baseline year).

Metric	Denominator	2022	2021	2020
GHG Emissions Intensity	Gross Ammonia Production (tonnes)	1.92	1.91	1.90

#### 305-5 REDUCTION OF GHG EMISSIONS

SASB Topic: Greenhouse Gas Emissions, Code: RT-CH-110a.1

GHG emissions are linked to production, largely based on natural gas consumption in the production of ammonia. 2021 saw an unusually low GHG emission due to significant turnaround activity (partly delayed by the COVID-19 pandemic). The increase between 2021 and 2022 reflects a return to more normal levels of production, and hence emissions.

Metric	Denominator	Units	2022	2021	2020
Total GHG reductions:	Type of GHG emissions that have been reduced Direct (Scope 1) Indirect (Scope 2)	Tonnes	(832,000)	1,718,000	467,835



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**305-6**  
**EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)**

This disclosure is not material because emissions of Ozone Depleting Substances (ODS) from CF Industries' manufacturing and distribution facilities are negligible.

**305-7**  
**NITROGEN OXIDES (NOX), SULFUR OXIDES (SOX) AND OTHER SIGNIFICANT AIR EMISSIONS**

SASB Topic: Air Quality, Code: RT-CH-120a.1

NOX (Nitrogen oxides), SOX (sulfur oxides) and Other Significant Emissions (in Tonnes)

Emissions	Units	2022	2021	2020
Particulate matter	Tonnes	873	770	914
NOx (Nitrogen oxides)	Tonnes	8,790	10,431	10,772
SO2 (Sulfur oxides)	Tonnes	32	29	28
VOCs (volatile organic compounds)	Tonnes	694	707	715
NH3	Tonnes	8,043	8,154	8,781

**306 WASTE**

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

Industries does not consider this to be a material topic for our operations or products.

Each CF Industries location has a robust program to properly identify, characterize, segregate, and store waste materials. CF Industries maintains compliance with all appropriate regulations pertaining to waste storage and disposal as well as water treatment and discharge. CF Industries has developed an internal Waste Vendor Standard that provides a risk-based framework for evaluating vendors who receive, transport, store, re-use, recycle, treat, and/or dispose waste for CF Industries. Each location has implemented a program to evaluate vendors managing wastes generated by the facility to assure that the vendor's operations are being conducted lawfully and responsibly. Waste streams are evaluated to determine hazards and associated risks. In most cases, regulatory requirements dictate how the waste is characterized by the location as well as the allowable treatment and disposal technologies to be applied. The waste vendor is then evaluated to determine capability to handle the waste, historic compliance of the vendor, financial risk, waste management practices, and other criteria specific to the regulatory requirements of the region.

CF Industries treats wastewater prior to discharge as needed and in compliance with regulatory discharge permit requirements at each of its facilities. A range of treatment methods are used and vary from facility to facility. Treated water is discharged to a surface water in compliance with permitted discharge limits. See also GRI Disclosure 303 – Water and Effluents – Management Approach.

Routine self-assessments, internal audits, and third-party audits are conducted of the water and waste management systems to ensure they meet regulatory requirements and company expectations.

**306-1**  
**WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS**

See GRI Disclosure 306 – Waste – Management Approach

**306-2**  
**MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS**

See GRI Disclosure 306 – Waste – Management Approach

**306-3**  
**WASTE GENERATED**

Waste is not considered a material issue for CF Industries. Waste volumes are largely driven by maintenance and turnaround activities.

**306-4**  
**WASTE DIVERTED FROM DISPOSAL**

While CF Industries has recycling programs at most locations, recycling or reuse activities for waste are subject to regulatory restrictions which vary by jurisdiction. CF Industries does not use or own equipment to treat or transport any waste.

**306-5**  
**WASTE DIRECTED TO DISPOSAL**

Disposal activities are subject to regulatory restrictions which vary by jurisdiction. CF Industries does not use or own equipment to treat or transport any waste.





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## 307 ENVIRONMENTAL COMPLIANCE

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

SASB Topics: Water Management, Code: RT-CH-140a.2 and Management of the Legal & Regulatory Environment, Code: RT-CH-530a.1

Our comprehensive EHS policy and strategy ensure that employees are trained and encouraged to incorporate environmental management into all aspects of their work. Our “Do It Right” culture permeates our business and drives excellence. Environmental issues and risks are identified and managed using a variety of tools at each location. Environmental metrics are regularly reviewed and an internal EHS Audit program helps ensure our environmental compliance obligations are met.

**307-1**  
**(2021 GRI REFERENCE: 2-27)**  
**NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS**

See also 2022 Form 10-K, Environmental, Health and Safety pages 8-10

## 308 SUPPLIER ENVIRONMENTAL ASSESSMENT

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

We ask all suppliers to abide by CF Industries’ Third Party Code of Conduct as part of the purchase agreements. Pre-screening of our suppliers is critical to maintaining our EHS performance and culture. CF Industries works with third parties in the U.S., Canada and the U.K. to screen assist CF Industries with supplier pre-screening and evaluation of key supplier EHS programs.

All suppliers that come onto CF Industries sites are trained on site-specific expectations and held to the same EHS standards as we hold ourselves.

See GRI Disclosure 204 – Procurement Practices – Management Approach

**308-1**  
**NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA**

New and existing suppliers are screened regularly utilizing a third-party service. This service screens for criminal activity, including environmental crimes. Per the CF Industries Third Party Code of Conduct and our contractual commitments, suppliers are expected to be in full compliance with all applicable laws (including environmental laws), rules and regulations that govern the jurisdictions in which they do business. In addition, we evaluate suppliers for potential risks related to environmental compliance using supplier risk matrices. The information to complete these assessments is compiled from a variety of sources including third party market intelligence, internal supply market analyses and public news sources.

**308-2**  
**NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN**

As suppliers are screened on a regular basis, any negative impacts are mitigated and addressed as known. CF Industries is not aware of any suppliers with any significant negative environmental impact.

## Social

### 401 EMPLOYMENT

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

In our interactions with each other, we cultivate respect, openness and trust. We foster a working environment in which employees have a voice, feel valued, are treated fairly and encouraged to offer new ideas and challenge established norms. As an example, members of CF Industries' senior leadership team engage with front-line employees every quarter. Leaders travel to CF Industries facilities or hold town hall meetings with employees to answer questions about company performance and initiatives and gather feedback.

CF Industries' culture attracts highly skilled individuals who are committed to our mission and who tend to stay with the company for years. We enjoy low turnover rates, while continuing to attract talented people in search of challenging careers with opportunities to develop and grow. Thanks to the expansion of new roles across the organization, we now have multiple generations of employees working side-by-side.

We offer employees a safe, challenging and rewarding workplace environment, attractive salaries, competitive health, retirement and lifestyle benefits. All employees work under an incentive bonus plan that rewards them for doing things right. Employees are also eligible to participate in retirement plans such as 401(k) or equivalent plans. With our 401(k) plan, the company provides a 100 percent match on the first six percent of the employee's contribution and an automatic contribution between 4-7% based on an employee's commitment to the company.

In addition to offering health, dental and vision plans, we offer wellness incentives for completing health activities and challenges; access to chronic condition management programs; annual health risk assessments; on-site clinic services at most manufacturing sites; and an employee assistance program.

#### 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

WORKFORCE BY AGE AND GENDER (ALL LOCATIONS):									
New Hires	Under 30		30-50		Over 50		Totals		
	M	F	M	F	M	F	M	F	
U.S.	93	25	76	29	14	7	183	61	
Canada	10	5	10	5	1	0	21	10	
U.K.	1	2	5	0	7	0	13	2	
<b>Total</b>	<b>104</b>	<b>32</b>	<b>91</b>	<b>34</b>	<b>22</b>	<b>7</b>	<b>217</b>	<b>73</b>	

All data in this section is as of December 31 of the reporting year.

Data includes employees who were hired and terminated in the same year.

Includes Regular Employees, Co-Ops, and Temporary Employees (Including Interns).

EMPLOYEE TURNOVER BY AGE GROUP, GENDER AND REGION (ALL LOCATIONS)								
Turnover	Under 30		30-50		Over 50		Totals	
	M	F	M	F	M	F	M	F
U.S.	31	11	81	20	57	9	169	40
Canada	5	1	8	3	9	1	22	5
U.K.	60	4	147	12	125	18	332	34
<b>Total</b>	<b>96</b>	<b>16</b>	<b>236</b>	<b>35</b>	<b>191</b>	<b>28</b>	<b>523</b>	<b>79</b>

All data in this section is as of December 31 of the reporting year.

Includes all termination types excluding release from LTD-Includes Regular Employees, Co-Ops, and Temporary Employees (including interns).

#### 401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES

In the United States and Canada, CF Industries provides competitive compensation and bonus opportunities for jobs in all disciplines at our sites based on company and individual performance. Benefits are not restricted to those who work full-time only, some are provided to those who work part-time as well. In addition, CF Industries contributes toward retirement plans, which include defined-benefit pension plans and defined-contribution plans. The majority of administrative, insurance and other costs associated with CF Industries-sponsored health and welfare plans are borne by the company. Participation in the retirement plans is automatic in all countries.

Type of Benefit	U.S.	Canada
Health Care	X	X
Life Insurance	X	X
AD&D Insurance	X	X
Disability Coverage	X	X
Employee Assistance Program	X	X
Relocation Assistance	X	X
Defined-benefit Pension Plan	X	X
Defined-contribution Plan	X	X
Long Term Incentives	X	X
Short Term Incentive – Variable	X	X
Incentive Plan	X	X
Formal Wellness Plan	X	O
Maternity Leave	X	X
Paternity Leave	X	X
Sickness Leave	X	X
Deferred Bonus	X	O
Tuition Assistance/Education	X	X
Long Service Awards	X	X

Type of Benefit (U.K.)	Apprentices	Regular Workforce
Private Medical Insurance	O	X
Life Insurance	X	X
Critical Illness Cover	X	X
Relocation Assistance	O	X
Long Term Incentive – Equity Program	O	X
Short Term Incentive – Variable Incentive Plan	O	X
Employee Assistance Program	X	X
Statutory Leave and Payment – Sickness, Maternity, Paternity and Adoption	X	X
Organizational Leave and Payment – Sickness, Maternity, Paternity and Adoption	O	X
Statutory Parental Leave	X	X
Holiday Leave and Pay	X	X
Pension Scheme	X	X
Long Service Awards	O	X

In the U.K., CF Industries Fertilisers provides competitive compensation and bonus opportunities for jobs in all disciplines at our sites based on company and individual performance. Benefits are not restricted to those who work full-time only; they are provided on an equal basis to those who work part-time too. In addition, CF Industries Fertilisers contributes toward pension schemes, which include closed defined-benefit pension plans and open defined-contribution plans. The majority of administrative, insurance and other costs associated with CF Industries-sponsored health and welfare plans is borne by the company. Participation in the pension scheme is subject to a minimum of auto-enrollment legislation in the U.K. The only group not entitled to all benefits are our apprentices. We have 14 apprentices out of a total workforce of 579 employees.



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**401-3**

**PARENTAL LEAVE**

In the U.S., U.K. and Canada, CF Industries offers a Parental Leave program for all employees.

Paid parental leave went into effect in the U.S. on 9.1.22 for births 9.1.22 or later and employees with more than one year of service as of 9.1.22.

Metric	US		UK		Canada	
	Male	Female	Male	Female	Male	Female
Total number of employees who were entitled to parental leave	1,667	289	200	27	318	51
Total number of employees who took parental leave	17	9	13	6	7	7
Total number of employees who returned to work in the reporting period after parental leave ended	17	9	13	3	7	1
Total number of employees who returned to work in the reporting period after parental leave ended who were still employed 12 months after their return to work	17	9	5	1	5	Twelve month period has not elapsed
Return to work and retention rates of employees who took parental leave	100%		100%**		100%*	

\*6 leaves still in progress, those who were eligible to return, have returned.

\*\*3 leaves still in progress, those who were eligible to return, have returned.

**402 LABOR/MANAGEMENT RELATIONS**

**103-1,2,3**

**(2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH**

We recognize and respect employee rights to join any lawful organization of their own choosing. We are committed to complying with laws pertaining to freedom of association, privacy and collective bargaining.

See also GRI Disclosure 102-41 – Collective Bargaining Agreements

**402-1**

**MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES**

With regard to operational changes across CF Industries Fertilisers in the U.K., which are our only sites with collective bargaining agreements, changes can be agreed to, either on an individual basis or through a collective agreement. When any change to a contract of employment occurs, the business is required to give written notification of the changes, within one month of the change taking effect.

In the event of a redundancy situation effecting 20 to 99 or more staff, CF Industries Fertilisers will commence a period of collective consultation that must start at least 30 days before the dismissals take effect. With 100 or more redundancies, the consultation must start at least 45 days before any dismissals take effect. Thereafter, the contractual notice period, as defined with our contracts of employment or collective agreement, would then be invoked.

**403 OCCUPATIONAL HEALTH AND SAFETY**

**103-1,2,3**

**(2021 GRI REFERENCE: 3-3) MANAGEMENT APPROACH**

CF Industries is advancing a culture of Environmental, Health, Safety, and Security (EHS) excellence where everyone is engaged, empowered and innovative in cultivating a workplace that promotes the safety and health of our employees, contractors, customers, business, communities where we operate, and the environment. Read more about our approach at <https://www.cfindustries.com/who-we-are/safety-excellence>.

In 2022, our employees' commitment to Do It Right was evident as we achieved a year-end recordable incident rate of 0.33 incidents per 200,000 work hours, significantly better than the industry average. Our team also achieved a year-end contractor recordable rate of 0.55 contractor incidents per 200,000 work hours.

Some Location-Specific 2022 Safety Highlights included:

- Courtright had no contractor or employee recordable injuries in 2022.
- Ince had no employee recordable injuries in 2022.
- Medicine Hat had no employee recordable injuries in 2022.
- Port Neal had no contractor recordable injuries in 2022.
- Verdigris had no contractor or employee recordable injuries in 2022.
- Woodward had no contractor recordable injuries in 2022.
- Yazoo City had no contractor or employee recordable injuries in 2022.

Our commitment to Environmental, Health, Safety, and Security (EHS) excellence also applies to our supply chain. We ensure our products are safe across all of our shipping modes and even when they reach retailers. When shipping by rail, CF Industries ensures that cars are maintained, products are loaded safely and valves and caps are secured properly. We are also certified by the International Fertilizer Association's (IFA's) Protect & Sustain program, which promotes responsible business management processes across the fertilizer lifecycle to take greater responsibility not only for how products are produced, but also for how they are developed, sourced, stored, transported and used.

CF Industries participates in and is on the Board of ResponsibleAg, an independent nonprofit that helps retailers comply with federal environment, health, safety and security regulations related to the safe storage and handling of farm input supplies.



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403-1

**OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM**

CF Industries has established a robust Environmental, Health, Safety, and Security (EHS) Management System that sets the framework for the Health & Safety activities, establishes minimum company Health & Safety requirements, and facilitates the development and implementation of the company Health & Safety processes. Each Company location has established a location-specific Health & Safety Management System that facilitates a safe, secure, productive, and environmentally responsible workplace and implements company and location-specific EHS expectations and regulatory requirements. Our EHS Management Systems are aligned with the ISO45001 standard and have received OSHA Voluntary Protection Programs (VPP) recognition as well as Protect & Sustain Certification as a Health & Safety Management System.

CF Industries' Health & Safety Management System is reinforced at every level by: Knowing What's Right through robust systems that provide clear direction and performance standards; ensuring the Ability to Do It Right through efficient and effective safety practices and tools that add value to the business; and Do It Right Every Time through a high-performing culture and engaged workforce that drives continuous improvement of our safety performance and culture. This system has been established through a number of documented statements and is applicable to all employees and contractors, activities and workplaces. The Health & Safety Management System includes CF Industries': EHS Policy, EHS Management Manual, Company-wide EHS documentation (e.g., policies, standards, plans and procedures), and Location-specific EHS documentation (e.g., plans and procedures), which are developed and implemented at the location level.

The Health & Safety Management System is designed to follow a PLAN-DO-CHECK-ACT cycle that promotes and drives continual improvement. For additional information please reference our [Workplace Health & Safety](#) webpage.

403-2

**HAZARD IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION**

Each company location has developed and implemented processes and procedures to identify, report, and investigate environmental, health, occupational safety, process safety, and security-related hazards. The identification of hazards is done in a systematic manner and takes into account past, current, and future/planned activities. All EHS hazards are assessed to determine risk potential and priority, based on the likelihood of occurrence and the potential impact of the consequences.

Risk management controls are then put in place to minimize risk to as low as reasonably practicable. These controls are regularly monitored for effectiveness and updated to respond to changing conditions or activities. Process controls, mechanical integrity assurance processes, and sound maintenance and inspection procedures have been established by each location to allow continued compliance with design and operational parameters. In addition, each location has established a change management process. This process assesses the impact of any change to personnel, process, chemicals, technology, equipment, or procedures from an EHS perspective, implements appropriate risk mitigation for additional risk that may be introduced by the change, and informs and trains employees affected by the change prior to its implementation/start-up.

An incident/near miss/hazard reporting and investigation process has been established at every location and is based on applicable regulations, the company's EHS Management Manual, and other applicable company EHS standards. All incidents/near misses/hazards are promptly communicated to location management or their designated representative. All incidents/near misses/hazards are investigated and appropriate corrective actions implemented. Location management works with the investigation team to appropriately communicate lessons learned within the organization, including to Senior Management where applicable. The level of investigation and priority for corrective action is proportionate to the potential severity and frequency of the event.

CF Industries has partnered with a 3rd-party provider to conduct contractor pre-qualification and on-going monitoring as a component of our risk assessment efforts. CF Industries proactively uses these services to reduce risk, streamline the qualification process, promote transparency and our culture of safety excellence. An online contractor management platform enables us to collect, review and monitor contractor health, safety, financial and procurement information all in one place. Services provided include: Collection and review of self-reported information from contractors and suppliers, benchmarking of contractor performance, documenting internal, regulatory and compliance requirements for contractors, and measuring industry and operational key performance indicators for contractors.

Process for reporting: All employees have access to the company's EHS Management Information System (EMIS) to report hazards, near misses, or incidents. In addition, regular employee meetings and toolbox talks provide further opportunity to report workplace hazards and provide suggestions for improving workplace safety. All contractors are provided an orientation that includes reporting requirements and method for hazards, near misses, or incidents.

Policy or process for workers and contractors to remove themselves from unsafe situations:

The policy and process for reporting unsafe conditions or situations and responding to those reports are outlined in the company's Code of Conduct, EHS Policy, and EHS Management Manual. Training is provided to all employees and contractors on a regular basis to ensure these aspects are understood and reinforced.

403-3

**OCCUPATIONAL HEALTH SERVICES**

SASB Topic: Workforce Health & Safety, Code: RT-CH-320a.2

All company locations maintain an inventory of hazardous materials (e.g., raw materials, intermediates, byproducts and products) at the site.

Safety Data Sheets (SDS) are obtained for each hazardous material and reviewed to determine proper handling, storage and disposal practices. Product-specific and site-specific information and training is provided to all employees and contractors who work with or in proximity to hazardous materials. The training program is reviewed at least annually, and can be reviewed more frequently if required by a change in materials or work conditions.

Each location maintains a health program for its employees that meets or exceeds regulatory requirements and utilizes the services of a licensed health care professional in the development and on-going execution of this program. Each location has established an Occupational Exposure Assessment Program to identify potential exposures of employees to chemical or physical (e.g., noise) agents, which may be present in the workplace environment, to evaluate such exposures, and to provide information for use in reducing such exposures where appropriate. The services of a Certified Industrial Hygienist (CIH or equivalent) are utilized to develop and periodically review each location's program.

Where there is a potential for exposure to chemical or physical (e.g., noise) agents covered by specific governmental regulations, the Location maintains monitoring programs that comply with requirements of governmental regulations. Monitoring programs for other substances or agents have been established as determined by the Occupational Exposure Assessment Program. Each location has implemented appropriate control measures to ensure that such exposures are eliminated or reduced to regulated/company levels (whichever is lower) or see that adequate protection or safeguards are implemented.

Starting in 2022, CF Industries has partnered with Occupational Health providers to establish an employer-sponsored Health Center at each of our manufacturing locations and off-site services for each of our distribution locations. This enables CF Industries employees to receive exceptional primary and occupational health care whenever it's needed. Services provided for Occupational Health include: Injury triage & response, First Aid, CPR, AED training, and pre-employment & regulatory exams (drug & alcohol testing, medical monitoring, hearing testing, respiratory fit-testing, etc.)

403-4

**WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY**

CF Industries has safety committees at all manufacturing and distribution facilities. The role of these committees, which are comprised of employees from all levels, is to promote safety awareness and reinforce a working environment that promotes engagement, empowerment, and teamwork among employees while pursuing safety excellence.

The joint health and safety committees consists of worker and management representatives who meet on a regular basis to deal with health and safety issues. These committees provide a forum for ensuring employee feedback, solving health and safety problems collaboratively, and bringing the internal responsibility system into practice. The committees also review specific tasks alongside company/ location policies, procedures, and practices to ensure the safe execution of these tasks.

As an industry leader in safety excellence and a (National Safety Council) NSC member, CF Industries joins NSC each year in June in celebrating National Safety Month to broaden our understanding of safety excellence and strengthen our safety culture. Our Safety Month events focus on physical safety, organizational safety, and social safety and we recognize that anyone, no matter what role, can be a safety leader. Activities that occurred in 2022 include: Weekly Shared Learning Videos and Newsletter Articles, Weekly Toolbox Talks, Company-wide Podcast to highlight Human Performance Reliability, Safety & Wellness Expo, First Aid/CPR/AED Training, and Live/Virtual Inclusive Leadership Workshop.

Human Performance Reliability (HPR) is a process that we have implemented to maintain our focus on safety at the personal level. For CF Industries, HPR is an approach for preventing workplace incidents and injuries through observation and discussion about safe and at-risk behaviors, perceptions, barriers, and obstacles. HPR involves observations and interactions between two or more worker(s) while a task is being performed and focuses on behaviors. Coaching or feedback conversations must occur immediately following the observation with the intent of: reinforcing observed safe behaviors or developing a mutually agreeable action plan to correct any observed behaviors that placed or could have placed the worker or others at risk. This process helps to ensure the successful planning and execution of the mental and physical activities to consistently achieve the intended safe objectives. We set HPR goals annually to ensure that we have many regular employee-to-employee interactions, which provide opportunities to recognize and strengthen safe practices, foster sharing ideas for innovations, and reiterate safe behaviors every month. We had 32 HPR observations per person in 2022 which equates to a total of 75,683 across the company.



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Safety Leadership is a key component in our culture of safety excellence. For CF Industries, we believe that everyone can be a safety leader by harnessing their commitment to help keep their team and themselves safe. This genuine concern for others, along with the ability to inspire others to Do It Right is what safety leaders do everyday through our Safety Leadership Activity (SLA) process.

SLAs are coaching interactions specifically focused on safety that encourages hazard identification, risk mitigation, and prompt incident response, demonstrates safety excellence in actions and words, provides clear direction, positive recognition, and feedback on safe performance of tasks holding the team accountable for safety. We set SLA goals annually to ensure that we have regular leader-to-employee interactions to ensure our safety leaders are engaged. We had 38 SLAs per person in 2022 which equates to a total of 91,203 across the company.

The Wilson Award for Safety Excellence was established in 2015 and is an annual recognition of safety excellence. Each year, employees across CF Industries implement impactful safety innovations and improvements. These invaluable contributions to our organization not only improve our ways of working but promote the safety of our friends and coworkers. The Wilson Award demonstrates how much we value and respect the work our team does every day to maintain safe and reliable operations. This work starts with an idea – a creative solution that looks to enhance the current state of our operations.

Every CF Industries location nominates initiatives to receive the award, and finalists are chosen by a cross-functional selection committee. Then, our Senior Leadership Team selects the winner based on impact on safety performance and culture, transferability to other sites, ability to be sustained and improved upon, and demonstration of our Core Values.

The 2022 Wilson Award Winner: Yazoo City Complex: The Quick and the Steady: Forced Draft Pilot. This innovation highlights the use of a forced draft pilot light for plant boilers which provides a consistent and reliable ignition and pilot flame stability. This innovation impacts our process because firing up the boilers is one of the first steps in plant startup, and without it, the plant cannot operate. Any delays between turning the gas on and the ignition could pose risk if gas builds up to unsafe levels. The forced draft pilot provides immediate ignition and a stable pilot light every time, limiting the chance of delays or unsafe conditions at a very critical time in plant startup.

**403-5  
WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY**

Properly trained and competent personnel are an essential requirement for the safe and environmentally responsible operation of our locations. Therefore, each location has established systems to ensure employees receive all applicable and mandatory EHS trainings. All employees, contractors, and visitors are provided with training that promotes general EHS awareness, reinforces our EHS policy and management system, and develops or maintains appropriate personnel skill and knowledge levels required for a safe, healthful, secure, and environmentally sound operation. Free-of-charge training is provided to ensure that employees possess the required understanding, knowledge, skills and abilities to carry out their duties and responsibilities safely. In addition, all personnel who perform activities that are deemed critical to EHS performance are appropriately qualified and trained to ensure they understand the risks involved and can properly utilize appropriate risk control measures. Competency testing is conducted to ensure that all trainees understand the proper procedures associated with those critical activities.

**403-6  
PROMOTION OF WORKER HEALTH**

We offer high-quality, affordable healthcare benefits, including medical, dental, and vision coverage, to ensure you and your family have comprehensive coverage that meets your unique needs. As part of our commitment to safety and well-being, we also provide access to occupational, primary, and preventive healthcare through our onsite clinics. When you're feeling your best, you're able to be your best at work and at home. See GRI Disclosure 401-2 – Benefits provided to full-time employees that are not provided to temporary or part-time employees.

CF Industries has partnered with Health & Wellness providers to establish an employer-sponsored Health Center at each of our manufacturing locations and off-site services for each of our distribution locations. This provides CF Industries employees access to total well-being solutions, including weight loss and healthy eating programs, diabetes education, stress management, smoking cessation, and well-being coaching. Services provided for Health & Wellness include: lab services, physicals and well-being assessments, health screening & testing, and patient advocacy (appointment coordination, medical bill & insurance explanation, mental health support, etc.).

In addition to our on-site health centers, CF Industries employees also have access to online tools and resources to help employees meet their physical, financial, emotional, educational, and work-related goals. As our employees achieve their goals, they can also earn rewards through our well-being incentive programs. We also offer paid time off programs to help you relax and recharge, including vacation, sick time, scheduled and floating holidays, and time off to volunteer. For additional information go to [CF Industries Total Rewards](#).

**403-7  
PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS**

The company's Health & Safety management system covers all employees, contractors and visitors to our locations. All locations have established Health & Safety work procedures and other controls to ensure the Health & Safety of their employees, contractors, and visitors during both routine and non-routine work.

**403-8  
WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM**

See GRI Disclosure 403-7 — Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

100% of employees and contractors working at CF Industries locations are covered by the Health & Safety Management System.

The scope of our internal audit process is based on the risk profile of each location and the specific risk being assessed. This information is used to develop an annual internal audit schedule.

Our Health & Safety Management Systems are aligned with the ISO45001 standard and have received OSHA Voluntary Protection Programs (VPP) recognition as well as Protect & Sustain Certification as a Health & Safety Management System.

**403-9  
WORK-RELATED INJURIES**

SASB Topic: Workforce Health & Safety, Code: RT-CH-320a.1

Health, Safety and Security Management	Unit	2022	2021	2020
Employee				
Fatality rate <sup>1</sup>	Total/200,000 hrs.	0	0	0
Total injuries	Injuries	9	9	4
Lost time incident rate	Total/200,000 hrs.	0.04	0.14	0.00
Recordable incident rate	Total/200,000 hrs.	0.33	0.32	0.14
Contractor				
Fatality rate	Total/200,000 hrs.	0	0	0
Total injuries	Injuries	11	15	6
Lost time incident rate	Total/200,000 hrs.	0.05	0.18	0.16
Recordable incident rate	Total/200,000 hrs.	0.55	0.55	0.32

<sup>1</sup> According to the Occupational Safety and Health Administration (OSHA), incidence rates can be used to show the relative level of injuries and illnesses among different industries, firms or operations within a single firm. Because a common base and a specific period of time are involved these rates can help determine both problem areas and progress in preventing work-related injuries and illnesses. An incidence rate of injuries and illnesses may be computed from the following formula: (Number of injuries and illnesses X 200,000) / Employee hours worked = Incidence rate. The 200,000 figure in the formula represents the number of hours 100 employees working 40 hours per week, 50 weeks per year would work, and provides the standard base for calculating incidence rate for an entire year. According to the Bureau of Labor Statistics, the most recent (RY 2021) recordable injury rate for the fertilizer industry is 2.1 injuries per 200,000 hours.

**403-10  
WORK-RELATED ILL HEALTH**

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403-3 – Occupational health services. This year continues our record of no employee or contractor fatalities as a result of work related ill health and no cases of recordable work-related ill health.



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## 404 TRAINING AND EDUCATION

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

Building and strengthening the skill and capabilities of our employees is as important as making capital improvements to our plants. That is why we invest extensively in recruitment, training, and professional development for our employees. All new CF Industries employees begin their experience by participating in a 90-day New Employee Integration Program (NEI). At the heart of the NEI program is our CF Industries' Core Curriculum which features a series of courses designed to familiarize CF employees with our business, values, culture, and people processes. The Core Curriculum aligns with our CF Industries Leadership Competency Model leader levels and provides new and current employees with a consistent understanding of who we are, what we do, and how we do it. In addition, each new employee is assigned a peer coach to help them learn about their role, meet key work partners, learn the CF Industries culture, and help build a sense of belonging.

We also help promising students gain valuable career experience by providing them the opportunity to apply what they are learning in the classroom on the job at sites across CF Industries. In Canada and the U.K., we offer apprenticeship programs that combine formal learning with paid, on-the-job training. At the end of the program, graduates may fill roles as chemical, mechanical, or electrical engineers, as well as mechanical technicians and process operators.

CF Industries also offers signature leadership development programs for each level of leader beginning with our Front-Line Leadership Development Program (FLDP) for first-time and less experienced people leaders which focuses on developing critical management and leadership skills. Our Leading Leaders Program is targeted to more experienced leaders up to the director level and focuses on next-level leadership skills such as setting strategy, influencing across boundaries, working through others, and developing talent. Finally, we offer an Executive Development Program (EDP), which is designed to help high-potential employees strengthen and expand their leadership capabilities to optimize their contributions to the success of the Company and grow their careers. EDP takes a multi-faceted approach to learning and includes leadership assessments with personalized feedback, academic learning, experiential learning, and learning from leaders. Program participants gain insight into their leadership strengths and opportunities, learn how to inspire and lead others, broaden their business knowledge, and expand their professional network.

We view these types of development opportunities as a key part of succession planning, allowing us to grow a stronger company today and in the future.

### 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

Average hours of training per year per employee

Region	Average Training Hours		
	2022	2021	2020
North America	37.53	42.71	—
United Kingdom	81.80	41.60	—

### 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS

CF Industries provides internal job competency training for all our manufacturing employees, always prioritizing health and safety. Internal manufacturing learning and development is focused on acquiring and developing skills required to successfully perform in specific roles. Structured programs use a blended learning approach comprised of online learning, instructor led training, and on the on-the-job coaching, enabling the learner to progress through various levels of competency. We assess knowledge and skill mastery internally.

All new employees at the individual contributor level participate in the CF Industries Core Curriculum – an introduction to CF Industries' company values, culture, business, and people processes and a foundation for future role-specific learning. Employees promoted or hired into team leader roles progress along a core curriculum path with learning experiences designed to build knowledge and skills to effectively lead others.

CF Industries also provides targeted management skill and leadership development to team leaders through internal learning and development resources and external vendors to build people leadership and management skills. In addition, we focus on building targeted capabilities by designing and delivering customized training workshops aligned to our leadership competency model as well as access to an online course library to support additional technical and professional development.

CF Industries also supports further training and education of employees through our Tuition Reimbursement program in North America and the Educational Support Policy in the U.K. Financial support is provided for employees up to degree level.

We provide training to employees in the event of a process or role change. Depending upon the circumstances, we offer outplacement support via a third-party organization to employees whose employment is terminated to support their job search efforts.

We also provide support and training for employees whose employment is terminated due to a reduction in force or job elimination. We offer outplacement support via a third-party organization including job search planning, resume development, custom career coaching and recruiter outreach. In the U.S. and Canada, CF Industries provides retiring employees access to financial calculators, planning tools and articles via our third-party vendors. This includes optional services providing advice on fund values, state offerings and analysis based on the timelines involved for retirement.

In the U.K., transition assistance programs are provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment. Prior to employees retiring, employees have access to financial advice via external pension providers.

### 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Our performance management process applies to 100% of employees at CF Industries. It includes annual goal setting aligned to business goals, an employee-initiated career and individual development planning dialogue, and an end of the year performance review. Although this is an annual process, we encourage employees and managers to check in regularly throughout the year to discuss their progress and development needs. All employees are assessed annually on the results they achieve (goals), as well as how they achieve those results through the demonstration of leadership behaviors outlined in the CF Industries leadership competency model. It is our policy that all employees receive a performance review except for those employees who are on short-term/long-term leave, new hires still within the probation period, and those employees that have been terminated within the year.

## 405 DIVERSITY AND EQUAL OPPORTUNITY

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

Our long-term success depends on our people. We are dedicated to creating a workplace where employees are proud to work and grow and everyone feels empowered to do their best work.

Inclusion, Diversity & Equity (ID&E): Doing the right thing is the cornerstone of our culture and is a significant factor in our success. Our culture is rooted in our core values – We Do It Right, We Do It Well, We Execute as a Team and We Take a Long-Term View – which now include a more explicit expression of our longstanding commitment to ID&E at our Company.

CF Industries' ID&E strategy provides direction to our ongoing efforts to strengthen our culture of inclusive leadership. Our strategy focuses on three key areas: employee education and skill development, representation, and belonging. CF Industries has a dedicated team to help guide our ID&E initiatives. We have established our Inclusion Council to champion the company's ID&E strategy and the Inclusion Resource Group to drive ID&E programming that fosters a diverse, equitable and inclusive workplace.

More specifically, these initiatives include annual ID&E training for all employees and frequent programming that supports an inclusive workplace culture and highlights employees with diverse backgrounds. In order to continue to improve the inclusiveness and diversity of our company and culture, our comprehensive ESG goals announced in 2020 include targets to increase the representation of females and persons of color in senior leadership roles and to implement a program designed to increase the hiring and promotion of minority and female candidates.

In addition, to increase our ID&E transparency, in 2022 we published our second Inclusion, Diversity & Equity Report and publicly reported our most recently filed U.S. Federal Employer Information Report EEO-1 on our website. We are on a journey to build a culture of belonging where it is safe to be yourself – a workplace where everyone feels welcomed, valued, empowered and inspired to do their best work. We believe we have made significant progress in these efforts while also recognizing that there is much work to do to create new opportunities and growth for traditionally underrepresented employees' groups.

Anti-Discrimination Policy: We work together to make sure our workplace is a respectful, inclusive and productive one. This means that our organization will never unlawfully discriminate against any person on any basis in our operations. This also means, in part, that we never make unlawful employment-related decisions based on any legally protected status or characteristic, including but not limited to race, sex, color, religion, national origin, ethnicity, age, medical condition, veteran status, disability, marital or parental status, sexual orientation, or gender identity, as and where protected by applicable law. This policy applies to all employment decisions, including recruiting, hiring, training, promotion, compensation, benefits, transfers, training practices, as well as participation in company programs.

Anti-Harassment Policy: CF Industries is committed to maintaining a productive working atmosphere. We do this not only because applicable law requires it, but also because a tolerant, collaborative company is more competitive in the marketplace. We strive to create an environment where everyone can live up to his or her potential. Accordingly, we do not tolerate any form of harassment. Harassment may be any verbal or physical conduct by any individual that disrupts, offends or interferes with another's work performance, or that creates an intimidating, offensive or hostile work environment. The company takes immediate disciplinary action against employees who engage in harassment, up to and including termination of employment. We also take appropriate action against anyone not employed or engaged by the company who violates this policy.

Inclusion, Diversity & Equity (ID&E): CF Industries' ID&E strategy provides direction to our ongoing efforts to strengthen our culture of inclusive leadership. Our strategy focuses on three key areas: employee education and skill development, representation, and belonging. CF Industries' Manager of Inclusion and Engagement helps guide our ID&E initiatives.

**405-1**  
**DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES**

Board of Directors by Age and Gender (All Locations):						
Age Group	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
30-50	—	—%	—	—%	—	—%
Over 50	8	73%	3	27%	11	100%
Total	8	73%	3	27%	11	—%

All data in this section is as of December 31 of the reporting year. 25 percent of the Board of Directors are considered to be a member of a minority group. "Minority Group" in the United States is defined as non-white ethnicity of any gender.

Workforce by Age and Gender (All Locations):								
AGE	Under 30		30-50		Over 50		Totals	
	Male	Female	Male	Female	Male	Female	Male	Female
U.S.	247	37	1,070	159	393	112	1,710	308
Canada	30	10	244	43	69	16	343	69
U.K.	23	6	108	11	69	10	200	27
<b>Total</b>	<b>300</b>	<b>53</b>	<b>1,422</b>	<b>213</b>	<b>531</b>	<b>138</b>	<b>2,253</b>	<b>404</b>

Total EE	% Male	% Female	% < 30	% 30-50	% > 50
2,657	85%	15%	13%	62%	25%

Temps and Co-Ops are not reflected in the above workforce figures.

**405-2**  
**RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN**

CF Industries strives to use salary ranges that are competitive with market pay ranges for positions of comparable responsibility, functional knowledge, impact and other compensable factors. Gender is not a factor when determining compensation. Each salary range has a minimum or threshold salary for a new hire, although CF Industries typically sets the actual salary above this minimum.

In the U.K., we make sure our employment decisions, including compensation and progression, are based on skills, competency and job-related business criteria. Opportunities to progress careers are available to all employees and we work on the principle that the best person should be in the role regardless of gender.

U.K. Gender Pay Gap Data:

Background Information	
April 2020 (Snapshot Date 5 April 2022)	1st-30th
Pay period containing snapshot date	1st - 30th April 2022

Employee Numbers	
Total number of relevant employees (no. of employees paid in April 2022)	560
Total number of employees less than full pay	5
Total number of full pay employees (April 2022)	555

Gender Split of Total Workforce	
Total male employees	505
Total female employees	55
% male employees	90.2%
% female employees	9.8%

Metric Name	Units	2022	2021
Mean Gender Pay Gap in Hourly Pay	%	(3.5)%	0.3%
Mean Gender Pay Gap in Bonus Pay	%	(54.1)%	28.0%
Median Gender Pay Gap in Hourly Pay	%	3.5%	11.2%
Median Gender Pay Gap in Bonus Pay	%	1.8%	5.0%
Males receiving a bonus	%	98.0%	95.1%
Females receiving a bonus	%	100.0%	96.8%

Proportion of gender in each pay quartile	Units	2022	2021
Upper Quartile Male	%	89.3%	87.2%
Upper Middle Quartile Male	%	94.3%	95.9%
Lower Middle Quartile Male	%	94.3%	93.9%
Lower Quartile Male	%	82.9%	80.5%
Upper Quartile Female	%	10.7%	12.8%
Upper Middle Quartile Female	%	5.7%	41.0%
Lower Middle Quartile Female	%	5.7%	61.0%
Lower Quartile Female	%	17.1%	19.5%



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## 406 NON-DISCRIMINATION

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 405 – Diversity and Equal Opportunity – Management Approach

### 406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

Six instances of discrimination have been alleged against the organization; the organization reviewed the allegations and circumstances for each situation and determined the allegations in each circumstance are unsubstantiated or unfounded.

## 407 FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

We recognize and respect employee rights to join or not join any lawful organization of their own choosing. We are committed to complying with laws pertaining to freedom of association, privacy and collective bargaining.

See also GRI Disclosure 102-41 – Collective Bargaining Agreements

### 407-1 OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK

CF Industries does not have any operations in which the right to exercise freedom of association and collective bargaining are identified as a significant risk. Further, CF Industries is not aware of suppliers where these rights are at risk. Per our Human Rights Policy, we recognize and respect employee rights to join or not join any lawful organization of their own choosing. We are committed to complying with laws pertaining to freedom of association, privacy, and collective bargaining. Per our Third-Party Code of Conduct and our contractual commitments, suppliers are expected to be in full compliance with all applicable laws, rules and regulations that govern the jurisdictions in which they do business. In addition, we evaluate suppliers for potential risks related to labor using supplier risk matrices. The information to complete these assessments is compiled from a variety of sources including third party market intelligence, internal supply market analyses and public news sources.

## 408 CHILD LABOR

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

CF Industries is committed to the protection and advancement of human rights in its global operations. Our views are informed by the working standards and human rights concepts advanced by other groups, such as the United Nations' International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

Further, we believe that the employment relationship should be voluntary and the terms of employment must comply with applicable laws and regulations. We are, therefore, intolerant of slavery, human trafficking, forced labor and child labor and are committed to complying with applicable laws prohibiting such exploitation.

CF Industries strives to conduct business with suppliers, business partners, contractors, vendors, agents, consultants and third parties who share our commitments to conducting business in full compliance with the letter and spirit of all applicable laws, rules and regulations, in accordance with the highest ethical standards, and in a manner that keeps our employees and communities safe. CF Industries expects all third parties and their respective employees, agents and subcontractors to follow the principles summarized in our Third Party Code of Conduct in the conduct of their business.

These beliefs and practices are part of CF Industries' [Human Rights Policy](#), which is communicated and accessible to all employees. Employees are instructed to report any suspected violation of this policy or the principles set forth through established channels. In addition, we provide a compliance helpline to facilitate reporting of possible violations and have a strict non-retaliation policy to protect those reporting.

### 408-1 OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR

CF Industries does not have any operations that are identified as at significant risk for incidents of child labor or forced or compulsory labor practices. CF Industries abides by all applicable child labor laws, as well as our hiring and employment policies. CF Industries expects all our business partners and those who we conduct business with to comply with said labor and employment laws, including those that relate to child labor and forced labor.

CF Industries generally does not have any suppliers in regions that are identified as at significant risk for incidents of child labor or forced or compulsory labor practices. Per the CF Industries' Code of Corporate Conduct and our contractual commitments, suppliers are expected to be in full compliance with all applicable laws, rules and regulations that govern the jurisdictions in which they do business. Where our suppliers have a supply chain that may extend into areas that are of higher risk or where risks are identified, mitigation plans will be put in place, such as additional assurances or supplier visits and audits.

## 409 FORCED OR COMPULSORY LABOR

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 408 – Child Labor – Management Approach

### 409-1 OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR

GRI Disclosure 408-1 – Operations and suppliers at significant risk for incidents of child labor.





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## 410 SECURITY PRACTICES

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

Our approach to security starts with detailed risk assessments of our operations and supply chain. We implement programs to manage these risks and have established security management plans at all of our locations. Security metrics are monitored on a regular basis and we hold quarterly meetings with senior leadership to review issues and progress on key efforts. In addition, CF has received certification in the IFA's Protect and Sustain program, which assesses security throughout the product lifecycle, including production, processes, storage, site security, transportation and handling of products.

External security service providers are responsible for understanding and adhering to CF Industries' Third Party Code of Conduct, which holds all service providers to the same high standards as those contained in CF Industries' [Code of Corporate Conduct](#). In addition, CF Industries has established minimum training requirements for all security officers at our locations.

The evaluation of our security practices management approach involves continuous monitoring of the risk environments as well as performance of the security program. These elements are accomplished through security program audits, regulatory inspections, periodic security risk assessments, and quarterly security reviews with senior leadership. Results from these ongoing evaluations drives changes or additions to the security program for a continued improvement.

### 410-1 SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES

CF Industries' Code of Corporate Conduct reaffirms the company's long-standing practice of conducting its business in full compliance with the letter and spirit of all applicable laws, rules and regulations, and in accordance with the highest level of ethical standards. All company personnel are required to read and understand CF Industries' Code of Corporate Conduct on an annual basis.

External security service providers are responsible for understanding and adhering to CF Industries' Third Party Code of Conduct, which holds all service providers to the same high standards as those contained in CF Industries' Code of Corporate Conduct.

The Company's security personnel and security service providers working at our locations are given location-specific training that covers appropriate safety and security practices. In addition, CF Industries has received certification in the IFA Global Protect and Sustain program, which assesses security throughout the product lifecycle, including production, processes, storage, site security, transportation and handling of products.

## 411 RIGHTS OF INDIGENOUS PEOPLE

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 408 – Child Labor – Management Approach

### 411-1 INCIDENTS OF VIOLATIONS INVOLVING RIGHTS OF INDIGENOUS PEOPLES

CF Industries has had no reported incidents relating to violations involving the rights of indigenous peoples during the reporting period.

## 412 HUMAN RIGHTS ASSESSMENT

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 408 – Child Labor – Management Approach

### 412-1 OPERATIONS THAT HAVE BEEN SUBJECT TO HUMAN RIGHTS REVIEWS OR IMPACT ASSESSMENTS

CF Industries is committed to the protection and advancement of human rights in its global operations and has adopted a [Human Rights Policy](#). Our operations have not been subject to human rights reviews or human rights impact assessments during the reporting period.

Our operations in the U.K. have a Policy on Modern Slavery. As part of the rollout of the program, we conducted a modern slavery risk assessment, which focused on 100 of our largest suppliers. We then classified these suppliers into low, medium and high risk categories using a combination of factors (geographical location, structure of industry, levels of regulation, etc.). Following this classification, we contacted all medium and high-risk suppliers (44 total), asking them to confirm their approach toward modern slavery, the steps they have taken to ensure there is no modern slavery in their supply chain, and whether they have published a compliance statement. The responses we received met our required standards and the requirements of the Modern Slavery Act.

### 412-2 EMPLOYEE TRAINING ON HUMAN RIGHTS POLICES OR PROCEDURES

CF Industries is committed to the protection and advancement of human rights in its global operations and has adopted a Human Rights Policy. CF Industries is further committed to doing the right thing, every time, in all our business dealings. CF Industries' commitment to ethical behavior is captured in CF Industries' Code of Corporate Conduct, which applies to all directors, officers, and employees, all of whom participate in our code of conduct and anti-corruption training annually.

In addition, all employees receive annual training on our EHS policy and CF Industries' anti-harassment and discrimination policies. Our sales professionals are also provided annual anti-trust training.

### 412-3 SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT UNDERWENT HUMAN RIGHTS SCREENING

We did not have any significant investment agreements during the reporting period. CF Industries incorporates the Third-Party Code of Conduct as a matter of course in all business agreements. In the U.K., all new suppliers are subject to a modern slavery assessment by an independent specialist organization before a contract is signed.



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## 413 LOCAL COMMUNITIES

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 202 - Market Presence - Management Approach

### 413-1 OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS AND DEVELOPMENT PROGRAMS

All CF Industries facilities, both manufacturing and distribution, have regular, ongoing dialogue with stakeholders in the communities in which we operate. Interaction and topics range from community safety and emergency planning to economic development opportunities and philanthropic support for local causes.

### 413-2 OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES

SASB Topic: Community Relations, Code: RT-CH-210a.1

CF Industries operates a set of modern production and distribution facilities. We recognize that, as well as the economic and social benefit to their local communities, some of those operations have the potential to have negative impacts on the local environment or the safety of people.

CF Industries actively manages the risks associated with its operations in accordance with regulatory requirements and industry codes, including local rules, in order to prevent incidents and mitigate any impact. Potential impacts are evaluated and managed via risk controls, including engineered measures, procedures, emergency response arrangements and associated training. Significant investments are also evaluated for the potential negative impacts, and appropriate risk mitigation measures are identified.

At CF Industries, our "Do It Right" philosophy extends past our daily safe operations to include preparedness for unlikely, negative impact incidents. Through our emergency management process, we identify risks to our employees and communities, pre-plan our responses, and maintain emergency service resources at each of our locations. Our emergency services resources are held to industry standards of competency as responders, commanders, and incident managers. Our commitment is to continuously improve through training exercises, performance evaluations, drills, and participation in competitions against internal and external teams. Our focus on execution as a team and investment in preparedness is designed to provide a reliable state of readiness of our emergency services resources and promote a unified execution with the community.

## 414 SUPPLIER SOCIAL ASSESSMENT

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

See GRI Disclosure 204 - Procurement Practices - Management Approach

### 414-1 NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA

New and existing suppliers are screened regularly utilizing a third-party service. This service screens for criminal activity, including environmental crimes, terrorism, sanctions, and politically exposed persons. In addition, per our Third Party Code of Conduct and our contractual commitments, suppliers are expected to be in full compliance with all applicable anti-corruption laws, including but not limited to the Foreign Corrupt Practices Act, anti-boycott laws and trade sanctions.

### 414-2 NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

As suppliers are screened on a regular basis, any negative impacts are mitigated and addressed as known. CF Industries is not aware of any suppliers with any significant negative social impact.

## 415 PUBLIC POLICY

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

As a company focused on providing clean energy to feed and fuel the world sustainably, CF Industries believes part of its corporate responsibility is to be engaged on public policy issues of importance to the company and its supply chain. During the reporting period, CF Industries was active on energy, environmental, international trade, tax, security, transportation, and agriculture policy among other issues.

The CF Industries global public affairs team identifies current and emerging public policy risks and opportunities to assist the corporation in achieving its business goals. The team engages with policymakers, educates them about priority issues and offers innovative solutions to complex problems ensuring company views are reflected in policy debates and outcomes. CF Industries public policy staff organize and lead grassroots campaigns to engage employees, customers, and other stakeholders in policy debates. The team has regular dialogues with leaders in both business associations and non-governmental organizations and develops partnerships based on shared concerns to achieve quantifiable results. Please see GRI Disclosures 102-12 - External initiatives and 102-13 - Membership of associations for a list of the industry organizations of which CF Industries is a member.

The company has a political action committee, the CF Industries Employees' Good Government Fund (CF Fund) that is funded solely through voluntary employee contributions. The CF Fund offers employees a direct, voluntary way to support interests and issues by donating to candidates who support the company's values.

CF Industries' U.S. federal lobbying reports are available at <http://lobbyingdisclosure.house.gov/> or [www.disclosure.senate.gov](http://www.disclosure.senate.gov).

### 415-1 POLITICAL CONTRIBUTIONS

In 2022, CF Industries did not make any political contributions (i.e., payments to candidate campaigns, political parties, political committees, or other political organizations exempt from federal income tax under section 527 of the Internal Revenue Code, and ballot measure committees). CF Industries annually discloses any political contributions on its corporate website.

## 416 CUSTOMER HEALTH AND SAFETY

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

SASB Topic: Safety & Environmental Stewardship of Chemicals, Code: RT-CH-410b.2

CF Industries has a dedicated Technical Services team, as well as an agronomy team, that evaluates the performance and impact of our products. We assess the health and safety impacts of our products and information is provided on product safety data sheets and in other product literature.

CF Industries records hazards and potential opportunities with respect to the environment, safety and health on all products. This information provides management with an overview of important product issues and risks. All identified product issues and risks are assessed to allow for the prioritizing of risk reduction.

Our product stewardship program has been certified via IFA's Protect & Sustain program. Protect & Sustain is the de facto global product stewardship standard for fertilizers and covers the specific quality, environmental, health and safety aspects of the ISO 9001 and 14001, as well as the OHSAS 18001 certifications. This fertilizer-specific standard also has many points in common with Responsible Care 14001, which addresses the whole chemical industry.

The overview of required and possible corrective actions is the foundation for an optimized allocation of resources.

### 416-1 ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES

All products and services are assessed for health and safety impacts. Safety data sheets are shared on our company website.

### 416-2 INCIDENTS OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES

The CF Industries Technical Services team ensures a high global internal standard in our production and with our products. CF Industries reports any product enforcement action that has been identified as potentially material to investors through our Form 10-K and 10-Qs. During the reporting year, there were no fines, penalties or warnings resulting from incidents of non-compliance with regulations, or voluntary codes concerning information and labeling of products and services.

## 417 MARKETING AND LABELING

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

With regard to product information and labeling, we supply safety data sheets for all CF Industries' fertilizer and process chemical products.

These sheets contain all relevant safety and environmental information related to the product. These are accessible to those whom we supply and contain the requisite information about the environmental impact of our products, including information about safe use and disposal.

Packaged product is labeled according to the applicable legal requirements and agreed industry practice (e.g., safe handling guidance).

### 417-1 REQUIREMENTS FOR PRODUCT AND SERVICE INFORMATION AND LABELING

See GRI Disclosure 417 Marketing and Labeling – Management Approach

### 417-2 INCIDENTS OF NON-COMPLIANCE CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELING

CF Industries received zero warning(s) related to product registration in a U.S. state jurisdiction that did not result in a fine.

### 417-3 INCIDENTS OF NON-COMPLIANCE CONCERNING MARKETING COMMUNICATIONS

CF Industries has not identified any incidents of non-compliance concerning marketing communications with any regulations or voluntary codes.

## 418 CUSTOMER PRIVACY

103-1,2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH

We outline expectations for the treatment of confidential information in CF Industries' Code of Corporate Conduct. Confidential information includes all non-public or proprietary information that might be of use to competitors, or harmful to CF Industries or its customers, if disclosed. It may also include information related to possible transactions with other companies or information about other companies (such as our customers) that CF Industries agreed not to disclose. Protecting all types of company information is vital to our success. This information must be maintained in strict confidence, unless otherwise required by law or CF Industries.

### 418-1 SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA

Company has not identified any substantiated complaints concerning breaches of customer privacy or losses of customer data.



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## 419 SOCIOECONOMIC COMPLIANCE

**103-1,2,3**  
**(2021 GRI REFERENCE: 3-3)**  
**MANAGEMENT APPROACH**

SASB Topic: Management of the Legal and Regulatory Environment, Code: RT-CH-530a.1

Socioeconomic compliance is governed by CF Industries' Code of Corporate Conduct, which acts as a guide to help all CF Industries employees and affiliated parties make good decisions, maintain the trust we have built with our stakeholders, and ensure our business success. It also reaffirms the company's long-standing practice of conducting its business in full compliance with the letter and spirit of all applicable laws, rules and regulations, and in accordance with the highest level of ethical standards.

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**419-1**  
**(2021 GRI REFERENCE: 2-27)**  
**NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA**

CF Industries has not identified any significant fines or non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area during the reporting period. CF Industries would report any noncompliance with laws and regulations in the social and economic area that has been identified as potentially material to investors through our Form 10-K and 10-Qs.



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Reporting & Data

## Reconciliation of Non-GAAP Financial Measures

The Company reports its financial results in accordance with U.S. generally accepted accounting principles (GAAP). Management believes that EBITDA, adjusted EBITDA, free cash flow, free cash flow to adjusted EBITDA conversion and free cash flow yield, which are non-GAAP financial measures, provide additional meaningful information regarding the Company's performance and financial strength. Non-GAAP financial measures should be viewed in addition to, and not as an alternative for, the Company's reported results prepared in accordance with GAAP. In addition, because not all companies use identical calculations, EBITDA, adjusted EBITDA, free cash flow, free cash flow to adjusted EBITDA conversion and free cash flow yield included in this presentation may not be comparable to similarly titled measures of other companies. Reconciliations of EBITDA, adjusted EBITDA, free cash flow, and free cash flow yield to the most directly comparable GAAP measures are provided in the tables accompanying this presentation.

EBITDA is defined as net earnings attributable to common stockholders plus interest expense - net, income taxes, and depreciation and amortization. Other adjustments include the elimination of loan fee amortization that is included in both interest and amortization, and the portion of depreciation that is included in noncontrolling interest. The Company has presented EBITDA because management uses the measure to track performance and believes that it is frequently used by securities analysts, investors and other interested parties in the evaluation of companies in the industry.

Adjusted EBITDA is defined as EBITDA adjusted with the selected items included in EBITDA as summarized in the tables accompanying this presentation. The Company has presented adjusted EBITDA because management uses adjusted EBITDA, and believes it is useful to investors, as a supplemental financial measure in the comparison of year-over-year performance.

Free cash flow is defined as net cash provided by operating activities, as stated in the consolidated statements of cash flows, reduced by capital expenditures and distributions to noncontrolling interests.. The Company has presented these financial measures, as well as the financial measures free cash flow, because management uses these measures and believes they are useful to investors, as an indication of the strength of the Company and its ability to generate cash and to evaluate the Company's cash generation ability relative to its industry competitors. It should not be inferred that the entire free cash flow amount is available for discretionary expenditures.

### Non-GAAP: reconciliation of net earnings to EBITDA and adjusted EBITDA

	Year ended December 31	
	2022	2021
	IN MILLIONS	
Net earnings	\$ 3,937	\$ 1,260
Less: Net earnings attributable to noncontrolling interest	(591)	(343)
Net earnings attributable to common stockholders	3,346	317
Interest expense—net	279	183
Income tax provision	1,158	283
Depreciation and amortization	850	888
Less other adjustments:		
Depreciation and amortization in noncontrolling interest	(87)	(95)
Loan fee amortization(1)	(4)	(4)
EBITDA	\$ 5,542	\$ 2,172
Unrealized net mark-to-market loss (gain) on natural gas derivatives	41	25
(Gain) loss on foreign currency transactions, including intercompany loans	28	6
U.K. goodwill impairment	-	285
U.K. long-lived and intangible asset impairment	239	236
U.K. operations restructuring	19	-
Unrealized gain on embedded derivative liability	(14)	-
Pension settlement loss and curtailment gains – net	17	-
Loss on debt extinguishment	8	-
Total adjustments	338	19
Adjusted EBITDA	\$ 5,880	\$ 2,743

### Non-GAAP: reconciliation of cash from operations to free cash flow and free cash flow yield

	Year ended December 31	
	2022	2021
	IN MILLIONS, EXCEPT PERCENTAGES, SHARE PRICE, AND RATIOS	
Net cash provided by operating activities	\$ 3,855	\$ 2,873
Capital expenditures	(453)	(514)
Distributions to noncontrolling interest	(619)	(194)
Free cash flow	\$ 2,783	\$ 2,165

## Forward-Looking Statements

All statements in this *CF Industries 2022: ESG Report* by CF Industries Holdings, Inc. (together with its subsidiaries, the “Company”), other than those relating to historical facts, are forward-looking statements. [Forward-looking statements can generally be identified by their use of terms such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “predict,” “project,” “will” or “would” and similar terms and phrases, including references to assumptions.] Forward-looking statements are not guarantees of future performance and are subject to a number of assumptions, risks and uncertainties, many of which are beyond the Company’s control, which could cause actual results to differ materially from such statements. These statements may include, but are not limited to, statements about strategic plans and management’s expectations with respect to the production of green and blue (low-carbon) ammonia, the development of carbon capture and sequestration projects, the transition to and growth of a clean energy economy, greenhouse gas reduction targets, projected capital expenditures, statements about future financial and operating results, and other items described in *CF Industries 2022: ESG Report*.

More detailed information about factors that may affect the Company’s performance and could cause actual results to differ materially from those in any forward-looking statements may be found in CF Industries Holdings, Inc.’s filings with the Securities and Exchange Commission, including CF Industries Holdings, Inc.’s most recent annual and quarterly reports on Form 10-K and Form 10-Q, which are available in the Investor Relations section of the Company’s web site. It is not possible to predict or identify all risks and uncertainties that might affect the accuracy of our forward-looking statements and, consequently, our descriptions of such risks and uncertainties should not be considered exhaustive. There is no guarantee that any of the events, plans or goals anticipated by these forward-looking statements will occur, and if any of the events do occur, there is no guarantee what effect they will have on our business, results of operations, cash flows, financial condition and future prospects. Forward-looking statements are given only as of the date of this communication and the Company disclaims any obligation to update or revise the forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.



## Appendix A: UN SDG Alignment

UN SDGS	Importance to CF Industries
<p><b>End poverty in all its forms everywhere</b></p>	<p>CF Industries' products play a direct role in ending poverty, which is closely tied to food insecurity. Our products generate increased yields, which increases availability of food around the world.</p>
<p><b>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b></p>	<p>Realizing zero hunger directly aligns with CF Industries' moral values, mission, and overall business strategy. Working with farmers for reliable and proper application of our products, CF Industries emphasizes food security at the heart of our business. Our nitrogen fertilizer products strengthen crop yields to continue to increase global food supplies.</p>
<p><b>Achieve gender equality and empower all women and girls</b></p>	<p>CF Industries supports gender equality for women and girls and maintaining a diversity of thought and opinion as part of our strategic roadmap. We have exceeded our goal to increase representation of females in senior leadership roles by 2025, and we continue to implement programs that create additional pathways to long-term professional growth through the hiring and promotion of female and underrepresented candidates.</p>
<p><b>Ensure availability and sustainable management of water and sanitation for all</b></p>	<p>Water plays an essential role in our production processes, and we are responsible for using it appropriately. More than 75% of our surface water/river intake withdrawals are returned to their source after ensuring they meet local water quality limits. We also use each gallon of extracted water an average of 29 times in our operations and do not operate in water-stressed areas. The availability of water is also critical for our transition to green ammonia.</p>
<p><b>Ensure access to affordable, reliable, sustainable and modern energy for all</b></p>	<p>Improving the world's energy mix towards cleaner options is important to CF Industries. Ammonia's ability to enable the transport and storage of hydrogen for clean energy purposes and to serve as a clean burning fuel in its own right is at the heart of the Company's strategy, representing a new opportunity for our business and our stakeholders. We are transforming our ammonia production and distribution assets into a meaningful supply base of decarbonized blue and green ammonia, and thus hydrogen, helping the world reduce emissions and decarbonize its energy base.</p>

UN SDGS	Importance to CF Industries
<p><b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p>	<p>We realize that we must continue to build a resilient and adaptive enterprise, in part by continuously updating the skillset of our people.</p>
<p><b>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b></p>	<p>Fostering sustainable development aligns with our opportunity and desire to transition our network of assets to clean energy production. We believe we can play a meaningful role in decarbonizing the world's energy sector.</p>
<p><b>Reduce inequality within and among countries</b></p>	<p>Reducing inequality is important to CF Industries' desire to maintain a diversity of thought and opinion as part of our strategic roadmap. We have exceeded our goal of at least 30% representation of females and persons of color in senior leadership roles by 2025, and we continue to implement programs that create additional pathways to long-term professional growth through the hiring and promotion of traditionally underrepresented employee groups and female candidates.</p>
<p><b>Make cities and human settlements inclusive, safe, resilient and sustainable</b></p>	<p>We support local and national governments in this endeavor, and our interactions with policymakers support these values.</p>



UN SDGS	Importance to CF Industries
<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p><b>Ensure sustainable consumption and production patterns</b></p>	<p>As an industrial processor of raw materials into products that help feed and fuel society, we are actively engaging with policymakers, suppliers, customers, farmers, and other stakeholders on best practices and new technologies related to responsible use of our product and production of raw materials.</p>
<p><b>13</b> CLIMATE ACTION</p> <p><b>Target urgent action to combat climate change and its impacts</b></p>	<p>We understand and acknowledge the risks associated with climate change. To that end, we are working to decarbonize the world's largest ammonia production network while also working beyond our operations to support lower emissions from industrial activities, the transition to the clean energy economy and the reduction of GHG emissions associated with the use of nitrogen fertilizers. We are also working with policymakers to advance policies that bolster investment in decarbonization and clean energy. We believe we can help decarbonize the world's energy sector while also making food production more resilient. As a result, our actions can help protect our communities and people.</p>
<p><b>14</b> LIFE BELOW WATER</p> <p><b>Conserve and sustainably use the oceans, seas, and marine resources for sustainable development</b></p>	<p>CF Industries has an inherent responsibility to help mitigate any negative impact from the downstream effects of our products. Specifically, we are working to ensure the proper use of our products in agricultural production, which can help limit nutrient runoff into water bodies.</p>

UN SDGS	Importance to CF Industries
<p><b>15</b> LIFE ON LAND</p> <p><b>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat deforestation, and halt and reverse land degradation and halt biodiversity loss</b></p>	<p>Most of our products are used in farming applications to produce higher yields, allowing more food to be grown on less land and reducing the need to convert forests to farmland. Therefore, we have a vested interest in protecting terrestrial ecosystems, and we acknowledge the critical importance of biodiversity to broader life systems.</p>
<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p><b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b></p>	<p>This goal aligns with our belief that it is our duty to protect all stakeholders associated with our Company. Simply put, we believe in doing the right thing and governing our business accordingly.</p>
<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> <p><b>Strengthen the means of implementation and revitalize the global partnership for sustainable development</b></p>	<p>We know that we must incorporate an ESG mindset into all our actions, and we are eager to engage and partner with private, public, and civil sector participants to support the UN SDGs.</p>

## Appendix B: CF Industries Key Issues

1. **GHG Emissions** are defined and calculated according to methodologies consistent with the Greenhouse Gas Protocol (GHGP). The Company discloses Scope 1, Scope 2, and Scope 3 emissions, including measuring Scope 1 emissions as direct emissions from sources that are owned or operated by CF Industries, and Scope 2 emissions based on the average emissions intensity of electricity grids where CF Industries' facilities procure or consume energy. Scope 3 emissions occur upstream or downstream away from the direct control of the Company, with most of these indirect emissions associated with crop nutrient application/use by farmers.
2. **Energy Management** is defined as management practices associated with Company-wide energy consumption. We measure the total energy consumed by all our facilities, along with percentages associated with grid electricity, renewable energy, and self-generated energy. Our energy management program includes governing practices related to our natural gas consumption alongside the consideration of broader energy efficiency projects.
3. **Air Quality** pertains to the Company's management practices and measurement of toxic air emissions from our manufacturing and distribution facilities, as defined and governed by the Environmental Protection Agency (EPA) or applicable state agency. Relevant air emissions include PM10, PM2.5, NOX (excluding N<sub>2</sub>O), SO<sub>2</sub>, volatile organic compounds (VOCs) and NH<sub>2</sub>.
4. **Climate Change** involves identifying and planning for physical and transition risks and opportunities associated with longer-term rising temperatures, shifting weather patterns, and the increased frequency and severity of adverse weather events.
5. **Water Management** is defined as management practices associated with Company-wide water consumption and use. We measure total water withdrawals along with total and net water consumption, including water that we treat and return to its original source, among other metrics.
6. **Workforce Health & Safety** relates to the Company's efforts to assess, monitor, and reduce occupational exposure of employees and contract workers to acute or long-term injury or illnesses. We track injury and fatality rates for both direct and contract employees, alongside proactive measures to prevent injuries and the implementation of effective occupational health & safety programs.
7. **Process Safety, and Emergency Preparedness & Response** involves ongoing planning and management of hazards associated with highly hazardous chemicals and establishes a comprehensive management program that integrates technologies, procedures, and management practices to ensure the safe operation of our facilities. We maintain "best practice" teams for different operational areas and perform quantitative and qualitative risk analysis to ensure adequate control of process risks. We also implement robust emergency management practices to protect our business and people from disruption related to process releases or events, storm activity, political unrest, cyber threats, pandemics and other emergencies. We provide extensive training for our responders and conduct regular scenario planning and analysis<sup>17</sup>.
8. **Training & Development** incorporates management of programs delivered to our employees to educate them on the Company's Code of Conduct; corporate policies; environment, health, safety, and security; inclusion, diversity, and equity; information technology and data security; and professional development. We track average hours of training per year per employee, in addition to other relevant metrics.
9. **Diversity & Inclusion** is defined as the Company's ongoing effort to foster an environment where all CF Industries' members are treated equitably, enabling them to contribute fully to our business and their own professional and personal development. We maintain anti-discrimination and anti-harassment policies while also tracking the diversity of our workforce and board of directors by age, gender, and ethnicity.
10. **Community Relations** are defined as our engagement processes to manage risks and opportunities associated with community interests. We measure negative externalities associated with our operating presence, along with actions and philanthropic donations that can benefit our communities.
11. **Safety & Environmental Stewardship of Chemicals** involves our strategy to manage the negative impact of our products on humans and the environment. We measure the percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, and the percentage of such products that have undergone a hazard assessment, in addition to other relevant metrics.

**12. Environmental Compliance** is defined as the Company's ongoing efforts to adhere to environmental laws, regulations, and standards that govern our operations. We manage environmental metrics and conduct regular audits, while also evaluating suppliers for potential risks related to environmental compliance.

**13. Food Security** is based on society's access to a sufficient quantity of affordable food. CF Industries remains committed not only to producing essential soil nutrients but also to supporting food security sustainably via the expanded adoption of enhanced conservation practices and nutrient management techniques. We aim to achieve these outcomes largely through partnerships and participation in relevant coalitions.

**14. Product Design for Use-Phase Efficiency** centers on the ability of end products to improve energy efficiency, eliminate or lower greenhouse gas emissions, reduce raw materials consumption, increase product longevity, or reduce water consumption.

**15. Ethics** pertains to our moral principles that guide our business interactions, management, policies, and overall governance structure.

**16. Management of Legal & Regulatory Environment** pertains to our corporate policymaking partnerships and positions on government regulations and/or policy proposals that address environmental or social factors affecting our business and key stakeholders.



