A Message from Our CEO

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 CO2 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 CO2 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 Maersk 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 CO2 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 NH3.

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%.
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 CO₂, which has substantially higher costs than capturing process CO₂, 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 CO₂ emissions. CO₂ 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 CO₂ 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.

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 NH₃.
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.

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. 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
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 or contact us at corp.communications@cfindustries.com. For financial information on CF Industries, please see our Annual Report.
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Net earnings</th>
<th>Net earnings per diluted share</th>
<th>EBITDA ²</th>
<th>Adjusted EBITDA ²</th>
<th>Net cash from operating activities</th>
<th>Free cash flow ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>$3,346M</td>
<td>$16.38</td>
<td>$5.54B</td>
<td>$5.88B</td>
<td>$3.88B</td>
<td>$2.78B</td>
</tr>
<tr>
<td>2021</td>
<td>$917M</td>
<td>$4.24</td>
<td>$2.17B</td>
<td>$2.74B</td>
<td>$2.87B</td>
<td>$2.17B</td>
</tr>
<tr>
<td>Year-over-Year Change</td>
<td>+265%</td>
<td>+286%</td>
<td>+155%</td>
<td>+171%</td>
<td>+34%</td>
<td>+20%</td>
</tr>
</tbody>
</table>

¹ 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.

² 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.

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.
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 CO₂ emissions captured and sequestered) when we initiate the permanent sequestration of up to 2 million tons of CO₂ 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%.

**LIQUIFIED PETROLEUM GAS (LPG)**
- Commonly used in heating appliances, cooking equipment, and vehicles. In the United States, commercial propane and specialty 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.

**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.

**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 CONSUMERPRODUCT 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 CO2 sequestration. Together, we will capture and permanently sequester up to 2 million tons of CO2 from our Donaldsonville Complex that would otherwise be emitted to the atmosphere.

Pathways to Net-Zero Carbon Ammonia

“Green” Ammonia

\[
\text{Air} \rightarrow \text{Haber-Bosch} \rightarrow \text{NH}_3
\]

\[
\text{H}_2\text{O} \rightarrow \text{(Electrolysis of Water)} \rightarrow \text{H}_2 \rightarrow \text{Haber-Bosch} \rightarrow \text{NH}_3
\]

“Blue” Ammonia

\[
\text{Air} \rightarrow \text{Haber-Bosch} \rightarrow \text{NH}_3
\]

\[
\text{CH}_4 \rightarrow \text{Haber-Bosch} \rightarrow \text{NH}_3 \rightarrow \text{CO}_2
\]
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 Maersk Mc-Kinney Moller 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.

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.
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.
### Energy, Emissions, & Climate Change

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce total CO₂ equivalent emissions by 25% per ton of product by 2030 (2015 baseline year).</td>
<td>IN PROGRESS</td>
<td>Our carbon emissions intensity was 16% lower in 2022 compared to 2015 baseline.</td>
</tr>
<tr>
<td>Reduce Scope 3 emissions by 10% by 2030 (2020 baseline year).</td>
<td>IN PROGRESS</td>
<td>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.</td>
</tr>
<tr>
<td>Achieve net-zero carbon emissions by 2050.</td>
<td>IN PROGRESS</td>
<td>We are on track to reduce carbon emissions by up to 2 million tons annually beginning in 2025.</td>
</tr>
<tr>
<td>Develop and prioritize a list of viable greenhouse gas reduction capital projects.</td>
<td>ACHIEVED</td>
<td>We identified 40 projects to provide a roadmap for achieving decarbonization over time.</td>
</tr>
<tr>
<td>During 2021, identify and evaluate a list of viable water reuse/reduction projects.</td>
<td>ACHIEVED</td>
<td>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.</td>
</tr>
<tr>
<td>Develop integrated water resource management plans to ensure sustainable withdrawals and discharges.</td>
<td>ACHIEVED</td>
<td>We developed three sustainable tools to responsibly source water, recycle water, and return water to its source.</td>
</tr>
<tr>
<td>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).</td>
<td>ACHIEVED</td>
<td>We currently report and disclose company data against TCFD, GRI, and SASB.</td>
</tr>
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Our Workplace and Communities

<table>
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<tr>
<th>GOALS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>We built on our work with the Multiple Pathways Initiative by implementing skills-based job descriptions and streamlining our recruiting process.</td>
</tr>
<tr>
<td>Implement a Volunteer Time Off (&quot;VTO&quot;) 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.</td>
<td>IN PROGRESS</td>
<td>We implemented the VTO program in 2021. In 2022, we reached 9% employee participation, resulting in logging over 3,300 hours of volunteer activity.</td>
</tr>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>We continue to develop expanded community and philanthropic efforts.</td>
</tr>
</tbody>
</table>
## Our Workplace and Communities Cont.

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

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive the IFA “Protect &amp; Sustain” certification (or equivalent</td>
<td>IN PROGRESS</td>
<td>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.</td>
</tr>
<tr>
<td>environmental/product stewardship certification) for 100% of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>our manufacturing sites by 2030.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand partnerships to achieve 60 million acres of farmland</td>
<td>IN PROGRESS</td>
<td>We continue to work with partners to educate the agricultural supply chain about advancing nutrient stewardship practices.</td>
</tr>
<tr>
<td>using sustainable practices by 2030.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reach 90,000 farmers with 4R Plus program by 2023.</td>
<td>ACHIEVED</td>
<td>We reached over 90,000 farmers in Iowa.</td>
</tr>
</tbody>
</table>
### Ethics and Governance

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>In 2022, our EcoVadis program engaged suppliers and service providers representing 48% of our total procurement and supply chain expenditures.</td>
</tr>
<tr>
<td>Train and certify compliance with the Environmental, Health, Safety, and Security Policy for all employees annually.</td>
<td>ACHIEVED IN 2022; ONGOING GOAL</td>
<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
</tr>
<tr>
<td>Train on inclusion, diversity and equity matters for all employees annually.</td>
<td>ACHIEVED IN 2022; ONGOING GOAL</td>
<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
</tr>
<tr>
<td>Train and certify compliance with the Code of Corporate Conduct for all employees annually.</td>
<td>ACHIEVED IN 2022; ONGOING GOAL</td>
<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
</tr>
<tr>
<td>Train and certify compliance with the Anti-corruption Compliance Policy for all employees annually.</td>
<td>ACHIEVED IN 2022; ONGOING GOAL</td>
<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
</tr>
</tbody>
</table>
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.
## Energy, Emissions, & Climate Change

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce total CO₂ equivalent emissions by 25% per ton of product by 2030 (2015 baseline year).</td>
<td>IN PROGRESS</td>
<td>Our carbon emissions intensity was 16% lower in 2022 compared to 2015 baseline.</td>
</tr>
<tr>
<td>Reduce Scope 3 emissions by 10% by 2030 (2020 baseline year).</td>
<td>IN PROGRESS</td>
<td>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.</td>
</tr>
<tr>
<td>Achieve net-zero carbon emissions by 2050.</td>
<td>IN PROGRESS</td>
<td>We are on track to reduce carbon emissions by up to 2 million tons annually beginning in 2025.</td>
</tr>
</tbody>
</table>
## Energy, Emissions, & Climate Change

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and prioritize a list of viable greenhouse gas reduction</td>
<td>ACHIEVED</td>
<td>We identified 40 projects to provide a roadmap for achieving decarbonization over time.</td>
</tr>
<tr>
<td>capital projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During 2021, identify and evaluate a list of viable water reuse/</td>
<td>ACHIEVED</td>
<td>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.</td>
</tr>
<tr>
<td>reduction projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop integrated water resource management plans to ensure</td>
<td>ACHIEVED</td>
<td>We developed three sustainable tools to responsibly source water, recycle water, and return water to its source.</td>
</tr>
<tr>
<td>sustainable withdrawals and discharges.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Begin to report and disclose Company data in accordance with the</td>
<td>ACHIEVED</td>
<td>We currently report and disclose company data against TCFD, GRI, and SASB.</td>
</tr>
<tr>
<td>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).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### UN SDGS

- [6 Clean Energy & Climate Action](#)
- [7 Sustainable Cities & Communities](#)
- [9 Industry, Innovation & Infrastructure](#)
- [11 Sustainable Cities & Communities](#)
- [12 Climate Action](#)
- [13 Life Below Water](#)
- [14 Life on Land](#)
- [17 Peace, Justice & Strong Institutions](#)
Our Approach to Emission and Energy Management

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

#### SCOPE 1 (MILLION TONNES)²

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (MILLION TONNES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>17.1</td>
</tr>
<tr>
<td>2021</td>
<td>16.2</td>
</tr>
<tr>
<td>2020</td>
<td>17.9</td>
</tr>
<tr>
<td>2019</td>
<td>18.4</td>
</tr>
</tbody>
</table>

#### SCOPE 2 (MILLION TONNES)¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (MILLION TONNES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>0.68</td>
</tr>
<tr>
<td>2021</td>
<td>0.69</td>
</tr>
<tr>
<td>2020</td>
<td>0.79</td>
</tr>
<tr>
<td>2019</td>
<td>0.88</td>
</tr>
</tbody>
</table>

#### SCOPE 3 (MILLION TONNES)⁵

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (MILLION TONNES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>57.3</td>
</tr>
<tr>
<td>2021</td>
<td>53.4</td>
</tr>
<tr>
<td>2020</td>
<td>59.2</td>
</tr>
</tbody>
</table>

#### SCOPE 1 INTENSITY (TE CO₂ / TE NH₃)³

<table>
<thead>
<tr>
<th>Year</th>
<th>Intensity (TE CO₂ / TE NH₃)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>1.92</td>
</tr>
<tr>
<td>2021</td>
<td>1.91</td>
</tr>
<tr>
<td>2020</td>
<td>1.90</td>
</tr>
<tr>
<td>2019</td>
<td>1.97</td>
</tr>
</tbody>
</table>

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¹ Scope 2 emissions account for direct GHG emissions from sources that are owned or controlled by CF Industries.

² Source: Internal CF Industries data

³ Scope 1 emissions account for G45 emissions from the generation of purchased electricity consumed by CF Industries.

⁴ 2020 is the baseline year for CF Industries’ goal of reducing Scope 3 emissions by 10% by 2030.

⁵ 2020 is the baseline year for CF Industries’ goal of reducing emissions intensity by 25% by 2030.

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*Source: Internal CF Industries data*
**Message from CEO**

**About this Report**

**Approach to ESG & Sustainability**

**Energy, Emissions & Climate Change**

**Our Workplace & Communities**

**Food Security & Product Stewardship**

**Ethics & Governance**

**Coalitions, Partnerships & Policy Engagement**

**Reporting & Data**

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**Decarbonizing CF Industries’ Ammonia Production Value Chain**

- **Purchasing 2.2 BCF of natural gas** independently certified to have 90% lower methane emissions intensity than national average.
- **Ongoing effort on diversifying energy mix to include renewable energy where possible, across our facilities.** Renewable energy accounted for 41% of purchased power in 2022.
- **Announced landmark carbon capture and sequestration project with ExxonMobil to prevent up to 2M tons CO₂ emissions each year; additional projects in development.**
- **Evaluating options for industrial scale capture of flue gas CO₂ emissions.**
- **Abates N₂O on one-third of our nitric acid plants, developing a timeline for additional abatement projects.**
- **Promote sustainable agriculture practices through 4R Plus program and other partnerships to reduce agriculture-related GHG emissions.**

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* 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.

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**SCOPE 2**

- Methane Emissions

**SCOPE 1**

- Electric Utility Emissions
- Process CO₂ Emissions
- Flue Gas CO₂ Emissions
- N₂O Emissions

**SCOPE 3**

- Product Use Emissions

---

**Electric Utility Emissions**

- Ongoing effort on diversifying energy mix to include renewable energy where possible, across our facilities. Renewable energy accounted for 41% of purchased power in 2022.

**Process CO₂ Emissions**

- Announced landmark carbon capture and sequestration project with ExxonMobil to prevent up to 2M tons CO₂ emissions each year; additional projects in development.

**Flue Gas CO₂ Emissions**

- Evaluating options for industrial scale capture of flue gas CO₂ emissions.

**N₂O Emissions**

- Abates N₂O on one-third of our nitric acid plants, developing a timeline for additional abatement projects.

**Product Use Emissions**

- Promote sustainable agriculture practices through 4R Plus program and other partnerships to reduce agriculture-related GHG emissions.

---

1 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) CO₂ for every ton of ammonia produced. A portion of the process CO₂ byproduct is used in the production of urea or sold to industrial gas companies. The remaining process and flue gas CO₂ are emitted into the atmosphere. Second, we also use natural gas as a fuel. This results in about 0.6 tons of flue gas CO₂ per ton of ammonia. Finally, the production of nitric acid from the oxidation of ammonia results in nitrous oxide (N₂O) 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 CO₂ EMISSIONS**

CCS is a critical part of CF Industries’ plan to accelerate the decarbonization of its ammonia production network. CO₂ 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 CO₂ 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.

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*https://www.iea.org/reports/focus-in-clean-energy-transitions*
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 CO₂ geologically on a large-scale. In 2021, power and industrial facilities around the world captured 40 million metric tons of CO₂, and there are nearly 200 commercial CCS facilities in development globally, according to the IEA.

» **Heavily Regulated:** CCS projects, including CO₂ 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 CO₂ 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 CO₂.

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 CO₂ emissions annually from its Donaldsonville manufacturing complex in Louisiana.

CF Industries is constructing a CO₂ dehydration and compression unit at its Donaldsonville facility to transport and store the process CO₂ it already captures, which would otherwise be emitted to the atmosphere. ExxonMobil will transport and permanently store the captured CO₂ 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 CO₂ 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 CO₂ 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 N₂O ABATEMENT

Today, CF Industries has N₂O 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 N₂O 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% 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.

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.

1 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.
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)

<table>
<thead>
<tr>
<th>Emissions</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM (particulate matter)</td>
<td>873</td>
<td>770</td>
<td>914</td>
<td>1,032</td>
</tr>
<tr>
<td>NOx (nitrogen oxide)</td>
<td>8,790</td>
<td>10,431</td>
<td>10,772</td>
<td>9,984</td>
</tr>
<tr>
<td>Sox (sulfur oxide)</td>
<td>32</td>
<td>29</td>
<td>28</td>
<td>20</td>
</tr>
<tr>
<td>VOCs (volatile organic compounds)</td>
<td>694</td>
<td>707</td>
<td>715</td>
<td>882</td>
</tr>
<tr>
<td>NH3 (ammonia)</td>
<td>8,043</td>
<td>8,154</td>
<td>8,781</td>
<td>10,384</td>
</tr>
</tbody>
</table>

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).
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.
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.
## Our Workplaces & Communities

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>We built on our work with the Multiple Pathways Initiative by implementing skills based job descriptions and streamlining our recruiting process.</td>
</tr>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>We implemented the VTO program in 2021. In 2022, we reached 9% employee participation, resulting in logging over 3,300 hours of volunteer activity.</td>
</tr>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>We continue to develop expanded community and philanthropic efforts.</td>
</tr>
</tbody>
</table>
### Our Workplaces & Communities Cont.

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

### UN SDGs

![UN SDG Icons]
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.
Key Safety Metrics

**RECORDABLE INCIDENT RATE** | Industry Average: 2.10

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**DART INCIDENT RATE** | Industry Average: 1.10

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**LOST TIME INCIDENT RATE** | Industry Average: 0.70

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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.

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.

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 nominated 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.
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.
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 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.
ID&E Progress

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

- 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
- 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
- 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
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.

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.¹

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.

¹ 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.¹

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.

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.

¹ https://ifa-sfa.org/

$4 million in charitable giving
5,700+ pounds of food and supplies donated
3,300+ hours volunteered by CF Industries employees through VTO program
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.
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

<table>
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<th>GOALS</th>
<th>GOAL STATUS</th>
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<td>Receive the IFA “Protect &amp; Sustain” certification (or equivalent environmental/product stewardship certification) for 100% of our manufacturing sites by 2030.</td>
<td>IN PROGRESS</td>
<td>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.</td>
</tr>
<tr>
<td>Expand partnerships to achieve 60 million acres of farmland using sustainable practices by 2030.</td>
<td>IN PROGRESS</td>
<td>We continue to work with partners to educate the agricultural supply chain about advancing nutrient stewardship practices.</td>
</tr>
<tr>
<td>Reach 90,000 farmers with 4R Plus program by 2023.</td>
<td>ACHIEVED</td>
<td>We reached over 90,000 farmers in Iowa.</td>
</tr>
</tbody>
</table>

UN SDGS

- Food Security, Product Stewardship, and Biodiversity
- Climate Action
- Life on Land
- Life Below Water
- Responsible Consumption and Production
- Peace, Justice, and Strong Institutions
- Partnerships for the Goals
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.
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 1961.1 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.

1 https://ourworldindata.org/land-sparing-by-crop?country=Canada&crop=Fruit&crop=Roots+and+Tubers&crop=Vegetable+and+Winegrapes
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 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.

**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.

**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

source: WWF Risk Filter Suite, Biodiversity Risk Filter 2023
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.
## Ethics and Governance

<table>
<thead>
<tr>
<th>GOALS</th>
<th>GOAL STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>IN PROGRESS</td>
<td>In 2022, our EcoVadis program engaged suppliers and service providers representing 48% of our total procurement and supply chain expenditures.</td>
</tr>
<tr>
<td>Train and certify compliance with the Environmental, Health, Safety, and Security Policy for all employees annually.</td>
<td>ACHIEVED IN 2022; ONGOING GOAL</td>
<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
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<td>Train on inclusion, diversity and equity matters for all employees annually.</td>
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<td>Train and certify compliance with the Anti-corruption Compliance Policy for all employees annually.</td>
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<td>This goal is an ongoing, annual goal. We achieved this goal in 2022.</td>
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</tbody>
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### UN SDGs

[Image of UN SDGs icons: Peace and Justice, Climate Action, Clean Energy, and Zero Hunger]
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 nimble;
» 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.

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.

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.

Board of Directors Diversity and Tenure

- 55% Diverse
- 27% Women
- 27% Racial/Ethnic

7.2 yrs Average Tenure

- 5 Members 5-10 years
- 4 Members 0-5 years
- 2 Members 10+ years
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

CF Board of Directors
Review, advise, and approve ESG goals and progress

Senior Leadership Team
Set and track corporate ESG goals

Senior Vice President 
& Chief Financial Officer

Clean Energy Solutions Team
Focuses on developing the global market for blue and green ammonia as a clean energy source by advancing our business strategy and our unique capabilities

Clean Ammonia Growth Team
Oversees development of clean ammonia expansion projects

Site Leadership
Execute ESG goals day-to-day

Vice President of Public Affairs

ESG Working Group
Focuses on reporting strategy, report development, partnerships and coalitions, & ESG goal tracking and benchmarking
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:**

<table>
<thead>
<tr>
<th>2021</th>
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</tr>
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<tbody>
<tr>
<td>World Economic Forum</td>
<td>World Business Council for Sustainable Development</td>
</tr>
<tr>
<td>Hydrogen Council</td>
<td>Carbon Capture Coalition</td>
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<tr>
<td>Hydrogen Forward</td>
<td>Climate Leadership Council</td>
</tr>
<tr>
<td></td>
<td>Fuel Cell and Hydrogen Energy Association</td>
</tr>
</tbody>
</table>
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.1

**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.2 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, contributed to the report release discussion with our President and CEO, Tony Will, formally joining the MPP in announcing the release of the report.3

**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.4

**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.

1 https://missionpossiblepartnership.org/about/  
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

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

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.
Reporting & Data
By increasing crop yields, our products help limit the conversion of carbon-sequestering forests into farmland. We also manufacture products that comprise about half of the world’s food supply, which makes life possible for billions of people. Fertilizer also supports sustainable food production, reducing the need for crop yields to be increased through intensive cultivation. The implications of climate change also present us and our industry with opportunities. We believe the synthetic fertilizers we manufacture can help to meet these challenges, and we are committed to using our expertise to help others decarbonize their industries, opening up new sources of demand for ammonia.

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 by providing 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 refers 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 also 2022 Form 10-K, “Our 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 2; “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 20; “Item 1A Risk Factors – Environmental and Regulatory Risks,” pages 22-23; and “Item 1A Risk Factors – Strategic Risks,” pages 23-25.

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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 tonnes per year of green ammonia. We believe that the Donaldsonville 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 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 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 off-take agreement with ExxonMobil to transport and permanently sequester the CO2 from Donaldsonville. Start-up for the project is scheduled for early 2023. 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.

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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 these risks; and to facilitate the implementation of risk management strategies and processes across the company that are responsive to the company’s risk profiles, 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 also 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 these risks; and to facilitate the implementation of risk management strategies and processes across the company that are responsive to the company’s risk profiles, 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 also 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: 73.1 Million Tonnes Scope 2 Greenhouse Gas (GHG) Emissions: 572,000 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 C02 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, RENEO).

METRICS AND TARGETS B

SCOPE 3 GHG EMISSIONS

Scope 3 Greenhouse Gas (GHG) Emissions: 572,000 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 C02e emissions. The reported categories relevant to CF Industries business include:

- Use of Fertilizer Products (Category 12)
- Supply of Fuel & Energy (Category 5)
- Upstream & Downstream Transport (Categories 4, 6)
- Minor Contributors (Categories 1, 8, 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 in 50,000,000 tonnes C02e, 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 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 fuels to our plants. CF Industries has recently purchased 2.2 million cubic feet of natural gas certified (by MDG) to have 10% lower methane intensity than industry average.
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 CO2 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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### Appropriate Metrics

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### Appropriate Metrics

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**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**
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.

102-1 ORGANIZATIONAL PROFILE

102-1-1 (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

102-4-1 (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 Neuf (Iowa) • Verdigris (Oklahoma) • Woodruff (Alabama) • Yazoo City (Mississippi)

CF Industries owned storage terminals – 10 locations in the U.S. and three in Canada.

102-5 (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.

102-6 (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

102-7 (2021 GRI REFERENCE: 2-6) DIVERSITY & INCLUSION
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 16 17
Total Employees Temporary
Employees 0 8 11

Employees covered by collective bargaining agreements
Percentage 6 15 17

Entry level wage relative to local minimum wage (U.S.)
Percentage 307 297 288

Entry level wage relative to local minimum wage (Canada)
Percentage 238 257 240

 DIVERSITY & INCLUSION

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
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. All CF Industries’ facilities, U.S., have functions embedded within the supply organization, in total, gas is procured from approximately 20 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.

SIGNIFICANT CHANGES TO THE ORGANIZATION AND ITS SUPPLY CHAIN
No significant changes occurred during this reporting period.

PRECAUTIONARY PRINCIPLE OR APPROACH
CF Industries supports a precautionary approach through our comprehensive risk management program and environmental, health, safety, and security programs. See 2022 Proxy Statement, “Board Oversight of Strategy and Risk Management,” pages 28-33. See also CF Industries’ Environmental, Health, Safety and Security Policy.
See also 2022 ESG Report, “Culture of Environment, Health and Safety Excellence,” page 38

CONTACTS
https://www.cfindustries.com/policies

102 GOVERNANCE

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

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

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


The Board, 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 (“ESG Committee Matters”). The environmental sustainability and community committees responsibilities include considering, reviewing and monitoring the company’s general strategy and objectives relating to ESG Committee Matters, assessing the effectiveness of and advising on the Board’s program on the company’s programs and initiatives relating to ESG Committee Matters; reviewing and discussing current and emerging trends with respect to ESG Committee Matters; and discussing and reviewing with management the company’s identification, assessment and management of risks associated with ESG Committee Matters. The Environmental Sustainability and Community Committee also reviews the goals established from time to time with respect to ESG Committee Matters, and oversees the company’s external reporting on ESG 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 30-32.


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 years, 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 Industria’s 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 Disclosures 102-10 – Delegating authority

102-21 (2021 GRI REFERENCE: 2-13) 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.

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 35% 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.

Message from CEO


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

Nomination and Selecting the Highest Governance Body


Conflicts of Interest

The Board has made an affirmative determination that all of our non-employee directors who served in 2021 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 subsidiaries, 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.


Role of the Highest Governance Body in Setting Purpose, Values and Strategy

See 2023 Proxy Statement, pages 2, 28-33

Announcing and Selecting the Highest Governance Body


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 25

Identifying and Managing Economic, Environmental and Social Impacts


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


Review of Economic, Environmental and Social Topics

See GRI Disclosure 102-06 – Role of highest governance body in setting purpose, values and strategy

See GRI Disclosure 102-27 – Collective knowledge of highest governance body

See GRI Disclosure 102-27 — Collectives knowledge of highest governance body; 102-28 identifying and Managing Economic; Environmental and Social impacts; and 102-32 Highest governance body’s role in sustainability reporting

Communicating Critical Concerns

See 2023 Proxy Statement, “Corporate Governance – Communications with Shareholders,” page 30 and “Corporate Governance – Shareholder Engagement,” page 35

Nature and Total Number of Critical Concerns

CF Industries treats this as confidential information.

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 47-75; “Compensation and Management Development Committee Report,” pages 80 and “Executive Compensation,” pages 85-88

Shareholders’ involvement in Remuneration

See 2023 Proxy Statement, “Compensation Discussion and Analysis – Compensation Program Overview – Shareholder Engagement” pages 35 & 36
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.

<table>
<thead>
<tr>
<th>Location</th>
<th>Annual Increase Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>100:1</td>
</tr>
<tr>
<td>Canada</td>
<td>5:1</td>
</tr>
<tr>
<td>U.K.</td>
<td>5:1</td>
</tr>
</tbody>
</table>

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.


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.

<table>
<thead>
<tr>
<th>Location</th>
<th>Annual Increase Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>4:1</td>
</tr>
<tr>
<td>Canada</td>
<td>5:1</td>
</tr>
<tr>
<td>U.K.</td>
<td>5:1</td>
</tr>
</tbody>
</table>

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: 2-20)  
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 8 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: 2-20)  
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 whom 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: 2-20)  
APPROACH TO STAKEHOLDER ENGAGEMENT

See GRI Disclosure 102-40 – List of stakeholder groups.
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.

LIST OF MATERIAL TOPICS
See 2022 ESG Report, page 16

RESTATEMENTS OF INFORMATION
Restatements are footnoted throughout this report as they appear.

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

REPORTING PERIOD
The year ended December 31, 2022.
Message from CEO

Message from CEO

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Topic-specific Standards

ECONOMIC

201ECONOMIC PERFORMANCE

103-1.2.3

(2022 GRI REFERENCE: 9-3-1)

MANAGEMENT APPROACH

SASB Topic: Community Relations, Code: RT-CH-210a.1 See 2022 Form 10-K, pages 25-34

201-1

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

See 2022 Form 10-K, page 1

201-3

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 UK. Both Canadian plans are closed to new employees, and the two UK plans are closed to new employees and future accruals. As a result of plan amendments in the fourth quarter of 2020, 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, 2020. Our current funding levels as of the December 31, 2020 reporting year are 83.5 percent for North America and 35 percent for the UK. 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: Estimated 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.

202 MARKET PRESENCE

103-1.2.3

(2022 GRI REFERENCE: 9-3-3)

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 $51,000 per year and increase, with full certification, to $83,100. 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.

In-kind and monetary donations and employee volunteer help develop young people and strengthen communities where we operate. Our community giving strategy is locally focused and designed to benefit the 200 plus North American and UK 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.

<table>
<thead>
<tr>
<th>Significant Operations</th>
<th>Local Minimum Wage</th>
<th>CF Industries Entry-Level Wages hourly</th>
<th>CF Industries Entry-Level Wages salary</th>
<th>CF Industries Entry-Level Wages Relative to Local Minimum Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Range/HR (USD)</td>
<td>$7.25 - $10.15</td>
<td>$10.35 - $20.34</td>
<td>$10.85 - $20.35</td>
<td>307%</td>
</tr>
<tr>
<td>Canada Range/HR (CAD)</td>
<td>$13.00 - $15.00</td>
<td>$22.57 - $28.52</td>
<td>$28.39 - $33.14</td>
<td>218%</td>
</tr>
</tbody>
</table>

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

2022: 87%
2021: 83%
2020: 0%
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)

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.


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 performances 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%
- 2022: 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 radius;
- Employee reimbursements are not included. Does not include natural gas

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 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.

205-3

CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

This information is not released due to confidentiality constraints.

206 ANTI-COMPETITIVE BEHAVIOR

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.

207-1

APPROACH TO TAX

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 auditors, KPMG. Our income tax policy is overseen by our Vice President of Tax, who reports to the Chief Financial Officer.
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.
301 MATERIALS

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

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION
SASB Topic: Energy Management, Code: RT-CH-110a.1

<table>
<thead>
<tr>
<th>Total natural gas consumption</th>
<th>GJ</th>
<th>1035,000,000</th>
<th>1044,000,000</th>
<th>1087,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total electricity consumption</td>
<td>GJ</td>
<td>64,800,000</td>
<td>66,000,000</td>
<td>67,000,000</td>
</tr>
<tr>
<td>Gross Ammonia Production</td>
<td>Tonnes</td>
<td>8,206,833</td>
<td>8,431,976</td>
<td>9,931,861</td>
</tr>
<tr>
<td>Energy intensity</td>
<td>GJ/gross ammonia produced</td>
<td>4.00</td>
<td>4.60</td>
<td>4.87</td>
</tr>
</tbody>
</table>

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.

303 ENERGY INTENSITY
This information is not released due to confidentiality constraints.

304 REDUCTION OF ENERGY CONSUMPTION
Natural gas consumption increased by approximately 12,000,000 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.

305 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 commonly fertilizers used in agricultural applications and therefore do not have an energy function in use (no 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.
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303 WATER AND EFFLUENTS

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 Resource Institute (WRI) Aqueduct Water Risk Atlas and the WRI Water Risk Filter. All withdrawals were of Freshwater (Total Dissolved Solids ≤ 1,000 mg/l).

<table>
<thead>
<tr>
<th>Total Water Withdrawals</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third-Party water / Municipal intake</td>
<td>Megaliters</td>
<td>20,515</td>
<td>19,333</td>
</tr>
<tr>
<td>Surface water / River intake</td>
<td>Megaliters</td>
<td>20,994</td>
<td>17,710</td>
</tr>
<tr>
<td>Groundwater / Well Water intake</td>
<td>Megaliters</td>
<td>20,994</td>
<td>17,710</td>
</tr>
<tr>
<td>Total water withdrawal</td>
<td>Megaliters</td>
<td>52,403</td>
<td>50,493</td>
</tr>
<tr>
<td>Freshwater (Total)</td>
<td>Megaliters</td>
<td>20,515</td>
<td>19,333</td>
</tr>
<tr>
<td>Groundwater breakdown</td>
<td>Megaliters</td>
<td>20,994</td>
<td>17,710</td>
</tr>
<tr>
<td>Freshwater (total)</td>
<td>Megaliters</td>
<td>20,515</td>
<td>19,333</td>
</tr>
<tr>
<td>Third-party water (Total)</td>
<td>Megaliters</td>
<td>20,515</td>
<td>19,333</td>
</tr>
</tbody>
</table>

303-3 WATER DISCHARGE

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

The total water discharge by CF Industries during the reporting period is summarized in the table below. None of the discharges were from freshwater sources.

<table>
<thead>
<tr>
<th>Total Water Discharges</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third-Party water / Municipal intake</td>
<td>Megaliters</td>
<td>69,647</td>
<td>77,015</td>
</tr>
<tr>
<td>Surface water / River intake</td>
<td>Megaliters</td>
<td>1,565</td>
<td>1,713</td>
</tr>
<tr>
<td>Groundwater / Well Water intake</td>
<td>Megaliters</td>
<td>71,307</td>
<td>70,038</td>
</tr>
<tr>
<td>Groundwater total</td>
<td>Megaliters</td>
<td>71,307</td>
<td>70,038</td>
</tr>
</tbody>
</table>

1. Reported values include contributions from Distribution Facilities.
2. Reported data includes more detailed classification and broader analysis of previous year’s water discharge volumes.
3. Discharges to Government 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.
303-5  
WATER CONSUMPTION  
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.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total water consumption</td>
<td>Megaliters</td>
<td>62,444</td>
<td>59,103</td>
<td>59,621</td>
</tr>
</tbody>
</table>

1. Reported values include contributions from Distribution Facilities.
2. Reported data includes more detailed classification and broader analysis of previous years’ water discharge volumes.

304-3  
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.

<table>
<thead>
<tr>
<th>DONATION LIST DESIGNATION</th>
<th>NUMBER OF SPECIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critically endangered</td>
<td>9</td>
</tr>
<tr>
<td>Endangered</td>
<td>1</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>13</td>
</tr>
<tr>
<td>Near threatened</td>
<td>16</td>
</tr>
<tr>
<td>Least Concern</td>
<td>62</td>
</tr>
</tbody>
</table>

IUCN RED LIST OF SPECIES POSSIBLY IN THE VICINITY OF OPERATIONS (CF U.S. FACILITIES, 2022) 

<table>
<thead>
<tr>
<th>DONATION LIST DESIGNATION</th>
<th>NUMBER OF SPECIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critically endangered</td>
<td>1</td>
</tr>
<tr>
<td>Endangered</td>
<td>9</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>1</td>
</tr>
<tr>
<td>Near threatened</td>
<td>12</td>
</tr>
<tr>
<td>Least Concern</td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DONATION LIST DESIGNATION</th>
<th>NUMBER OF SPECIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critically endangered</td>
<td>0</td>
</tr>
<tr>
<td>Endangered</td>
<td>6</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>10</td>
</tr>
<tr>
<td>Near threatened</td>
<td>13</td>
</tr>
<tr>
<td>Least Concern</td>
<td>47</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DONATION LIST DESIGNATION</th>
<th>NUMBER OF SPECIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critically endangered</td>
<td>2</td>
</tr>
<tr>
<td>Endangered</td>
<td>3</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>7</td>
</tr>
<tr>
<td>Near threatened</td>
<td>14</td>
</tr>
<tr>
<td>Least Concern</td>
<td>18</td>
</tr>
</tbody>
</table>

1. Species are available at https://www.iucnredlist.org/search/map.
**Formula Description**

The CF Industries ESG Report 2022 includes detailed information on the company's sustainability efforts and achievements. The report covers various aspects including energy, emissions, climate change, and other sustainability metrics.

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2e Scope 2 Emissions</td>
<td>Tonnes</td>
<td>670,000</td>
<td>688,000</td>
<td>786,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2e Scope 2 Emissions</td>
<td>Tonnes</td>
<td>51,370,000</td>
<td>53,370,000</td>
<td>59,230,000</td>
</tr>
</tbody>
</table>

### 305-4 GHG EMISSIONS INTENSITY

<table>
<thead>
<tr>
<th>Metric</th>
<th>Denominator</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG Emissions Intensity</td>
<td>Gross Ammonia Production (tonnes)</td>
<td>1.02</td>
<td>1.01</td>
<td>1.00</td>
</tr>
</tbody>
</table>

### 305-5 REDUCTION OF GHG EMISSIONS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Denominator</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total GHG reductions</td>
<td>Type of GHG emissions that have been reduced (Direct [Scope 1] Indirect [Scope 2])</td>
<td>Tonnes</td>
<td>320,000</td>
<td>1,718,000</td>
</tr>
</tbody>
</table>

---

**Approach to ESG & Sustainability**

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.

CF Industries' processes, particularly ammonia, are inherently energy intensive, energy efficiency and hence minimizing greenhouse gas (GHG) emissions are key issues for the business. CF Industries’ targets for both Scope 1 direct emissions and Scope 3 emissions (largely attributable to the use of fertilizer products on farm).

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CO2e Scope 1 Emissions</td>
<td>Millon Tonnes</td>
<td>17.1</td>
<td>16.2</td>
<td>17.9</td>
</tr>
<tr>
<td>CO2 Scope 1</td>
<td></td>
<td>12.2</td>
<td>11.7</td>
<td>13.0</td>
</tr>
<tr>
<td>N2O Scope 1</td>
<td></td>
<td>4.9</td>
<td>4.5</td>
<td>5.1</td>
</tr>
<tr>
<td>CH4 Scope 1</td>
<td></td>
<td>1.4</td>
<td>3.3</td>
<td>5.5</td>
</tr>
</tbody>
</table>

**305-5 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2e Scope 2 Emissions</td>
<td>Tonnes</td>
<td>53,370,000</td>
<td>51,370,000</td>
<td>59,230,000</td>
</tr>
</tbody>
</table>

---

**Approach to ESG & Sustainability**

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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.

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---

**Approach to ESG & Sustainability**

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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.
305-6 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)

<table>
<thead>
<tr>
<th>Emission</th>
<th>Units</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Particulate matter</td>
<td>Tonnes</td>
<td>873</td>
<td>770</td>
<td>924</td>
</tr>
<tr>
<td>NOx (nitrogen oxides)</td>
<td>Tonnes</td>
<td>8,790</td>
<td>10,431</td>
<td>10,772</td>
</tr>
<tr>
<td>SOx (sulfur oxides)</td>
<td>Tonnes</td>
<td>32</td>
<td>22</td>
<td>28</td>
</tr>
<tr>
<td>VOCs (volatile organic compounds)</td>
<td>Tonnes</td>
<td>684</td>
<td>707</td>
<td>715</td>
</tr>
<tr>
<td>NH3</td>
<td>Tonnes</td>
<td>8,043</td>
<td>8,224</td>
<td>8,783</td>
</tr>
</tbody>
</table>

306 WASTE
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.
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.

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 assisted 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.
401 EMPLOYMENT

401-1 NEW EMPLOYEE HIRSES AND EMPLOYEE TURNOVER

<table>
<thead>
<tr>
<th>New Hires</th>
<th>Under 30</th>
<th>30-50</th>
<th>Over 50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>U.S.</td>
<td>93</td>
<td>21</td>
<td>78</td>
<td>20</td>
</tr>
<tr>
<td>Canada</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>U.K.</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>27</td>
<td>93</td>
<td>36</td>
</tr>
</tbody>
</table>

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

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 all 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 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
Statutory Parental Leave X X
Holiday Leave and Pay X X
Pension Schemes 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 all 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 are borne by the company. Participation in the pension scheme is subject to a minimum of auto-enrollment legislation in the UK. The only group not entitled to all benefits are our apprentices. We have 14 apprentices out of a total workforce of 579 employees.
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 1.1.22 for births 1.1.22 or later and employees with more than one year of service as of 1.1.22.

<table>
<thead>
<tr>
<th>Metric</th>
<th>US</th>
<th>UK</th>
<th>Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees who returned to work in the reporting period after parental leave ended</td>
<td>1,667</td>
<td>188</td>
<td>100</td>
</tr>
<tr>
<td>Total number of employees who took parental leave</td>
<td>17</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Total number of leaves still in progress, those who were eligible to return, have returned.</td>
<td>289</td>
<td>27</td>
<td>18</td>
</tr>
</tbody>
</table>

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 1.1.22 for births 1.1.22 or later and employees with more than one year of service as of 1.1.22.

Message from CEO

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.

Approach to ESG & Sustainability

Company Background & Strategy

About this Report


Food Security & Product Stewardship

Ethics & Governance

Our Workplace & Communities

Approach to ESG & Sustainability

Energy, Emissions & Climate Change

Some Location-Specific 2022 Safety Highlights included:

• Yazoo City had no contractor or employee recordable injuries in 2022.

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.

402-1 MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

With regard to operational changes across CF Industries Fertilizers 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 affecting 20 to 99 or more staff, CF Industries Fertilizers 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.

404 LABOR/MANAGEMENT RELATIONS

103-L.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

403 OCCUPATIONAL HEALTH AND SAFETY

103-L.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:

• Yazoo City had no contractor or employee recordable injuries in 2022.
• Woodward had no contractor recordable injuries in 2022.
• Verdigris had no contractor or employee recordable injuries in 2022.
• Port Neal had no contractor recordable injuries in 2022.
• Woodville 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) 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 ResponsibleRoots, 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.
Coalitions, Partnerships & Engagement

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

CF Industries’ Health & Safety Management System is reinforced at every level by a mission statement, that’s 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-performance culture and engaged workforce that drives continuous improvement of our safety performance and culture. This system has been established through a number of documented standards 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 PLT-DISC-ACCT cycle that promotes and drives continual improvement. For additional information please reference our Workplace Health & Safety webpage.

403-3 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, 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 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, monitoring, continuous improvement 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 processes, procedures, technologies, equipment, or facilities. The implementation of an EHS perspective, implements appropriate risk mitigation for additional risk that may be introduced to the change, informs and trains employees affected by the change, and informs and trains employees affected by the change, and informs and trains employees affected by the change.
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 the right thing 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 held the 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 10,203 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, transferrability to other sites, ability to be sustained and improved upon, and demonstration of our Core Values.

The 2022 Wilson Award Winner, Vance 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 cause poor gas 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.

### 403–6 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 403–9. Benefits provided to full-time employees that are not employed to temporary or part-time employees.

CF Industries has partnered with Health & Wellness providers to establish an employee-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 (Department 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 section.

### 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 policies, procedures and other controls to ensure the Health & Safety of their employees, contractors, and visitors during both routine and non-routine work.

<table>
<thead>
<tr>
<th></th>
<th>Unit 2022</th>
<th>Unit 2021</th>
<th>Unit 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fatality rate</td>
<td>Total/200,000 hrs.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total injuries</td>
<td>Total/200,000 hrs.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lost-time incident rate</td>
<td>Total/200,000 hrs.</td>
<td>0.04</td>
<td>0.14</td>
</tr>
<tr>
<td>Recordable internal rate</td>
<td>Total/200,000 hrs.</td>
<td>0.33</td>
<td>0.32</td>
</tr>
<tr>
<td>Contractor</td>
<td>Total/200,000 hrs.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fatality rate</td>
<td>Total/200,000 hrs.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total injuries</td>
<td>Total/200,000 hrs.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lost-time incident rate</td>
<td>Total/200,000 hrs.</td>
<td>0.05</td>
<td>0.10</td>
</tr>
<tr>
<td>Recordable internal rate</td>
<td>Total/200,000 hrs.</td>
<td>0.05</td>
<td>0.05</td>
</tr>
</tbody>
</table>

1 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 using the formula: (Number of injuries and illnesses X 200,000)/ Employee hours

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor fatalities as a result of work related ill health and no cases of recordable occupational illness. For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor medical absenteeism for the last five years is 0.00%.

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor medical absenteeism for the last five years is 0.00%.

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor medical absenteeism for the last five years is 0.00%.

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor medical absenteeism for the last five years is 0.00%.

For work-related hazards that pose a risk of ill health, see GRI Disclosure 403–8. Contractor medical absenteeism for the last five years is 0.00%.
404 TRAINING AND EDUCATION

Message from CEO

CF Industries’ leadership believes in the importance of providing opportunities for our employees to broaden their business knowledge, and expand their professional network. Our mission is to help our employees learn about their CF Industries work, the people who work with them, 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 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 in technical mechanics 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.

404-2 PROGRAMS FOR UPGRAADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE

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 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 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 abilities 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 mentor who provides an additional learning experience and helps contribute to their skill development.

CF Industries’ ID&E strategy provides direction for 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’ ID&E strategy provides direction to our ID&E initiatives.

Inclusion, Diversity & Equity (ID&E): 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. Harassment creates an intimidating, offensive, and hostile work environment. The company takes immediate disciplinary action against employees who engage in such behavior, up to and including termination of employment.

Inclusion, Diversity & Equity & (ID&E) of 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 DIVERSITY AND EQUAL OPPORTUNITY

[Table and text content related to diversity and equal opportunity metrics and goals]
**DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-50</td>
<td>8</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Over 50</td>
<td>8</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>10</td>
<td>26</td>
</tr>
</tbody>
</table>

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.

**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.

**Background Information**

- **Pay period containing snapshot date**: 1st - 30th April 2022
- **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**: 50
- **Male employees**: 90.2%
- **Female employees**: 9.8%

**Employee Numbers**

<table>
<thead>
<tr>
<th>Metric Name</th>
<th>Units 2022</th>
<th>Units 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Gender Pay Gap in Hourly Pay</td>
<td>% 3.5%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Mean Gender Pay Gap in Bonus Pay</td>
<td>% 54.1%</td>
<td>28.0%</td>
</tr>
<tr>
<td>Median Gender Pay Gap in Hourly Pay</td>
<td>% 3.5%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Median Gender Pay Gap in Bonus Pay</td>
<td>% 1.8%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Males receiving a bonus</td>
<td>% 98.0%</td>
<td>96.8%</td>
</tr>
<tr>
<td>Females receiving a bonus</td>
<td>% 100.0%</td>
<td>96.8%</td>
</tr>
</tbody>
</table>

**Proportion of gender in each pay quartile**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Male %</th>
<th>Female %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Quartile</td>
<td>89.3%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Upper Middle Quartile</td>
<td>94.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Lower Middle Quartile</td>
<td>94.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Lower Quartile</td>
<td>82.9%</td>
<td>17.1%</td>
</tr>
</tbody>
</table>

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

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. Furthermore, 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.

We recognize that our business partners and those with whom we conduct business with must comply with said labor and employment laws, including those that relate to child labor and forced labor. CF Industries expects all our business partners 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.

409 FORCED OR COMPULSORY LABOR
103-1-2,3  
(2021 GRI REFERENCE: 3-3)  
MANAGEMENT APPROACH  
See GRI Disclosure 408 – Child Labor – Management Approach  

408-1  
OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR
GRI Disclosure 408-1 – Operations and suppliers at significant risk for incidents of child labor.
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 SECURITY PRACTICES

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

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

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 this policy, 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 POLICIES 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 its 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 Industrie anti-harassment and discrimination policies. Our sales professionals are also provided annual anti-bribe 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.
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.

All 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.


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 reassessed 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. There 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.
419 SOCIOECONOMIC COMPLIANCE

109-1-2-3
(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.

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.
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

<table>
<thead>
<tr>
<th>Year ended December 31</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net earnings</strong></td>
<td>$3,937</td>
<td>$1,260</td>
</tr>
<tr>
<td>Less: Net earnings attributable to noncontrolling interest</td>
<td>(501)</td>
<td>(343)</td>
</tr>
<tr>
<td><strong>Net earnings attributable to common stockholders</strong></td>
<td>$3,436</td>
<td>$317</td>
</tr>
<tr>
<td>Interest expense—net</td>
<td>270</td>
<td>183</td>
</tr>
<tr>
<td><strong>Income tax provision</strong></td>
<td>1,158</td>
<td>283</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>850</td>
<td>888</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>$5,542</td>
<td>$2,172</td>
</tr>
<tr>
<td>Less other adjustments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization in noncontrolling interest</td>
<td>(87)</td>
<td>(95)</td>
</tr>
<tr>
<td>Loan fee amortization(1)</td>
<td>(4)</td>
<td>(4)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$5,880</td>
<td>$2,743</td>
</tr>
</tbody>
</table>

## Non-GAAP: reconciliation of cash from operations to free cash flow and free cash flow yield

<table>
<thead>
<tr>
<th>Year ended December 31</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>$3,185</td>
<td>$2,873</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(453)</td>
<td>(534)</td>
</tr>
<tr>
<td>Distributions to noncontrolling interest</td>
<td>(816)</td>
<td>(104)</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>$2,783</td>
<td>$2,155</td>
</tr>
</tbody>
</table>
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

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<tr>
<th>UN SDGs</th>
<th>Importance to CF Industries</th>
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<tbody>
<tr>
<td>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</td>
<td>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.</td>
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<td>Achieve gender equality and empower all women and girls</td>
<td>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.</td>
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<td>Ensure availability and sustainable management of water and sanitation for all</td>
<td>Water plays as 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.</td>
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<tr>
<td>Ensure access to affordable, reliable, sustainable and modern energy for all</td>
<td>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.</td>
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<td>End poverty in all its forms everywhere</td>
<td>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.</td>
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<td>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</td>
<td>We realize that we must continue to build a resilient and adaptive enterprise, in part by continuously updating the skillset of our people.</td>
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<td>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</td>
<td>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.</td>
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<td>Reduce inequality within and among countries</td>
<td>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.</td>
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<tr>
<td>Make cities and human settlements inclusive, safe, resilient and sustainable</td>
<td>We support local and national governments in this endeavor, and our interactions with policymakers support these values.</td>
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### UN SDGs

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<tr>
<td><strong>Ensure sustainable consumption and production patterns</strong></td>
<td>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.</td>
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<td><strong>Target urgent action to combat climate change and its impacts</strong></td>
<td>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.</td>
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<td><strong>Conserve and sustainably use the oceans, seas, and marine resources for sustainable development</strong></td>
<td>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.</td>
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<td><strong>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat deforestation, and halt and reverse land degradation and halt biodiversity loss</strong></td>
<td>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.</td>
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<tr>
<td><strong>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</strong></td>
<td>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.</td>
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<td><strong>Strengthen the means of implementation and revitalize the global partnership for sustainable development</strong></td>
<td>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.</td>
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Appendix B: CF Industries Key Issues

1. GHG Emissions: defined and calculated according to methodologies consistent with the Greenhouse Gas Protocol (GHG Protocol). 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 N2O), SO2, volatile organic compounds (VOCs) and NH3.

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 respondents and conduct regular scenario planning and analysis.

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.