



CF Industries 2023:  
Sustainability Summary

# Table of Contents

3	<b>About Our Sustainability Summary</b>
4	<b>A Conversation with CF Industries President and CEO Tony Will</b>
6	<b>Our Business</b>
8	<b>Our Team</b>
10	<b>What Sustainability Means at CF Industries</b>
12	<b>What Our Sustainability Efforts Mean for the World</b>
14	<b>Environment</b>
22	<b>Safety</b>
26	<b>Workforce</b>
32	<b>Community</b>
35	<b>Sustainable for the Long-Term</b>

# About Our Sustainability Summary

## CF INDUSTRIES' MISSION

# To provide clean energy to feed and fuel the world sustainably.

- We are the world's largest producer of ammonia, which has a chemical composition of  $\text{NH}_3$ .
- We are on a path to decarbonize our production network, underpinned by ambitious goals for 2030 and 2050.
- The nitrogen in ammonia and ammonia-derived fertilizers provides energy to crops to dramatically increase yields, helping feed the world's near 8 billion people while reducing land used for agriculture and preserving carbon sequestering forests.
- Energy-intensive industries, such as power generation and marine shipping, have identified ammonia as a clean energy source for the energy its hydrogen content provides without emitting carbon dioxide.
- We are focused on making our business sustainable for the long-term, from our environmental stewardship and safety focus to supporting and empowering our employees and local communities.

This 2023 Sustainability Summary provides an overview of our holistic approach to building a sustainable business for the long-term. This Summary provides highlights and examples of initiatives at CF Industries designed to meet our sustainability goals while effectively executing daily business operations and delivering value to our key stakeholders. This Summary was developed in tandem with our 2023 ESG Report, which contains greater detail on CF Industries' practices and performance in key environmental, social, and governance (ESG) areas.

For additional information on CF Industries' ESG program and performance, please visit [www.cfindustries.com/sustainability](http://www.cfindustries.com/sustainability). Further, for details on the Company's financial performance or commitment to inclusion, diversity and equity (ID&E), please see our 2022 ID&E Report [here](#). The 2023 ID&E Report will be available Q2 of 2024.

# A Conversation with CF Industries President and CEO Tony Will



## What is CF Industries' approach to sustainability?

Our approach to sustainability is grounded in our Do It Right culture. We do the right things for the right reasons. Today, this takes shape through our efforts to decarbonize our ammonia production process while also addressing other issues important to CF Industries and its stakeholders, including safety, inclusion and diversity, food security, nutrient management, biodiversity, and community involvement.

## How does safety fit in your sustainability agenda?

Safety is the foundation of our culture, and everything else we do builds on it. We are extremely proud of how our safety excellence is in many ways employee-led, demonstrated by the tremendous safety innovations developed at our locations as seen in our Wilson Safety Award. Focusing on safety not only puts our team first, but underpins our operational excellence. This enables us to achieve capacity utilization rates well above our peers with very high energy-efficiency, leading to a lower impact on the environment compared to our industry.

## How would you evaluate CF Industries' decarbonization progress?

We are very pleased with our industry-leading progress. At the end of 2023, the installation of one of the world's largest alkaline water electrolyzers at our Donaldsonville Complex in Louisiana was mechanically complete, with commissioning activities underway. This project will give us the ability to produce up to 20,000 tons of green ammonia annually, which is ammonia produced with hydrogen from water through an electrolysis process that produces no carbon emissions. Our landmark carbon capture and sequestration (CCS) project, also at Donaldsonville, continues to advance and is expected to start up in 2025. Once operational, our partner ExxonMobil will sequester 2 million tons of carbon dioxide annually from our facility that would otherwise be emitted to the atmosphere.

There is more to come. In 2023, our Board of Directors reviewed roadmaps to achieve our decarbonization goals. These roadmaps identify projects we believe we can execute in the coming years – such as implementing CCS at our Medicine Hat, Yazoo City, and Waggaman sites – as well as identify the sources of GHG emissions from our facilities that require additional technology development and are thus longer-term focus areas.

## How do you support CF Industries' employees?

We believe the CF Industries team is the best in our industry. Our 2,700 employees are critical to the success of our business and achieving our sustainability goals. We always look to empower them in their jobs, whether it is putting safety first above all else or providing benefits that can help enhance their physical, financial, and emotional work-related well-being. We also invest in their training and development. We are 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.

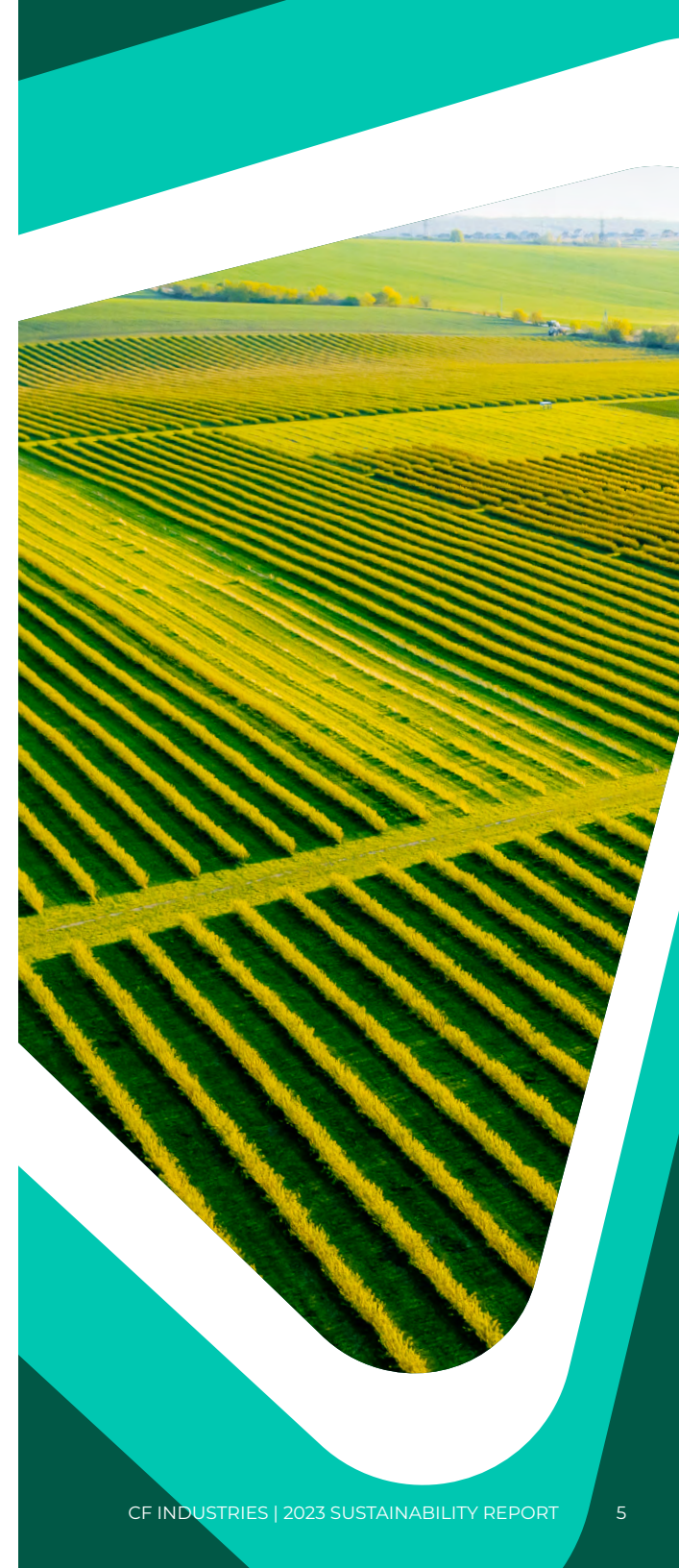
## What role do communities play in how CF Industries operates?

Being a good neighbor is very important to us. For us, this starts with safe operations at our facilities and the way we work to minimize environmental, safety, health, and other potential impacts on the local community. We also work and partner with first responders near our facilities for training and close coordination. In addition, we foster cooperative relationships and share information, listen, and be responsive to those that may be impacted by our operations.

Beyond our operations, our teams welcome the opportunity to give back to our neighboring communities. With direct contributions through our CF Industries Foundation, we prioritize supporting local organizations through each of our four Philanthropy Pillars: environmental sustainability, STEM education and awareness, healthy food access, and local community advancement. We also provide employees with a Volunteer Time Off (VTO) benefit that enables them to give back to their communities.

## How is sustainability related to your corporate strategy?

Our sustainability agenda is embedded in our corporate strategy and reflects the positive role we believe we can play in society. We believe our success across our initiatives will contribute to a healthier and more sustainable world. At the same time, we expect our success will drive growth, create opportunities for the CF Industries team, and build a stronger and more resilient company for the future. Taken together, these initiatives have created energy and purpose at CF Industries as we pursue a future we are excited to achieve.



# Our Business

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, which has a chemical composition of  $\text{NH}_3$ . Ammonia is one of the most important chemical compounds on earth, essential to human life.

**With our commitment to decarbonize our production network and leverage our unique capabilities to accelerate the world's transition to clean energy, we have a unique role to play in addressing some of the world's most critical needs.**

# Global Need



**Food to feed a growing population**



**Clean fuel to power the world's future**



# Ammonia's Role



The nitrogen content in ammonia and ammonia-derived fertilizers plays an essential role in enabling the increased level of food production. It is estimated that manufactured fertilizer is responsible for 50% of the world's food. Fertilizer production has been CF Industries' primary focus for more than 75 years.



Many energy-intensive industries view ammonia's hydrogen content as a scalable source of clean energy that can help reduce their own carbon footprints. Ammonia represents an efficient mechanism to both ship and store hydrogen and has potential to serve as a clean energy source in its own right, as it does not contain or emit carbon.



## Challenge



Conventional ammonia production is an energy-intensive process with carbon dioxide (CO<sub>2</sub>) as a byproduct. These emissions make ammonia and nitrogen fertilizer a significant contributor to the carbon footprint of the food and agricultural value chain and limit conventional ammonia's potential as a clean energy source for hard-to-abate industries.

## CF Industries' Solution



Decarbonize our production network. Our committed goals include:

- Reducing our Scope 1 carbon dioxide-equivalent emissions intensity by 25% by 2030 (compared to a 2015 baseline).
- Achieving net-zero Scope 1 and Scope 2 carbon emissions by 2050.
- Reducing our Scope 3 emissions by 10% by 2030 (compared to a 2020 baseline).

We are seeking to achieve these goals through investments to reduce emissions from current operations and advance new project builds and partnerships with other leading companies.

## Business Outcome



Enhance and strengthen existing business for the long-term by providing energy to crops through low-carbon ammonia and nitrogen fertilizers.



Provide low-carbon ammonia to hard-to-abate industries as a clean energy source represents a significant growth opportunity for the Company to meet new demand for its core product.



# Our Team

Our Core Values – **We Do It Right, We Do It Well, We Execute as a Team, and We Take a Long-Term View** – drive everything we do at CF Industries. These values provide the foundation of each employee’s experience and how we serve those who touch our business. Supported by our Core Values, CF Industries’ Vision, Mission, and Strategy guide our daily activities and set the framework for executing our clean energy initiatives.



## 2,700

high-performing team members known for their devotion to operational excellence.

## 58%

of our workforce has been with CF Industries for 5 years.

## 670

employees are involved in our Inclusion Resource Group.

Employees based in each country

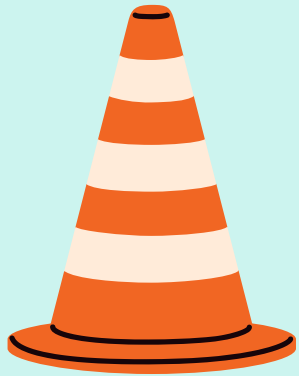
United States  
**78%**

Canada  
**15%**

United Kingdom  
**7%**







0.36

incidents per 200,000 work hours, which is significantly better than industry averages.

4,267

performed hours of community service through our Volunteer Time Off (VTO) program.



We are the world's largest producer of ammonia with an annual average capacity of approximately 10.4 million tons.

Our employees conduct operations in 35 manufacturing complexes, distribution facilities, and corporate offices in the United States, Canada, and the United Kingdom.



84%

of our revenue in 2023 was generated in North America.



Recognized as one of Forbes' World's Best Employers and World's Best Mid-Sized Employers, Newsweek's Most Responsible Companies, and WSJ's Management Top 250.

# What Sustainability Means at CF Industries

Our sustainability efforts are rooted in our mission to meet the world's food and fuel needs, today and tomorrow. Broadly, we have four focus areas that reflect our values and our commitment to our stakeholders to build a sustainable business for the long-term.



## Environment

Decarbonizing our own operations and helping other industries do the same while being a steward of natural resources.



## Safety

Equipping our employees with proper knowledge, tools, and procedures to prioritize their wellbeing and efficient operations.



## Workplace

Recruiting, developing, and supporting diverse talent to enable long and fulfilled careers for all our people.



## Community

Extending our leadership beyond our operations to be a good citizen and engage and support local initiatives.

These focus areas encompass issues such as Inclusion, Diversity and Equity (ID&E), safety, food security, nutrient management, nature and biodiversity, and community involvement. Our focus areas align with the interests and needs of our key internal and external stakeholders, including our employees, customers, suppliers, industry partners, investors, policymakers, and the communities where we live and work. The engagement, involvement, and opinions of our stakeholders are critical to the success of CF Industries, so we regularly engage with them on our sustainability efforts.

As we continue to advance our strategy, we create growth opportunities for employees; foster safety excellence within our facilities, communities, and multiple industries; reduce our impact on the environment; and enhance the Company's positive impact on our neighbors. Each of these focus areas bolsters and accelerates CF Industries' role in global decarbonization and energy transition efforts. The breadth of our network and clean energy initiatives, in tandem with our deeply rooted expertise in ammonia, has positioned CF Industries as a leader in sustainability.



## CF Industries recognized as leader in sustainability

Union Pacific Railroad recognized CF Industries, along with 11 of its other customers and suppliers, as a recipient of the railroad's first-ever Sustainability Partner Award. The Award honors partners who have demonstrated commitment and progress toward achieving sustainability goals. CF Industries was among the six customers awarded for the innovative steps taken to reduce the environmental impact of our operations, along with our track record of collaborating effectively with key stakeholders, communities, and business partners.



### Our approach to ESG & Sustainability

For more detailed information about the specific material topics<sup>1</sup> we've identified in relation to ESG and how we're holding ourselves accountable, please visit our 2023 ESG Report at [www.cfindustries.com/sustainability](http://www.cfindustries.com/sustainability).

<sup>1</sup> CF Industries utilizes GRI's definition of material topics. GRI defines Material Topics as: topics that represent the organization's most significant impacts on the economy, environment, and people, including impacts on their human rights. GRI 3: Material Topics 2021 (p. 26).

# What Our Sustainability Efforts Mean for the World

Our focus on sustainability helps us play a leading role in advancing efforts around both food security and the clean energy transition. Decarbonization of the Company's ammonia production network is at the heart of these efforts. Producing ammonia with a low- or zero-carbon footprint, as opposed to traditional production processes, enables its use as a clean energy source. This includes use as a low-carbon fertilizer to reduce the carbon footprint of food production and enable ethanol as a sustainable aviation fuel. It also includes new applications and sources of demand, such as power generation and as a marine shipping fuel.



## CF Industries Collaboration with CHS Inc.

In 2023, we launched a collaboration with CHS Inc., the nation's leading agribusiness cooperative, to accelerate quantifiable and certifiable GHG reductions in agriculture and food systems. The increased production and distribution of low-carbon nitrogen fertilizer sits at the heart of this effort. Together, both companies will promote the use of low-carbon nitrogen fertilizer to help farmers and crop end users reduce the overall carbon footprint of agriculture.

**"Nitrogen fertilizer is critical to plant growth; zero or low-carbon fertilizer can be an important tool as we pursue solutions that help growers simultaneously achieve their crop production and sustainability goals."**

**Brian Schouvieller**  
Senior Vice President of Commercial Trade and Risk Management at CHS Inc.

In addition, we continue to work with leading fertilizer organizations and other stakeholders to promote an expansion of sustainable farming practices to reduce on-field emissions, including to improve nutrient use efficiency and soil health, and encourage regenerative farming with strong nutrient stewardship practices.

Beyond reducing agricultural emissions, ammonia can also address other hard-to-decarbonize industries' challenges. CF Industries is engaged with several industries where ammonia is considered to be a potential solution in the energy transition, including:



As we provide ammonia to hard-to-abate industries, CF Industries will work closely with our partners to ensure the safe transport, storage, and usage of ammonia.

Similarly, we are closely aligned with the communities where we work and live, as they are the heartbeat of our global clean energy efforts.

*It is our privilege to be able to live out our mission, and we believe in giving back to the areas that enable us to do so.*



### Power Generation

Engaging with industry partners, particularly in Japan and South Korea, to supply low-carbon ammonia to reduce coal use and emissions in existing power plants.



### Maritime Fuel

Serving as a strategic resource to our partners through the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping and seeking opportunities to advance ammonia's prospects as a fuel source.



### Ethanol and Sustainable Aviation Fuel (SAF)

Advancing the use of clean ammonia directly as a fuel for other uses and to reduce the carbon intensity of ethanol, which is being considered for use as SAF.



### Traditional Agriculture and Consumer Packaged Goods (CPG)

Working closely with companies who are considering low-carbon nitrogen fertilizers to achieve decarbonization targets through an additional, measurable, and certifiable method.

# Environment

CF Industries acknowledges the critical importance of reducing GHG emissions worldwide to address climate change. Beginning in 2020, CF Industries established a series of GHG reduction goals that are at the heart of our strategy to leverage our unique capabilities to accelerate the world's transition to clean energy. These goals align with our long-standing commitment to environmental stewardship as well as with our stakeholders' and society's interests in reducing GHG emissions.

We also acknowledge the critical importance of nature and biodiversity to human life and the global economy and are committed to being responsible stewards of the environments where we operate. In 2023, the Company established a new goal to develop a strategic plan to address our impact on nature and biodiversity. This new goal will help formalize our long-standing, comprehensive, and intentional approach to protecting nature, which focuses our actions in four areas that we believe are most relevant to our operations: biodiversity, climate, soil health, and water.



# Our Environmental Goals

We track our progress on the goals below to ensure we are responsible stewards in the environments in which we operate. For more information on our environmental goals, including those relating to our decarbonization strategy and our nature-based strategies, please read our [2023 ESG Report](#).



Reduce total Scope 1 CO<sub>2</sub>-equivalent (CO<sub>2</sub>e) emissions by 25% per ton of product by 2030 (2015 baseline year).

IN PROGRESS



Reduce Scope 3 emissions by 10% by 2030 (2020 baseline year).

IN PROGRESS



Achieve net-zero Scope 1 and 2 greenhouse gas emissions by 2050.

IN PROGRESS



Develop, implement, and maintain an integrated nature strategy based on the Company's material issues, including with respect to nutrient & water stewardship, soil health, and biodiversity.

IN PROGRESS

NEW

## Progress made against our Clean Energy Strategy in 2023

Progressed **carbon capture and sequestration (CCS) project** in Donaldsonville, Louisiana, and analyzed feasibility of additional CCS projects at existing and potentially new facilities.

Mechanically completed North America's **first commercial-scale green ammonia production plant**.

Developed **decarbonization roadmap** that outlines the necessary steps and partnerships required to meet goals.

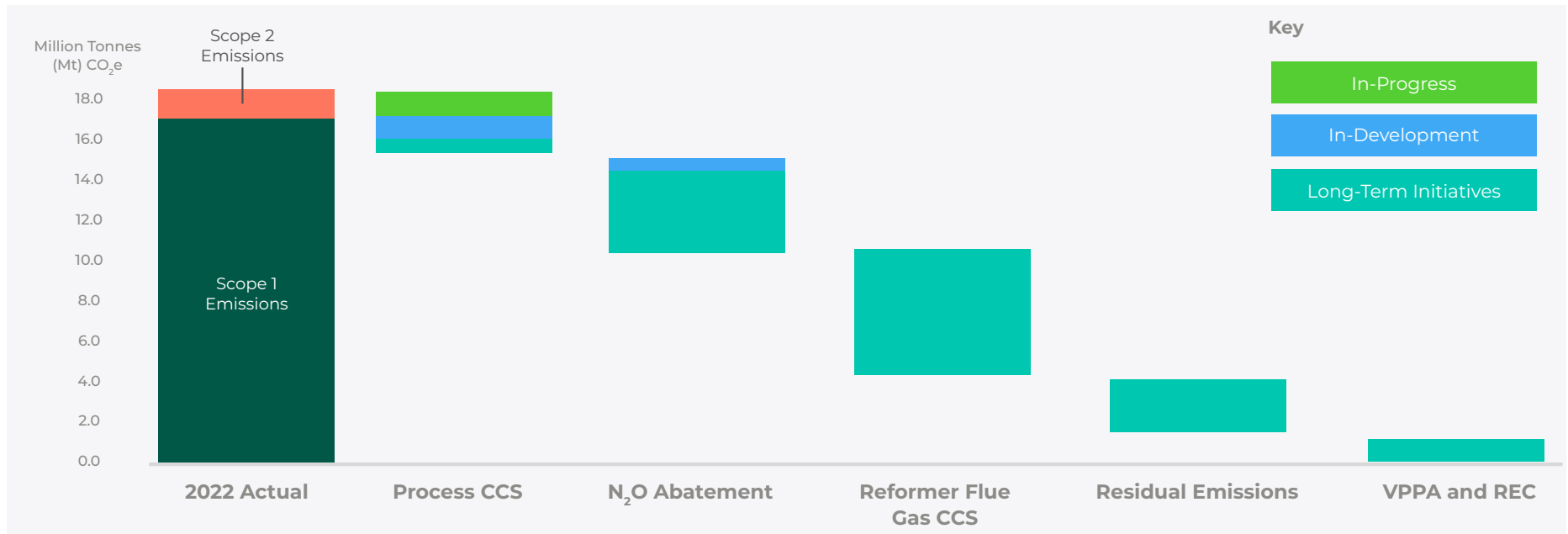
Collaborated with CHS Inc. to accelerate the adoption and broaden the distribution of **low-carbon nitrogen fertilizers** to farmers.

# Decarbonizing CF Industries' Footprint

CF Industries takes a comprehensive approach to decarbonization, focusing across the entire ammonia production value chain. We evaluate both where we can have a direct impact on reducing emissions (Scope 1 and 2 emissions), as well as where we can partner with third parties to address emissions that occur outside of our facilities (Scope 3 emissions).

In 2023, CF Industries established a roadmap to achieving our 2030 Scope 1 emissions intensity goal as well as a path forward to reach net-zero carbon by 2050. CF Industries' Scope 1 total emissions reduced to 17.8 million tonnes of CO<sub>2</sub>e in 2023 and the Scope 1 emissions intensity reduced to 1.90 TE CO<sub>2</sub>/ TE NH<sub>3</sub>. Our Scope 2 and 3 emissions remained unchanged.

## CF Industries Roadmap to 2050



Since 2015, our progress in Scope 1 emissions intensity has been driven largely by efficiency improvements within our existing network and the construction or acquisition of ammonia plants that are among the most energy efficient in the world. These added ammonia plants produce less CO<sub>2</sub> per ton of ammonia but increase our absolute CO<sub>2</sub>-equivalent emissions. Based on the decarbonization initiatives on our roadmap, we expect to see absolute emissions and emissions intensity fall in the coming years.



# CF Industries' Decarbonization Initiatives and Strategy

Since 2020, CF Industries has advanced industry-leading projects to decarbonize our ammonia production network.

## Notable CF Industries 2023 projects in progress



- **North America's first commercial-scale green ammonia capacity (Scope 1):** Invested \$100 million to construct one of the world's largest alkaline water electrolyzers at our Donaldsonville Complex in Louisiana. The electrolyzer is mechanically complete, with commissioning activities underway. Once operational, CF Industries will have the ability to produce up to 20,000 tons of green ammonia annually, which is ammonia produced with hydrogen from water through a process that produces no carbon emissions.
- **Donaldsonville Complex carbon capture and sequestration (CCS) project (Scope 1):** CF Industries is investing \$200 million to build a dehydration and compression unit at our Donaldsonville site. This unit will be operational by 2025 and enable ExxonMobil, our partner, to transport and permanently store 2 million tons of CO<sub>2</sub> per year that would otherwise be emitted to the atmosphere.
- **Certified natural gas purchases (Scope 3):** In 2024, CF Industries is doubling our purchase of certified natural gas, which is independently certified to have 90% lower methane emissions intensity – the ratio of methane emissions to natural gas produced – than the industry average. Methane emissions throughout the natural gas supply chain are the second largest source of Scope 3 emissions for CF Industries.



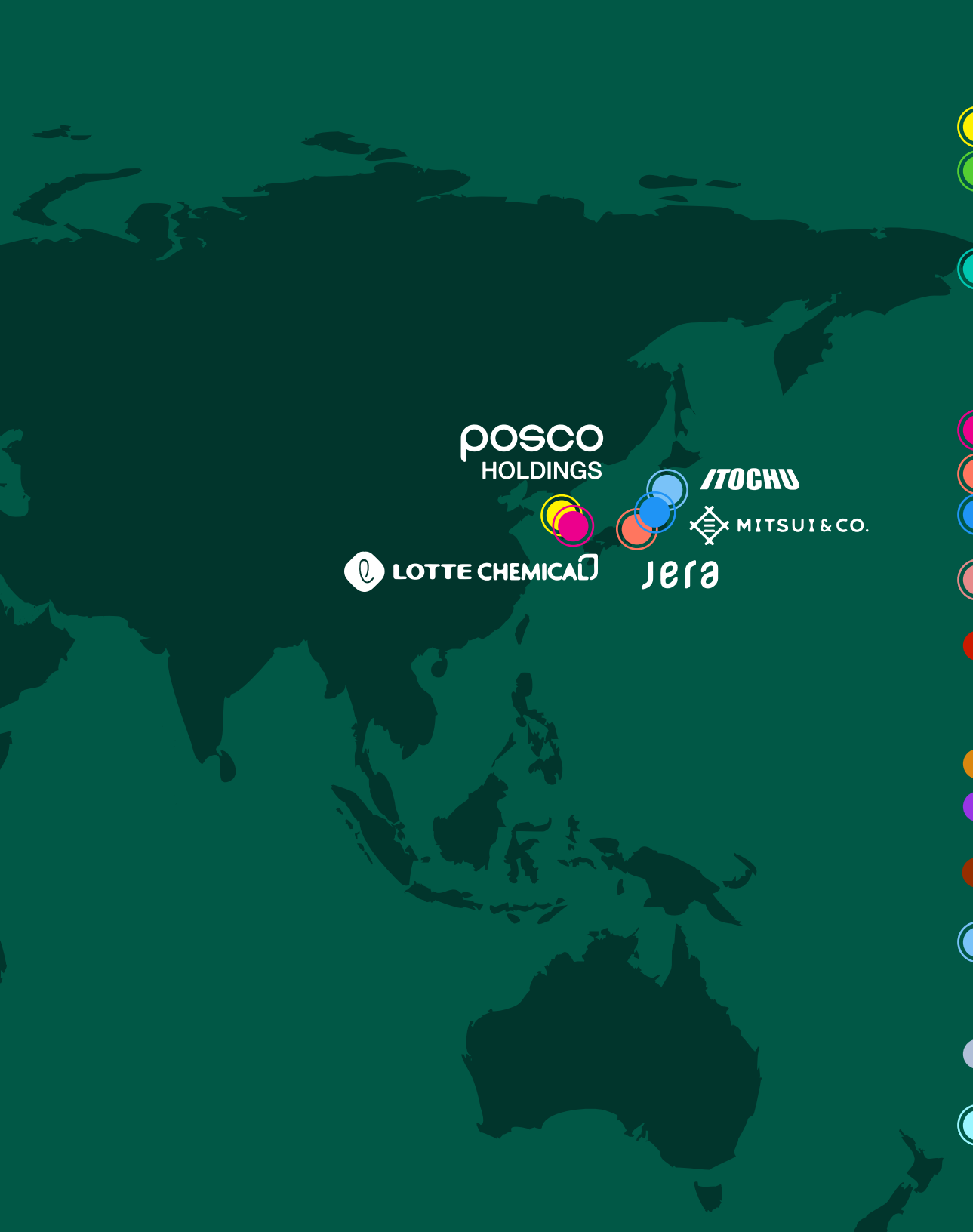
- **Proposed carbon capture and sequestration projects at Medicine Hat, Yazoo City, and Waggaman Complexes (Scope 1):** CF Industries has the opportunity to permanently store a significant volume of CO<sub>2</sub> that would otherwise be emitted to the atmosphere. The specific volume for each project will be communicated at a later date.
- **Renewable energy certificates (RECs)/Power purchase agreements (PPAs) (Scope 2):** The Company is in discussions regarding purchasing RECs and entering into PPAs in order to increase, track, and account for our clean energy purchases.
- **Alternative ammonia production technology combined with CCS (Scope 1):** We are evaluating the technical feasibility and cost of an autothermal reforming (ATR) ammonia facility that, when combined with CCS, could decrease emissions from the ammonia manufacturing process by 90% compared to conventional ammonia plants.
- **Flue Gas CCS (Scope 1):** We are evaluating the technical feasibility and cost of installing flue gas CO<sub>2</sub> capture technology at an ammonia plant. Flue gas currently accounts for approximately 40% of CO<sub>2</sub> during the ammonia production process.
- **N<sub>2</sub>O Abatement (Scope 1):** CF Industries has N<sub>2</sub>O abatement in place at approximately one-third of our nitric acid plants. We continue to evaluate N<sub>2</sub>O abatement on our remaining nitric acid plants and, in 2023, we added continual emissions monitoring systems to unabated plants to provide more accurate and timely data about their emissions footprint.

# Emerging Projects and Partnerships

As we continue to advance our clean energy strategy, we have made – and will continue to make – meaningful alliances with other companies and organizations.



-  Headquarters of companies CF Industries is collaborating with
-  Project location



-  **POSCO Holdings Inc.** (Pohang-si, South Korea)
-  **CHS Inc.** – Accelerating quantifiable and certifiable agriculture and food system GHG emissions reductions. (Minnesota, U.S.)
-  **World Business Council for Sustainable Development (WBCSD)** – Working with SBTi to develop a sectoral decarbonization approach for the nitrogen fertilizer industry; continued collaboration on outcome-based metrics for regenerative agriculture. (Geneva, Switzerland)
-  **LOTTE Chemical** (Seoul, South Korea)
-  **JERA Co., Inc.** (Tokyo, Japan)
-  **Mitsui & Co.** – Exploring low-carbon ammonia production in the U.S. (Tokyo, Japan)
-  **Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping** (Copenhagen, Denmark)
-  **ExxonMobil** – Partnering on landmark CCS project at Donaldsonville to eliminate 2 million tons of CO<sub>2</sub> from our operations, annually. (Donaldsonville, Louisiana, U.S.)
-  **Yazoo City Complex** (Yazoo County, Mississippi, U.S.)
-  **SE Alberta Hydrogen Task Force** (Medicine Hat, Alberta, U.S.)
-  **Ontario’s Hydrogen Hub in Sarnia-Lambton** (Courtright Complex, Ontario, CA)
-  **Itochu Corporation** – Participating in joint study framework to verify and organize common issues regarding ammonia usage in maritime fuel. (Tokyo, Japan)
-  **Waggaman Ammonia Production Facility** (Jefferson Parish, LA)
-  **Hydrogen Council** (Brussels, Belgium)

## Why Carbon Capture and Sequestration?

CCS is a safe, proven, and highly regulated approach to scalable CO<sub>2</sub> emissions reductions on a quicker timeframe than emerging technologies that may not significantly contribute to decarbonization for decades. As a result, CCS is central to CF Industries' decarbonization initiatives.

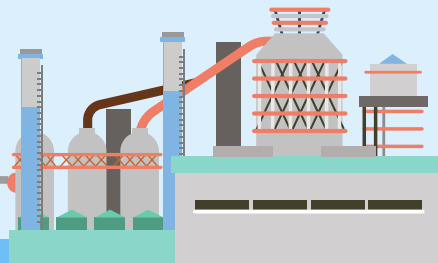
### How CCS Works

#### 1. CO<sub>2</sub> Capture



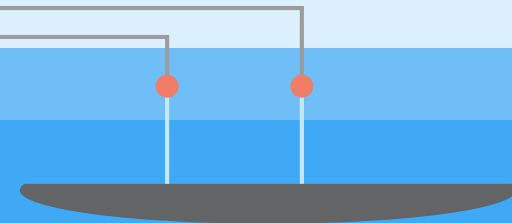
CO<sub>2</sub>, a byproduct of the ammonia production process, is **captured** before it is released into the atmosphere.

#### 2. CO<sub>2</sub> Dehydration and Compression



The CO<sub>2</sub> is **dehydrated and compressed** into a fluid at an industrial facility to enable it to be transported and permanently stored in underground geologic formations.

#### 3. Transportation and Sequestration



The CO<sub>2</sub> is **transported** to deep geological formations for permanent storage. To ensure that the CO<sub>2</sub> is securely contained and not impacting groundwater, surface and subsurface monitoring is performed at each stage of the process.

# Nature and Biodiversity

At CF Industries, we have a long-standing and intentional approach to protecting nature, which focuses our actions on four areas that we believe are most relevant to our operations: biodiversity, climate, soil health, and water. In 2023, we added a specific goal focused on developing and implementing an integrated nature strategy, including with respect to nutrient and water stewardship, soil health, and biodiversity. More information on these categories can be found in our [2023 ESG Report](#).



## Biodiversity

As we work to integrate further biodiversity approaches into our strategy, we remain committed to maintaining compliance with regulations that protect our environment and conditions outlined in our operating permits. We do not operate in locations with high biodiversity risk and we are working to develop a formal corporate biodiversity strategy to continually improve our nature management practices. Outside of our operations, we are working with industry partners, such as WBCSD and the International Fertilizer Association, to develop industry-wide best practices for properly managing biodiversity.



## Climate

We manage climate through our ongoing efforts to decarbonize our production network as well as partnerships to support decarbonization of upstream and downstream activities. For more information, please see the Decarbonizing CF Industries' [Environmental Footprint section of this report](#).



## Soil Health

CF Industries has a long-standing focus on promoting best practices relating to nutrient stewardship and soil health. Because we do not sell our products directly to farmers, we work with and support third-party organizations better situated to directly influence the agriculture value chain.



## Water

CF Industries uses water for steam generation, cooling, and as an additive in our products. None of our facilities operate in water scarce areas, as verified by cross-referencing against the World Resource Institute's Aqueduct Water Risk Atlas. We have developed a water resource management plan and a range of initiatives focused on water consumption and reuse. Today, our operations recycle every gallon of water withdrawn approximately 30 times.

Kimberly Wahnee, the Environmental Superintendent at CF Industries' Verdigris Complex, fully understands the importance of her role for the business and the surrounding environment and community. One example of this impact is the waste and recycling program that allows for multiple types of materials to be recycled together.

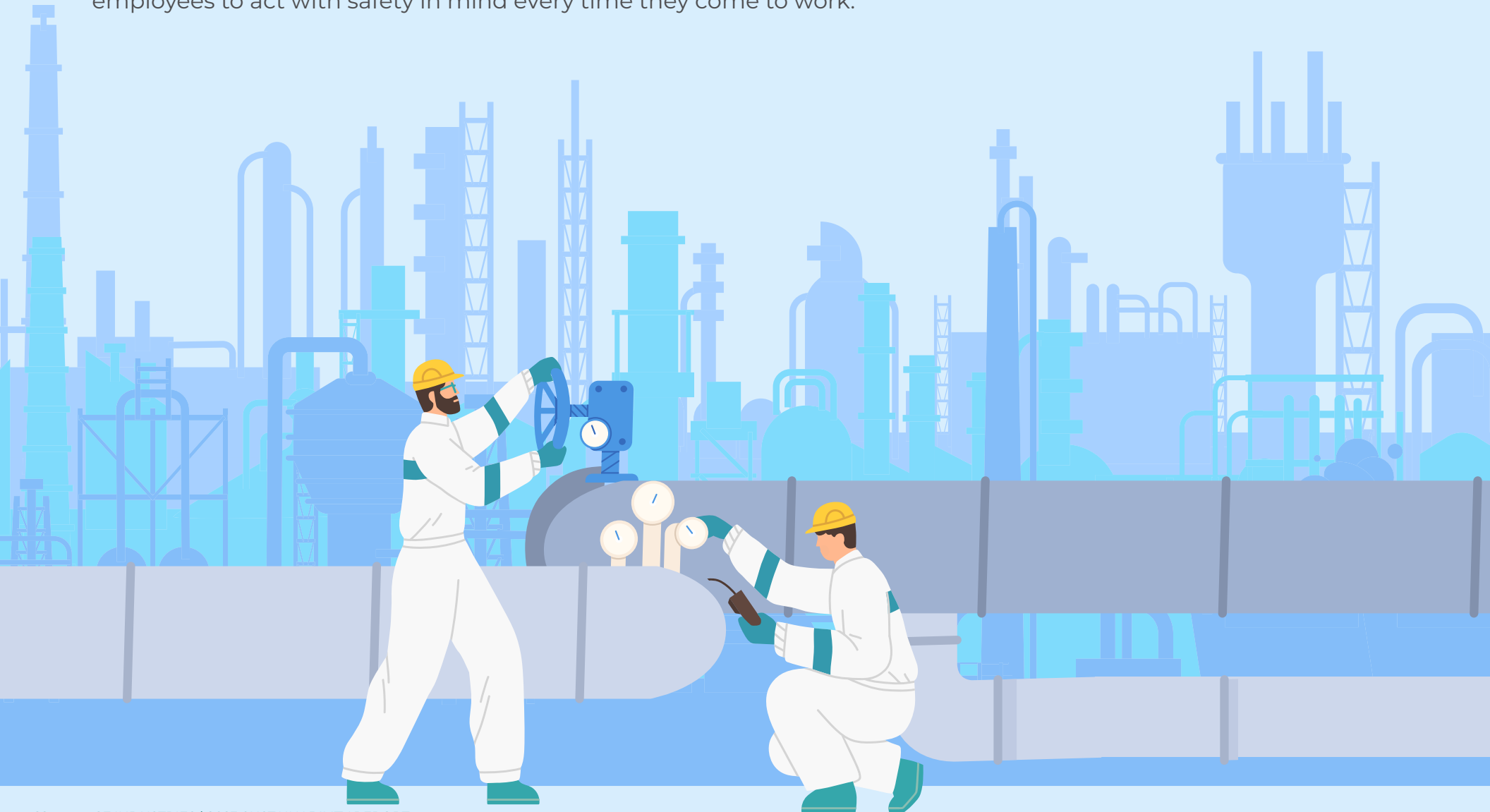
**“Through this process, the recyclables are sent to a materials recovery facility where it is separated and recovered at a rate of over 95%,” Kimberly said. “The leftover waste is then sent to Oklahoma’s only waste-to-energy landfill, which produces clean renewable energy for more than 20,000 people.”**

This new program has not only optimized CF Industries' internal waste disposal processes, but also made a positive environmental impact on the greater Oklahoma community.



# Safety

The foundation of our culture is an unwavering focus on occupational and process safety. Our approach to safety includes equipping our employees with the proper safety knowledge, tools, and procedures as well as empowering employees to act with safety in mind every time they come to work.



# Our Safety Goals

We focus on protecting and supporting our employees and the communities in which we live and work. For more information on our safety goals, including our comprehensive EHS (Environmental, Health, and Safety) program and key safety metrics, please read our [2023 ESG Report](#).



Achieve annual aggregated safety grades > 80% for at least 95% of all employees at manufacturing and distribution sites.

ACHIEVED IN 2023; ONGOING GOAL



Close management of changes in current year within 90 days of pre-startup safety review.

ACHIEVED IN 2023; ONGOING GOAL



Complete safety critical equipment inspections per schedule.

ACHIEVED IN 2023; ONGOING GOAL

## Safety progress made in 2023

12-month recordable incident rate **significantly better** than industry averages.

Launched **Start Right**, which focuses on employees' being mentally and physically prepared for work.

Implemented an **EHS Dashboard** to track key EHS metrics and conformance with Company EHS and operational standards.

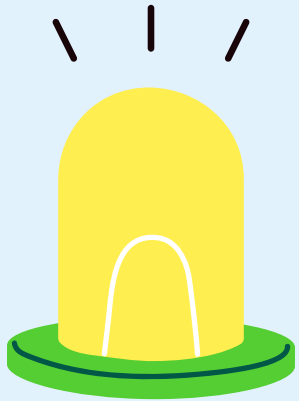
Created **Process Safety Week**, which focuses on educating employees on process safety by breaking down industry jargon that can often serve as a barrier to broader understanding.

Through our third **safety culture perception survey**, each of our sites have shared information and developed action plans to improve our safety strategies in 2024.

# Prioritizing Safety On-Site and Off-Site

In the middle of 2023, we experienced an increase in our 12-month rolling recordable incident rate due largely to an uptick in “slip, trip, and fall” incidents and readiness issues. This led to the development and launch of “Start Right.” Start Right combines mind, body, and balance preparedness into a repeatable and customizable practice based on job function. This includes stretching, core strengthening, ergonomic, and mental health modules. We also facilitated on-site physical therapist sessions to aid with employees’ mobility.

We have in-house initiatives that train our employees and contractors to act in accordance with our corporate safety philosophy.



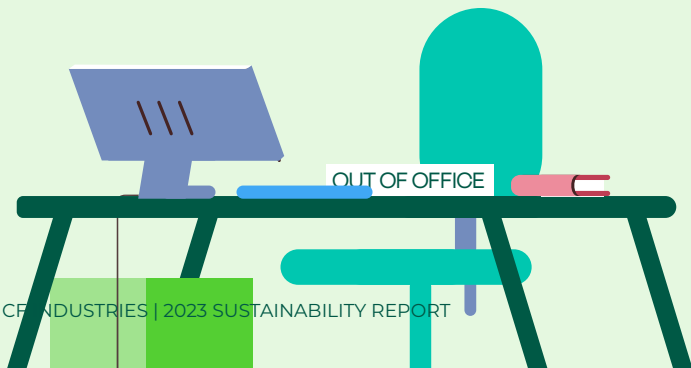
Recordable Incident Rate (RIR)

**0.36**  
incidents per  
200,000 hours.

**0.11**

Days Away Restricted or Transferred (DART) Incident Rate

workplace injuries or illnesses that result in an employee being away from work.



**0.04**

Lost Time Incident Rate (LTIR)

workplace incidents that result in time lost at work.



# Fostering a Culture of Safety Excellence



## Be Strategic

- Plan for continuous improvement in safety
- Know and act on safety data trends
- Align management systems to support safety



## Be Tactical

- Model “Do It Right”
- Build safety knowledge and competence
- Set clear expectations and define your role in safety



## Be A Coach

- Engage in open conversations with your team
- Understand the why behind at-risk behaviors
- Conduct observations and safety leadership activities



## Be Symbolic

- Demonstrate care for your team
- Be personally accountable and own it
- Recognize success in others and celebrate it

At CF Industries, we hold our contractors to the same safety standards as our employees. As part of our contractor screening process, we assess all contractors to ensure they have adequate safety management systems in place that align with or exceed our standards. To that end, we actively invest in training our vendors, on-site contractors, and other third parties with whom we engage to ensure overall safe operations.

Plant turnarounds at CF Industries manufacturing locations - large, planned maintenance activities - are another great opportunity for the Company to engage with contractors. For these activities, we host a safety training boot camp that includes individualized training so that all contractors understand our safety expectations, processes, policies, and procedures specific to their job functions. We also conduct our Contractor Executive Engagement Program with the contractor’s senior leadership team in connection with turnarounds to reinforce CF Industries’ goal of safety excellence at the management level.

As the potential uses for clean ammonia grow, we are leading efforts to amplify our safety-first approach throughout the industry and with new industry partners. More information about this is available in our [2023 ESG Report](#).

## 2023 Winner Wilson Award for Safety Excellence

Each year, we recognize employee safety innovations and improvements with the Wilson Safety Award. This award recognizes new processes that reflect our Do It Right culture. We focus on innovations that promote outstanding safety performance and continuous improvement, and that are transferable to other sites.

Courtright identified a way to clear drain valves safely and reliably using a rodding tool. This is an important safety innovation because it supports our ability to maintain our process equipment, which requires carefully depressurizing and draining prior to maintenance activities. Bleed valves are used to release remaining pressure and drain materials from piping. However, blockages can occasionally prevent proper drainage. Courtright’s Wilson Safety Award winning idea directly addresses that challenge.

# Workforce

CF Industries is committed to creating a culture where all employees feel safe to respectfully voice their ideas and bring their fully authentic selves to work – to feel seen, heard, and valued. We are also focused on promoting employees' health and well-being with competitive salaries, comprehensive benefits, career growth, development opportunities, and by upholding a culture of inclusion and belonging.

We strive to be an employer of choice, working to organize our global workforce around a collaborative spirit that delivers steady progress against our goals while supporting every member of our team.



# Our Workforce Goals

We are committed to supporting our existing workforce while devoting significant resources toward hiring and developing diverse talent. For more information on our workforce, please read our [2023 ESG Report](#).



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

IN PROGRESS



**Increase representation of females and persons of color in senior leadership roles (director level and above) to at least 30% by 2025.**

ACHIEVED IN 2023; ONGOING GOAL

## Emerging Projects and Partnerships for our Workforce

Recognized as one of Forbes' World's Best Employers and World's Best Mid-Sized Employers, Newsweek's Most Responsible Companies, and WSJ's Management Top 250.

Launched a career planning framework that provides additional support to career progression within CF Industries via both vertical and horizontal movement. Plans can include training, project recommendations, and other critical career planning insights based on their career interests and skillsets.

Grew our Inclusion Resource Group (IRG), which enables employees to create an inclusive workplace, from 150 employees to 670 employees.

# Inclusion, Diversity & Equity

Through our ID&E initiatives, we prioritize elevating diverse perspectives and creating an inclusive, equitable working environment. We believe this not only brings out the best in all our team members, but helps ensure we are better equipped to achieve our mission to feed and fuel the world sustainably by attracting and retaining top talent, improving business efficiency, bolstering the overall resilience of our workforce, and driving greater collaboration and innovation.



# Our 2023 Initiatives



### ID&E dashboard

Launched an ID&E dashboard to collect, monitor, and analyze data related to promotions, talent pipelines, retention, and leadership transitions for underrepresented groups.



### Corporate membership with HBCU Connect

Implemented a networking platform to reach and recruit students from historically black colleges and universities.



### Corporate and site-specific recruiting events

Sponsored and attended three major corporate and site-specific recruiting events including the Women in Agribusiness Conference, Society of Women Engineers, and the Society of Professional Engineers.



**Partnership with datapeople**  
Implemented software to improve job descriptions with the goal of increasing the number of diverse candidates.



**Partnership with Jopwell**  
Utilized a recruiting platform that connects us with diverse professionals and students, focusing on areas such as finance and IT.

## 2023 ID&E Learning Opportunities

In 2023, we continued our partnership with Blue Ocean Brain, which provides weekly short training modules on specific ID&E topics. In the spirit of this continued learning, we launched a mentoring program called Creating Connections and Nurturing Talent. This program offers a focus on personal development and how that leads directly to professional development. Our mentors have specific expertise in the ID&E field and equip their mentees with resources on topics such as emotional intelligence and cultural competence. We also continued our existing mentoring program, Mentoring@CF, which has over 180 mentor-mentee pairings. Our annually required online learning program, Positive Workplace Training and Unconscious Bias, assists managers and leaders to teach employees how to disrupt everyday bias.

## Supporting Our Employees

### Benefits and Employee Retention

CF Industries offers industry-leading benefits to help employees meet their physical, financial, emotional, and work-related goals.



#### Healthcare

High-quality and affordable healthcare benefits, including medical, dental, and vision coverage, and access to occupational, primary, and preventative healthcare through our onsite clinics.



#### Financial

Retirement savings benefits include 401(k), life and disability insurance programs, pension plans, and financial coaching programs.



#### Lifestyle

Tools and resources provided including vacation, sick time, scheduled and floating holidays, and volunteering.

## Professional Training and Development

CF Industries employees have access to the tools and knowledge necessary to develop their careers and reach their potential. Our commitment encompasses mandatory training and opportunities for self-guided learning.

LinkedIn Learning courses are available for employees to sharpen their skills. This year, we saw an increase in utilization of professional development courses, with approximately 50% of employees logging time on the platform. Every year, we conduct a LinkedIn Learning Challenge to incentivize our employees to watch short courses to bolster skills relevant to their roles and responsibilities, awarding employees who complete the challenge with a raffle prize.

Our Front-Line Leadership Development Program (FLDP) has been in place since 2014 and has continued to train new managers and supervisors. We recently completed one cohort and have a second one in progress which will include a section on inclusive leadership. CF Industries routinely conducts talent assessments to identify high-achieving employees who may be future leaders.

Additionally, CF Industries is developing an Executive Development Program in partnership with Northwestern University's Kellogg School of Management. Launching in 2024, this program is meant to sharpen the management skills of high-level executives.



In 2023, CF Industries hosted its fifth annual Technical Conference, which provides employees of all skill levels a forum to network with peers and learn from expert speakers on subjects related to technology, innovation, and professional growth. Steve Jonkhans, Maintenance Manager and Chair of the Technical Conference committee, noted that the committee intentionally maintained a focus on process safety throughout programming.

**"It was a great opportunity to share the "why" behind a lot of our process safety standards and best practices."**

# Community

At CF Industries, we are committed stewards of the communities where we live and operate while also taking a broad view of our role in society and our capacity to make a difference well beyond our facilities. This commitment has helped us build a proud history of responsible operations, authentic engagement, meaningful investment, and preservation of natural resources.





# Our Community Goals

Our work wouldn't be possible without the talent and support of the communities we call home. CF Industries' community goals are structured to drive lasting, positive impact where we operate. CF Industries works closely within our local communities to establish cooperative relationships, communicate with key stakeholders, and partner with first responders and others to promote a safe environment for all.



**Achieve 25% employee participation in our Volunteer Time Off Program, which provides CF Industries employees with paid time off to serve their local communities.**

IN PROGRESS



**Increase and maintain ongoing engagement and support of our local communities with an expanded corporate giving philosophy to include environmental sustainability, food access and security, STEM education, and first responders within our local communities.**

IN PROGRESS

## Our Community Impact in 2023

The CF Industries Foundation made its first grants in 2023. These include \$50,000 to the Chicago High School of Agricultural Science, a Chicago Public School focused on preparing students for opportunities in agriculture, and a \$120,000 grant over three years to Second Harvest Food Bank of Greater New Orleans and Acadiana to support the organization's programs to improve food access in the Waggaman, Louisiana, area of Jefferson Parish.

Beyond the Foundation, CF Industries contributed \$2.6 million in 2023 to charitable organizations.

22% of employees used their Volunteer Time Off benefit to support charitable organizations important to them.

## How We Give Back

Our employees take pride in giving back to the communities where we live and work. To further enhance how we support charitable organizations, we launched the CF Industries Foundation in late 2022, a not-for-profit corporation founded and supported by the Company to advance philanthropic goals and develop programs that further our charitable objectives. To maximize our impact, we focus on four pillars of giving, which are aligned to the needs of our communities and capabilities of our Company. Moving forward, we expect to place increased focus on ensuring equitable distribution of in-person volunteer hours and financial donations across each area.

## 2023 Progress Highlights

### Environmental Sustainability

CF Industries contributed \$100,000 to the Gulf Coast Restoration and Protection Foundation, a not-for-profit organization built to provide temporary relief to victims of both natural and man-made disasters along the Gulf Coast.

### Healthy Food Access

CF Industries expanded our partnership with the One Acre Fund, a program dedicated to improving food security and supporting smallholder farmers in Sub-Saharan Africa, with a commitment of \$5 million over five years. We are proud to support our common goal of sustainably improving food security by increasing productivity and resource availability.

### STEM Education and Awareness

Throughout 2023, employees participated in multiple volunteer efforts at local schools. This included a substitute teacher program in Oklahoma, near our Woodward Complex, and leading engineering classes at Donaldsonville High School in Louisiana, home to our largest facility.

### Local Community Advancement

2023 saw a notable increase in employee community engagement. This included a fundraiser walk to end homelessness, supporting a local charity that works with neurodivergent children and children with autism by encouraging STEM exploration, packing boxes of food for distribution at local food banks, and much more.

## Matt Samko

### Maintenance Technician at our Courtright Complex

Matt Samko created a Grow Project. He partnered with CF Industries, along with local grain and seed companies, to grow soybeans on a portion of his family farm that were sold to enable a donation of \$13,000 to The Inn of the Good Shepherd in Sarnia, Ontario. The Inn provides services with dignity to those who are in need of food, shelter, and other essentials.

**"I plan to keep this project going as long as I can. I am thankful to work for such a great company that supports their employees' involvement in their communities."**



# Sustainable for the Long-Term

Since our founding, CF Industries has served the needs of our customers and subsequently the needs of humanity at large. This continues today, from providing fertilizer that is essential to feeding the world's growing population to expanding our horizons to provide low-carbon ammonia to decarbonize hard-to-abate industries.

As we advance our mission to provide clean energy to feed and fuel the world sustainably, we continue to focus on what has sustained us for nearly 80 years – a commitment to environmental stewardship, safe operations, building an industry-leading team and giving back to our communities.

We are thankful for the support of our employees, communities, industry partners, and other stakeholders as we continue to advance our clean energy initiatives and sustainability goals. We have set ambitious short-term and long-term objectives, and we remain confident in our ability to achieve them thanks to your support.

To learn more about CF Industries' sustainability goals and progress, please visit our [2023 ESG Report](#).



