



MITSUI & CO.



Mitsui's and CF Industries' Strategies for a Sustainable Clean Ammonia Supply Chain

Takashi Furutani, Executive Managing Officer, MITSUI & CO., LTD.

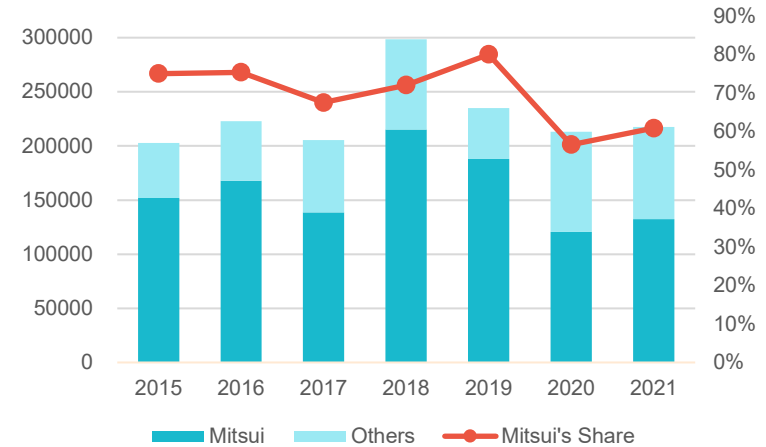
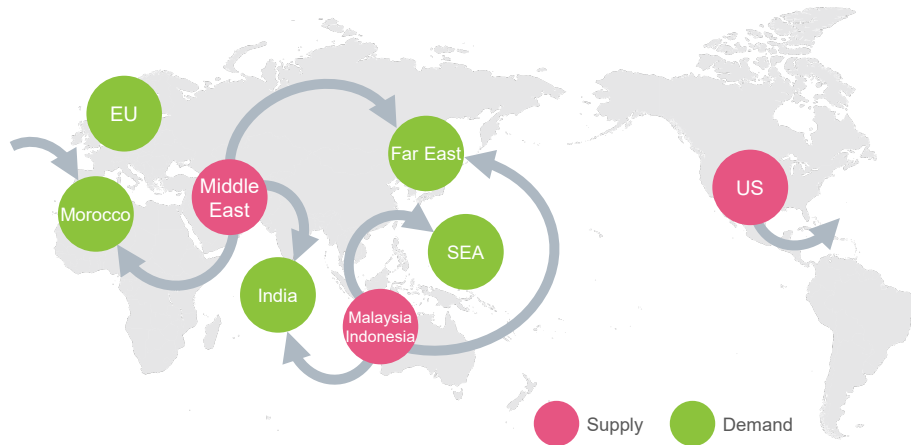
Erik M. Mayer, Vice President, Clean Energy Solutions, CF Industries Holdings, Inc.

28th September, 2022

Mitsui's Competitive Edge on Ammonia Business

- 50 years experience in ammonia business
- Deep expertise on ammonia trading and logistics management
- Strong track record on entire ammonia supply chain

Mitsui Trade Flow (2022 est.) unit: kMT

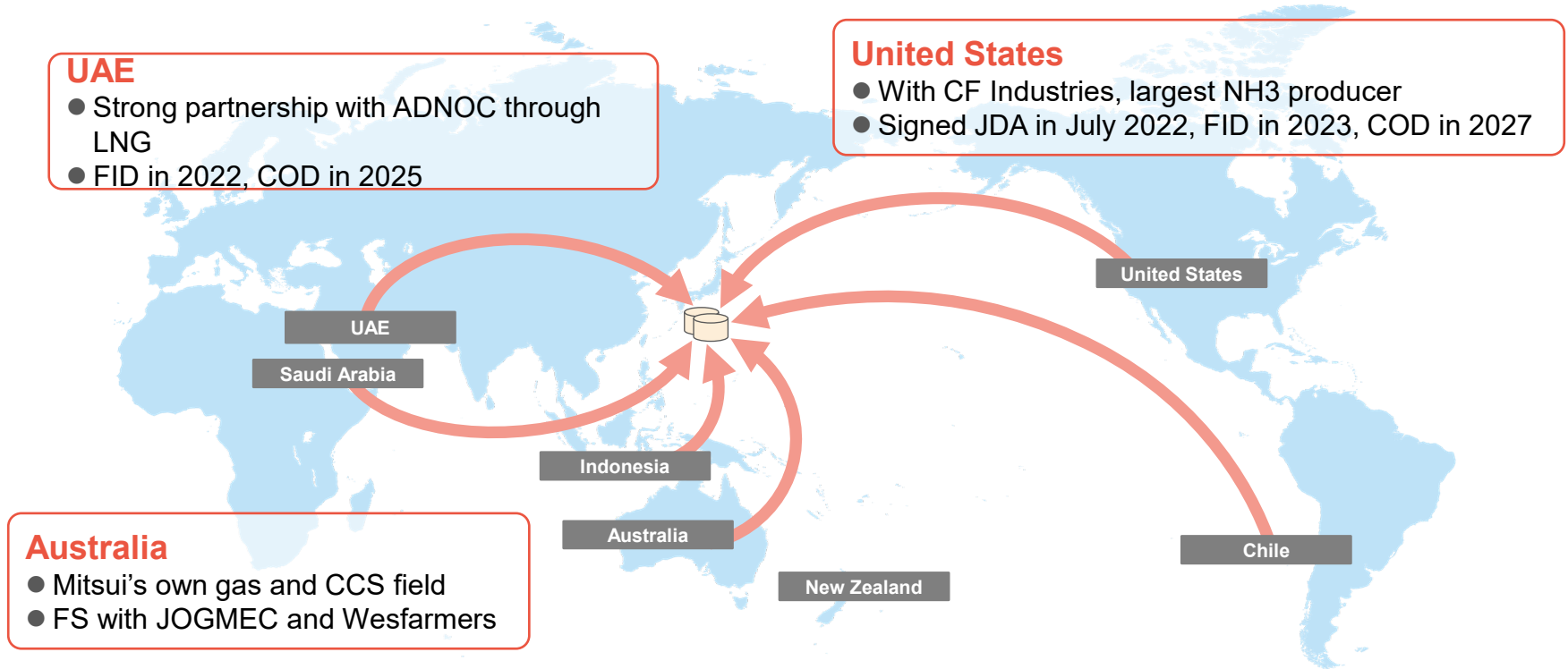


Global Ammonia/Energy Business Portfolio

- Robust E&P, CCS knowledge
- Strong partnerships with customers, NOCs, and IOCs
- Highly feasible with strong partners
- Committed to contribution for sustainable supply chain



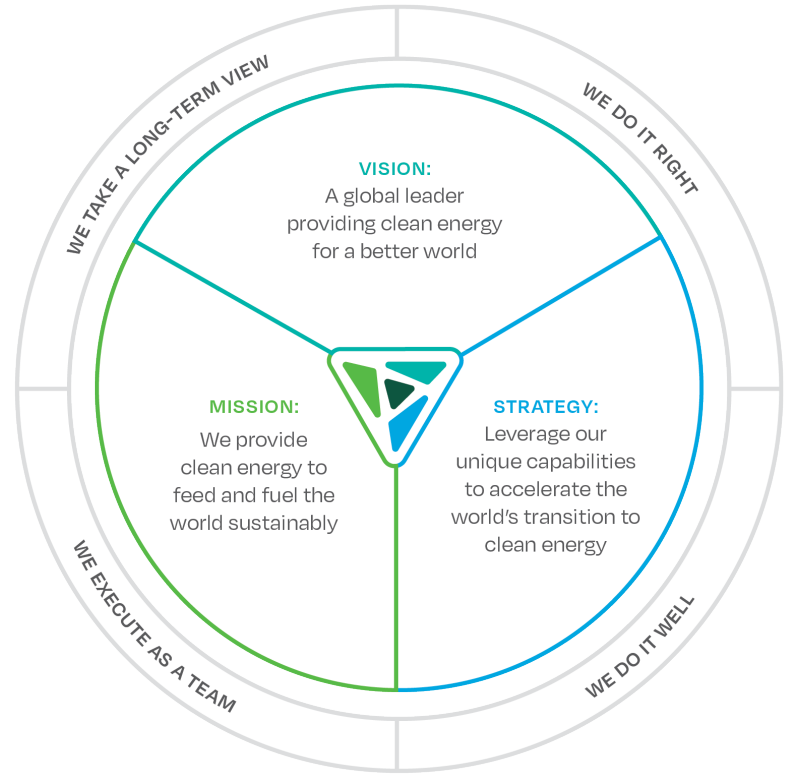
Clean Ammonia Production Projects



CF Industries Overview

Our Mission is to provide clean energy to feed and fuel the world sustainably

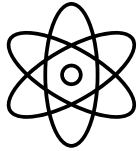
- World's largest producer of ammonia
- 9 world-scale manufacturing complexes
- 16 ammonia plants
- 23 ammonia distribution facilities
- ~10 million tons ammonia production capacity
- Currently developing multiple low-carbon ammonia projects
- 3,000 employees



CF Industries and Mitsui & Co. Blue Ammonia Production Facility



Joint effort of industry leaders



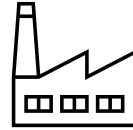
Abundant, low-cost natural gas



Favorable regulatory environment



Stable operating environment



> 1 Million Tons



> 60% reduction in carbon intensity



Expected to be online in 2027



Located on U.S. Gulf Coast