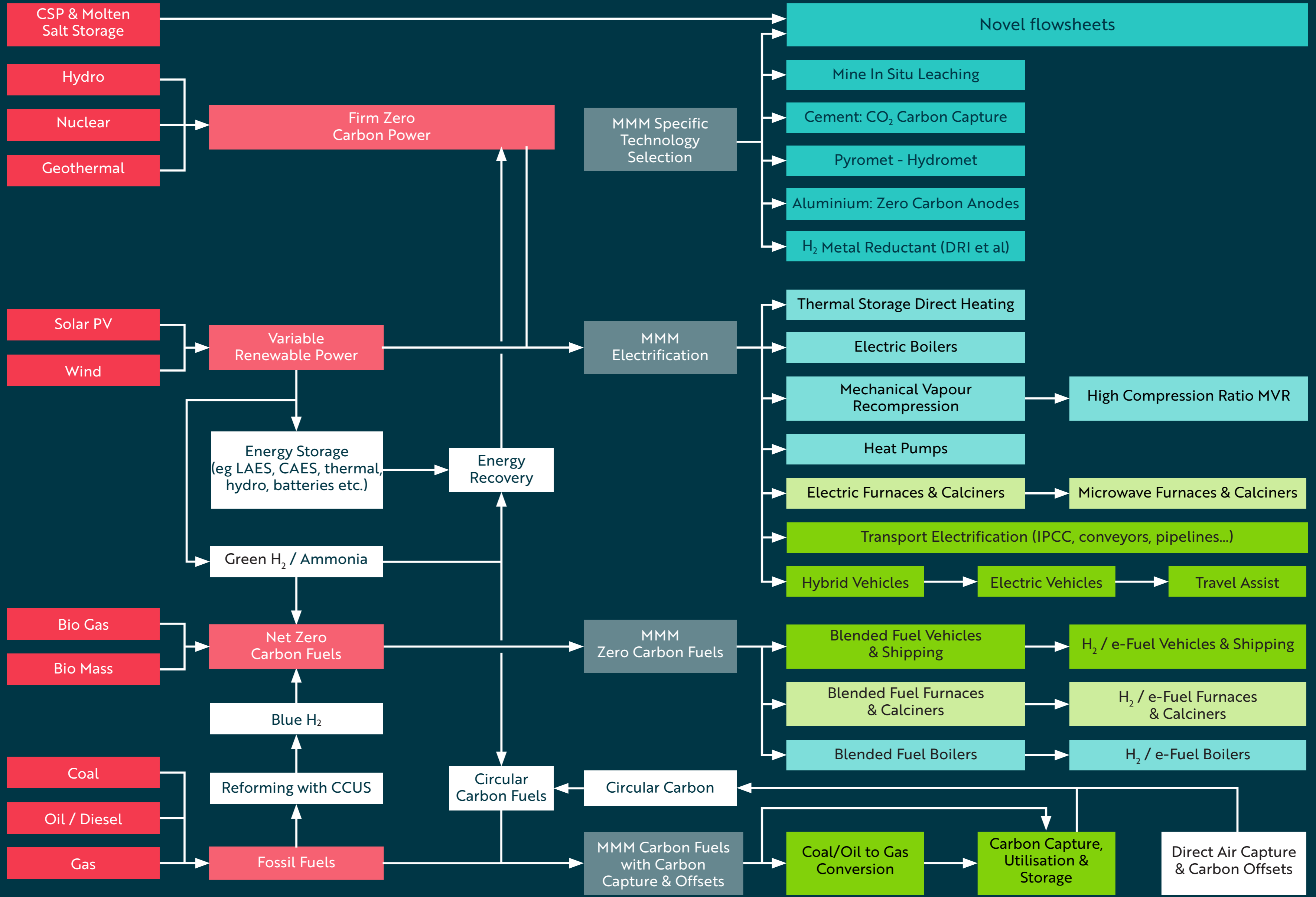




**Energy Source**      **Energy Category**      **Energy Transition Theme**      **Technology Solutions**  
 (technology readiness ranging from TRL1 to TRL9)



■ MMM Specific Technology   
 ■ Steam   
 ■ Furnace   
 ■ Transport