



Investor Presentation

November 10, 2021

Safe Harbor Statement

B&W Enterprises cautions that this presentation contains forward-looking statements, including, without limitation, statements relating to adjusted EBITDA and sales targets, expectations regarding future growth, expansion and profitability, as well as statements about B&W's future pipeline of new projects and business within its Renewable, Environmental and Thermal operating segments and their impact on future shareholder value. These forward-looking statements are based on management's current expectations and involve a number of risks and uncertainties, including, among other things, the impact of COVID-19 on us and the capital markets and global economic climate generally; our ability to integrate acquired businesses and the impact of those acquired businesses on our cash flows, results of operations and financial condition, including our acquisition of Fosler Construction Company Inc; our recognition of any asset impairments as a result of any decline in the value of our assets or our efforts to dispose of any assets in the future; our ability to obtain and maintain sufficient financing to provide liquidity to meet our business objectives, surety bonds, letters of credit and similar financing; our ability to comply with the requirements of, and to service the indebtedness under, our debt facility agreements; our ability to pay dividends on our 7.75% Series A Cumulative Perpetual Preferred Stock, the highly competitive nature of our businesses and our ability to win work, including identified project opportunities in our pipeline; general economic and business conditions, including changes in interest rates and currency exchange rates; cancellations of and adjustments to backlog and the resulting impact from using backlog as an indicator of future earnings; our ability to perform contracts on time and on budget, in accordance with the schedules and terms established by the applicable contracts with customers; failure by third-party subcontractors, partners or suppliers to perform their obligations on time and as specified; our ability to successfully resolve claims by vendors for goods and services provided and claims by customers for items under warranty; our ability to realize anticipated savings and operational benefits from our restructuring plans, and other cost-savings initiatives; our ability to successfully address productivity and schedule issues in our B&W Renewable, B&W Environmental and B&W Thermal segments; our ability to successfully partner with third parties to win and execute contracts within our B&W Renewable, B&W Environmental and B&W Thermal segments; changes in our effective tax rate and tax positions, including any limitation on our ability to use our net operating loss carryforwards and other tax assets; our ability to successfully manage research and development projects and costs, including our efforts to successfully develop and commercialize new technologies and products; the operating risks normally incident to our lines of business, including professional liability, product liability, warranty and other claims against us; changes in, or our failure or inability to comply with, laws and government regulations; actual or anticipated changes in governmental regulation, including trade and tariff policies; difficulties we may encounter in obtaining regulatory or other necessary permits or approvals; changes in, and liabilities relating to, existing or future environmental regulatory matters; changes in actuarial assumptions and market fluctuations that affect our net pension liabilities and income; the Company's ability to successfully compete with current and future competitors; the Company's ability to negotiate and maintain good relationships with labor unions; changes in pension and medical expenses associated with its retirement benefit programs; social, political, competitive and economic situations in foreign countries where it does business or seeks new business; and the other factors specified and set forth under "Risk Factors" in our periodic reports filed with the Securities and Exchange Commission, including, without limitation, the risks described in the Company's Annual Report on Form 10-K for the year ended December 31, 2020 and Quarterly Report on Form 10-Q for the quarters ended March 31, 2021, June 30, 2021, and September 30, 2021 under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" (as applicable). These factors should be considered carefully, and B&W Enterprises cautions not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation, and undertakes no obligation to update or revise any forward-looking statement, except to the extent required by applicable law.

Non-GAAP Financial Measures

This presentation contains information regarding our adjusted EBITDA (including calculated on a pro forma basis to show the effect of certain changes in our operations and strategic focus going forward) and adjusted gross profit, which are non GAAP financial measures. Adjusted EBITDA on a consolidated basis is defined as the sum of the adjusted EBITDA for each of the segments, plus allocations to corporate and research and development costs. At a segment level, adjusted EBITDA is consistent with the way our chief operating decision maker reviews the results of operations and makes strategic decisions about the business and is calculated as earnings before interest, tax, depreciation and amortization adjusted for items such as gains or losses on asset sales, net pension benefits, restructuring costs, impairments, gains and losses on debt extinguishment, costs related to financial consulting, research and development costs and other costs that may not be directly controllable by segment management and are not allocated to the segment. We present consolidated Adjusted EBITDA because we believe it is useful to investors to help facilitate comparisons of our ongoing, operating performance before corporate overhead and other expenses not attributable to the operating performance of our revenue generating segments. In this presentation, we also present certain targets for our adjusted EBITDA in the future; these targets are not intended as guidance regarding how we believe the business will perform. We are unable to reconcile these targets to their GAAP counterparts without unreasonable effort and expense due to the aspirational nature of these targets. This presentation also presents adjusted gross profit. We believe that adjusted gross profit by segment is useful to investors to help facilitate comparisons of the ongoing, operating performance by excluding expenses related to, among other things, activities related to the spin off, activities related to various restructuring activities we have undertaken, corporate overhead (such as SG&A expenses and research and development costs) and certain non-cash expenses such as intangible amortization and goodwill impairments.



Executive Summary



Strong Global Brand

Babcock & Wilcox provides high-quality, innovative renewable, environmental and thermal technologies and has served critical power generation and industrial applications for more than 150 years.

Positioned for Growth

B&W's transformation is gaining momentum, with a pipeline of more than \$6.5 billion in identified project opportunities in high-growth markets over the next three years, and recent significant awards including:

- \$35 million contract to supply waste-to-energy technologies for new-build facilities in Greenland
- \$38 million technology award for new build waste-to-energy facilities in East Asia
- An agreement to jointly develop a biomass-to-hydrogen clean energy project in Australia using its BrightLoop™ chemical looping technology

B&W is continuing to expand its clean energy portfolio through innovation and acquisition:

- Launched ClimateBright™ decarbonization technologies platform (May 2021)
- Acquired a controlling stake in a leading solar installation firm, Fosler Construction Company Inc. (Sept 2021)
- Signed an agreement to acquire Voda A/S in Denmark to further expand renewable services in Europe (Sept 2021)

Building Toward the Future

After achieving ~\$58 million in adjusted EBITDA in the 12 months ended September 30, 2021, B&W is targeting¹:

- FY2021 adjusted EBITDA of at least \$70 million
- FY2022 adjusted EBITDA of \$110-\$120 million

Advancing energy and environmental solutions that bring power and progress to our world

(1) The most comparable GAAP target information is not available without unreasonable effort; based on Q3 2021 results
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B&W FOUNDATION DRIVES GROWTH STRATEGY



Advanced Technologies



Research & Innovation



Global Brand Equity



High-Growth End Markets



Vast Installed Base



A Circular Economy

For our economy and future generations, we continually develop ecologically sound ways of recycling resources, like biomass and waste, to create clean, renewable baseload power while reducing greenhouse gas emissions.



The Clear Choice for Our Climate

As an industry leader in providing advanced air emissions control and energy recovery equipment and technologies, our engineered solutions are designed to reduce the environmental impact of industrial processes.



Efficient. Safe. Reliable.

From the initial patent for the water-tube safety boiler to the world's first supercritical boiler to technologies using the latest advanced steam cycles, our robust thermal energy designs deliver availability and long-term operation.

The next generation Babcock & Wilcox is providing innovative environmental and renewable solutions, generating recurring revenues from a broad thermal installed base and expanding globally



RENEWABLE

Technologies for Renewable Power & Resource Recovery

Waste-to-energy and biomass-to-energy baseload power, chemical recovery boilers for pulp & paper, long-term energy storage, solar power installation & services



ENVIRONMENTAL

Technologies for a Clean Environment

Emissions control, ash handling systems for bottom and fly ash, wet/dry/hybrid cooling systems, energy recovery, ClimateBright™ decarbonization technologies



THERMAL

Technologies for Efficient Steam Generation

Boilers, ancillary equipment and global aftermarket parts, service and upgrade offerings to effectively utilize a wide range of fuels for power or industrial applications

*Delivering value to our customers through technology-driven products and services, with 600 active patents worldwide
Continual product improvement and research and development to support future needs, including carbon capture*

Installed & Proven Technologies



More than 500 waste-to-energy and biomass-to-energy units at more than 300 facilities in more than 30 countries, serving a wide range of utility, waste management, municipality and investment firm customers

~90 pulp & paper recovery boiler units in North America; at nearly 50%, the largest installed base among OEMs

175+ projects installed with more than 100 MW of clean solar power production



Key patented ADIOX® and MERCOX™ flue gas environmental technology installed in more than 120 plants

Large installed base of wet and dry scrubbers to meet environmental regulations and technologies to improve ESP performance at a wide range of utility and industrial installations

Nearly 2,000 cooling system units (7,000+ cells) across the globe



More than 5,000 industrial water-tube package boilers installed in a variety of facilities, including refining, petrochemical, food processing, metals and mining composite and carbon fiber, carbon black and wood products

~110 GW of baseload power generation capacity through ~330 operating fossil fuel boiler units in the U.S.

~180 operating utility and industrial boiler units across 38 countries outside of North America (excluding waste-to-energy and biomass)



A vast global installation of B&W's core technologies at utility and industrial plants, renewable plants and pulp & paper facilities create a large growth opportunity for parts, services and retrofits



Corporate Snapshot

Headquarters: Akron OH, USA

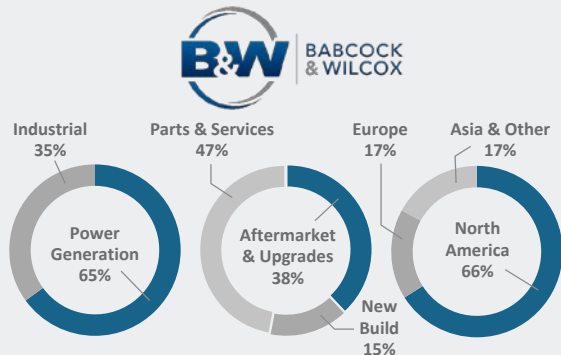
Founded: 1867

Ownership: Public (NYSE:BW)

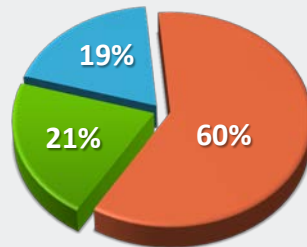
LTM Q3 2021 Revenue: \$681M

Employees: ~2,100

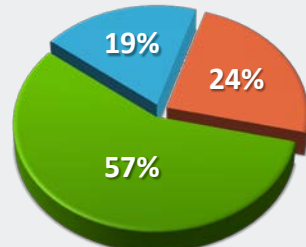
Consolidated



LTM Revenue

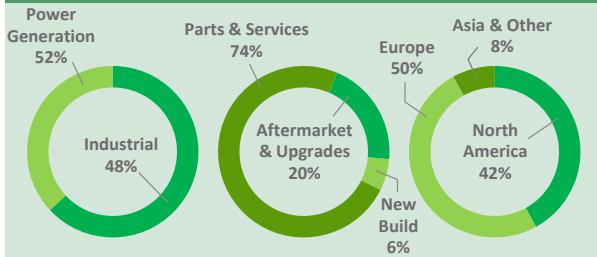


Backlog¹ as of September 30, 2021

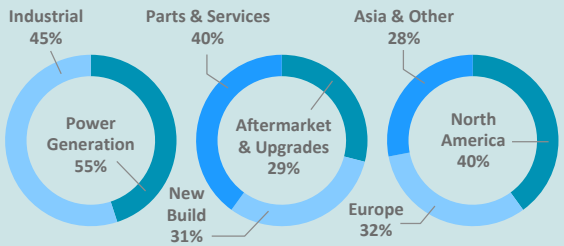


■ &W Renewable ■ &W Environmental ■ &W Thermal

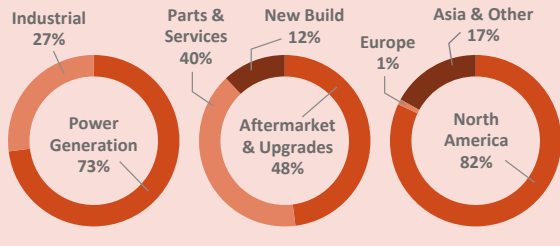
B&W Renewable



B&W Environmental



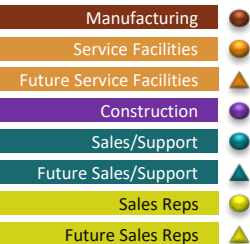
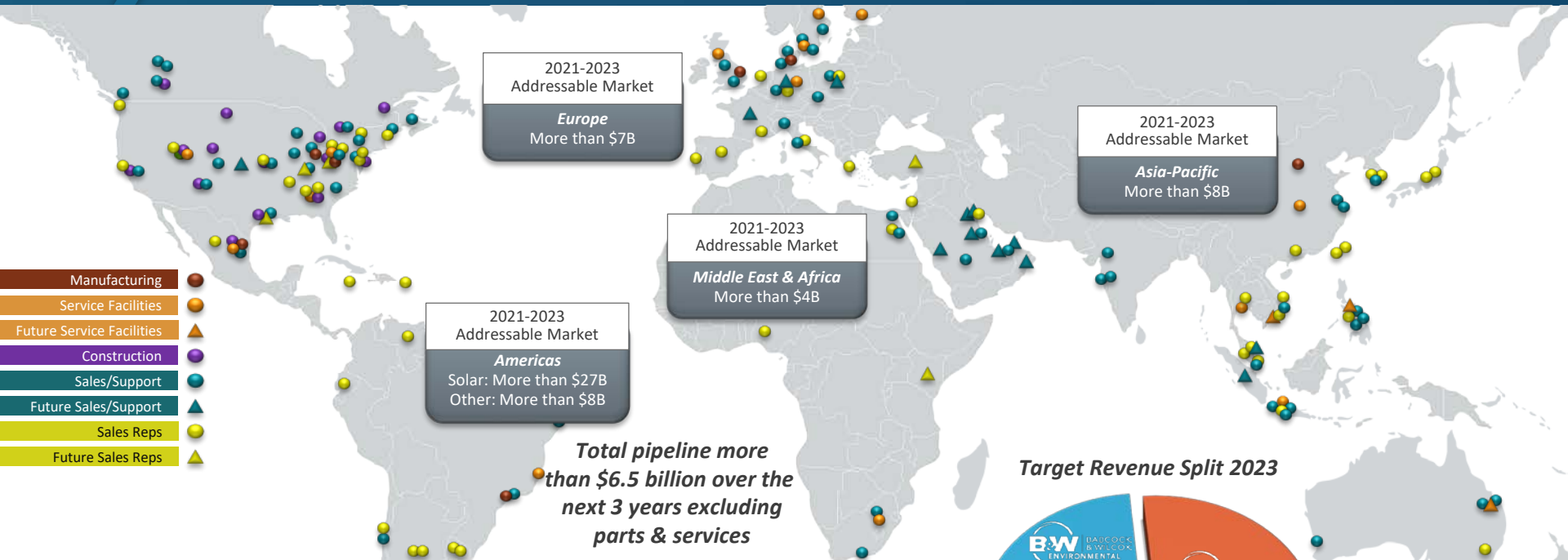
B&W Thermal



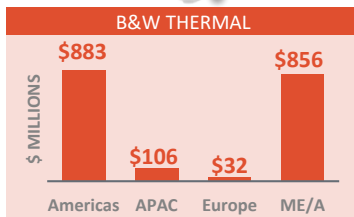
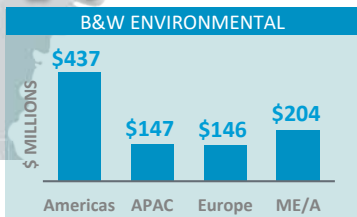
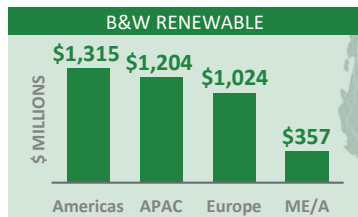
Notes:

All charts based on LTM September 30, 2021 revenues, unless otherwise noted.

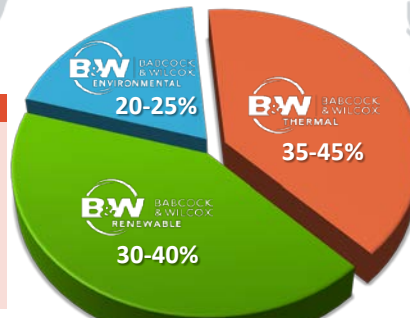
1. Backlog does not include shorter lead-time parts and services



3-Year Pipeline



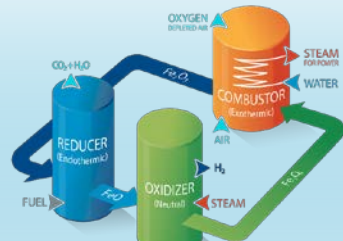
Target Revenue Split 2023





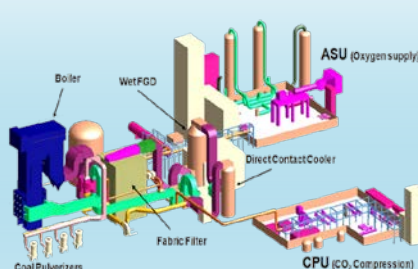
ClimateBright™ DECARBONIZATION TECHNOLOGIES

BrightLoop™ CHEMICAL LOOPING



- Jointly developed with The Ohio State University
 - Can simultaneously produce hydrogen
 - Pilot testing complete on both syngas and coal at 250 kW_{th} input
 - Ready for scale-up to 4 x 2.5 MW_e
- FUELS:** Coal, pet coke, natural gas and any syngas

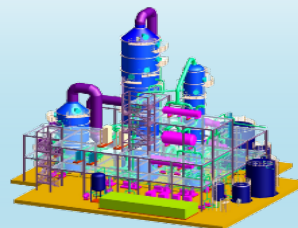
OxyBright™ OXYGEN-FUEL COMBUSTION



- Pilot-scale testing complete (30 MW_{th})
- 168 MW_e full-scale design ready

FUELS: Natural gas and solid fuels (biomass, coal)

SolveBright™ POST-COMBUSTION CARBON CAPTURE



- Pilot testing complete
- Post-combustion amine-based solvent process
- First solvent demonstrated at National Carbon Capture Center (NCCC) Southern Company's Plant Gaston
- Reference plant design ready

FUELS: Any combustion, gasification and industrial process that produces a flue gas stream with CO₂

BrightGen™ HYDROGEN COMBUSTION



- Commercially ready and currently in operation
- A combustion technology that produces no CO₂
- Can be retrofitted to fire hydrogen

FUELS: Hydrogen, alone or in combination with natural gas, oil, or other gaseous fuels



- B&W is at the forefront of developing CO₂ capturing technologies
- Multiple technologies ready for commercial demonstration
- 93 active patents related to carbon capture technology
- Positioned to provide critical solutions to meet global climate goals

B&W has successfully tested three carbon capture technologies applicable to a wide range of fuels and processes

B&W's Waste-to-Energy Technology Reduces Methane Emissions

- ▶ Methane has **84 times** the Global Warming Potential (GWP) of CO₂ⁱ
- ▶ **Annual additions to landfills** in the U.S.ⁱⁱ produce emissions equivalent to **10 million cars**
- ▶ **Landfills in the U.S.**ⁱⁱⁱ emit more than 330 million tons of 20-year basis GWP each year, roughly equal to **70 million cars**^{iv}
- ▶ Waste-to-Energy (WTE) avoids landfilling while producing **baseload clean energy**

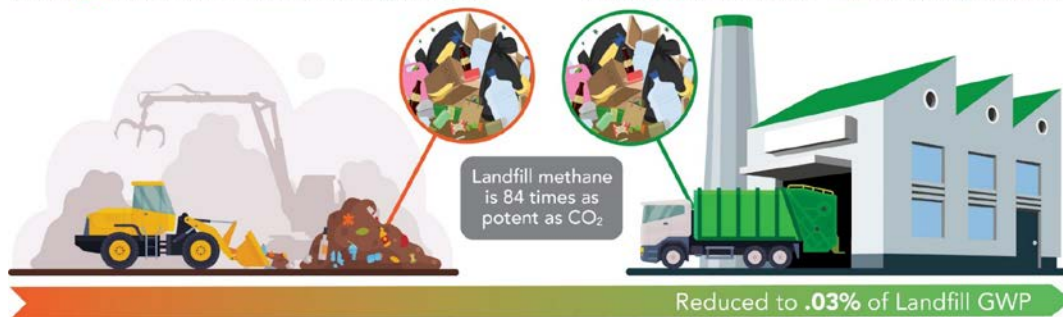
- ▶ **B&W's state-of-the-art technology** has been installed in more than 500 units in more than 30 countries, including:
 - The most recent WTE facility in the U.S. (Palm Beach Renewable Energy Facility, Florida)
 - One of the world's largest waste treatment facilities in the world (Shenzhen East, China)

One Ton of Waste in a **LANDFILL**
Emits **3.42** Metric Tons of Global Warming Potential

One Ton of Waste in a **WASTE-TO-ENERGY FACILITY**
Emits **.001** Metric Tons of Global Warming Potential

WTE Technologies

- ▶ Boiler/steam generation island
- ▶ DynaGrate® combustion grate
- ▶ Fuel handling systems
- ▶ Emissions control equipment



B&W is actively deploying technology today which curbs the global warming impact of methane

ⁱ Anthropogenic and Natural Radiative Forcing. In: Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Stocker, T.F., D. Qin, G.-K. Plattner, M. Tignor, S.K. Allen, J. Boschung, A. Nauels, Y. Xia, V. Bex and P.M. Midgley (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA. https://www.ipcc.ch/site/assets/uploads/2018/02/WG1AR5_Chapter08_FINAL.pdf, 20-year basis

ⁱⁱ EIA Biomass Explained: Waste-to-energy (Municipal Solid Waste), November 29, 2020 <https://www.eia.gov/energyexplained/biomass/waste-to-energy.php>

ⁱⁱⁱ EPA Landfill Methane Outreach Program: Project and Landfill Data by State, <https://www.epa.gov/lmop/project-and-landfill-data-state#:~:text=The%20LMOP%20Landfill%20and%20Landfill,more%20than%20%2C600%20MSW%20landfills> and EPA U.S. Greenhouse Gas Inventory 2020, Chapter 7: Waste, Section 7.1 Landfills (CRF Source Category 5A1)

^{iv} Equivalent car emissions calculated using EPA metric of 4.6 metric tons of CO₂ per year per passenger car

Fosler Construction Company, Inc.: Solar Installation & Services

- On September 30, 2021, B&W acquired a 60% controlling ownership stake in Fosler Construction Company, Inc., a leading U.S. provider of construction services for the solar energy sector, based in Illinois.
- The company is now operating under the name Fosler Solar, a Babcock & Wilcox company.
- Fosler Solar has a track record of successfully completing solar projects profitably with union labor and aligning its model with a growing number of renewable project incentives in the U.S.
- Fosler Solar's expertise and robust pipeline in the growing solar market, combined with B&W's strong presence in the energy industry and resources to support larger projects, are expected to support Fosler Solar's growth and B&W's ongoing renewable energy expansion and diversification.



VODA A/S: Waste-to-Energy & Biomass Aftermarket Parts & Services

- On September 28, 2021 B&W announced that it signed a definitive agreement to acquire VODA A/S, a leading multi-brand aftermarket parts and service provider for the waste-to-energy and biomass-to-energy markets based in Vejen, Denmark.
- The transaction is targeted to close by the end of 2021, following the satisfaction of customary closing conditions, including regulatory review in Denmark.
- After closing, B&W will form B&W Renewable Service to integrate VODA A/S and B&W's waste-to-energy and biomass aftermarket services businesses.
- B&W Renewable Service will serve as B&W's platform for its renewable service business in Europe, significantly strengthening and expanding its ability to serve existing and new customers throughout this market, including for B&W-supplied and competitors' technology.



▶ Reputable Expertise

Known for engineering, designing, deploying and maintaining reliable solar solutions

▶ Diverse Experience

Serving agricultural, commercial, educational, municipal and utility customers

▶ Continuous Growth

- Top 30 EPC contractor in the U.S. solar industry (*Solar Power World* 2021)
- Top 100 contractors in total MW installed

▶ Proven Performance

- 175+ projects installed
- 100+ MW of clean solar power production



Note: On September 30, 2021, B&W acquired a 60% controlling ownership stake in Illinois-based solar energy contractor Fosler Construction Company Inc., to be reported as part of B&W's Renewable Segment and operating under the name Fosler Solar, a Babcock & Wilcox company





Financial Information



Consolidated Financial Summary

(\$ in Millions)	Three Months Ended September 30, 2021*	Twelve Months Ended September 30, 2021*	Twelve Months Ended December 31, 2020*		Twelve Months Ended December 31, 2019
			Reported	Pro forma exc. non-recurring insurance recovery	
Revenue	\$ 160.0	\$ 680.9	\$ 566.3	\$ 566.3	\$ 859.1
Adjusted Gross Profit	\$ 46.6	\$ 175.3	\$ 173.6	\$ 147.6	\$ 169.5
Adjusted Gross Profit Margin %	29.1%	25.7%	30.7%	26.1%	19.7%
Operating Income (Loss)	\$ 14.8	\$ 13.3	\$ (1.7)	\$ (27.7)	\$ (29.4)
Net income (loss) attributable to stockholders of common stock	\$ 10.0	\$ 0.5	\$ (10.3)	\$ (36.3)	\$ (122.0)
Adjusted EBITDA	\$ 18.7	\$ 57.8	\$ 45.1	\$ 19.1	\$ 45.0
Adjusted EBITDA Margin %	11.7%	8.5%	8.0%	3.4%	5.2%

Note: 2020 Reported results include the recognition in Q3 2020 of a \$26.0 million non-recurring loss recovery settlement related to certain historical EPC loss contracts; 2020 Pro Forma results exclude the non-recurring \$26.0 million loss recovery settlement; figures may not be clerically accurate due to rounding; see SEC financial filings and/or slides in Appendix for reconciliation of non-GAAP measures; COVID-19 adversely impacted all segments in 2020 and YTD September 2021; during the year ended December 31, 2020, we redefined our definition of adjusted EBITDA to eliminate the effects of certain items including loss from a non-strategic business, interest on letters of credit included in cost of operations and loss on business held for sale. Consequently, adjusted EBITDA in prior periods have been revised to conform with the revised definition and present separate reconciling items in our reconciliation.

**COVID-19 adversely impacted all segments in 2020 and through YTD September 2021;
strategic actions taken to-date provide the foundation for a strong end to 2021 and beyond*

(\$ in Millions)

As of Sep 30, 2021

Capitalization:

Total Debt **\$193.1**

Cash, cash equivalents and restricted cash ⁽¹⁾ 115.7

Net Debt **\$77.4**

Adjusted EBITDA:

LTM 9/30/2021 Adjusted EBITDA ⁽²⁾ 57.8

2021 Target Adjusted EBITDA ⁽³⁾ 70.0

Total Debt Leverage:

Net Leverage ⁽⁴⁾ 1.34x

Target Net Leverage ⁽⁵⁾ 1.11x

Note: Figures may not be clerically accurate due to rounding.

(1) As of 9/30/21, includes total restricted cash of \$8.7 million. Of the total restricted cash, \$6.9 million relates to letters of credit collateral for cash pledged to secure the outstanding and undrawn letters of credit issued under our prior A&R Credit Agreement, most of which are expected to be cancelled and replaced by new letters of credit issued by PNC. We expect the completion of the issuance of new letters of credit to cover the remaining collateral balance by December 31, 2021.

(2) See SEC financial filings and/or slides in Appendix for reconciliation of non-GAAP measures. Adjusted EBITDA for LTM as of 9/30/2021 is based on unaudited results for Q1 2021, Q2 2021, and Q3 2021; 2020 Adjusted EBITDA excludes losses related to a non-strategic business, interest on letters of credit included in cost of operations and loss on business held for sale.

(3) Targeted Adjusted EBITDA in 2021 as disclosed by BW management; the most comparable GAAP target information is not available without unreasonable effort.

(4) Net Debt compared to LTM 9/30/2021 Adjusted EBITDA

(5) Net Debt compared to 2021 Target Adjusted EBITDA

2021 common stock, preferred stock and senior note offerings reduced secured debt by \$347 million



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Appendix



Chairman &
Chief Executive Officer

Kenny Young



Chief Financial Officer

Lou Salamone



Chief Operating Officer

Jimmy Morgan



General Counsel

John Dziewisz



Human Resources

Jacqueline Opal



Corporate Development
& Investor Relations

Megan Wilson



Board of Directors



Chairman &
Chief Executive Officer

Kenny Young



Henry Bartoli



Joseph Tato



Rebecca Stahl



Alan Howe



Philip Moeller

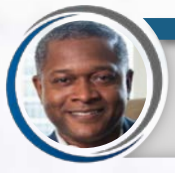
Advisory Board



Homaira Akbari



Peter O'Keefe



Eric Powell

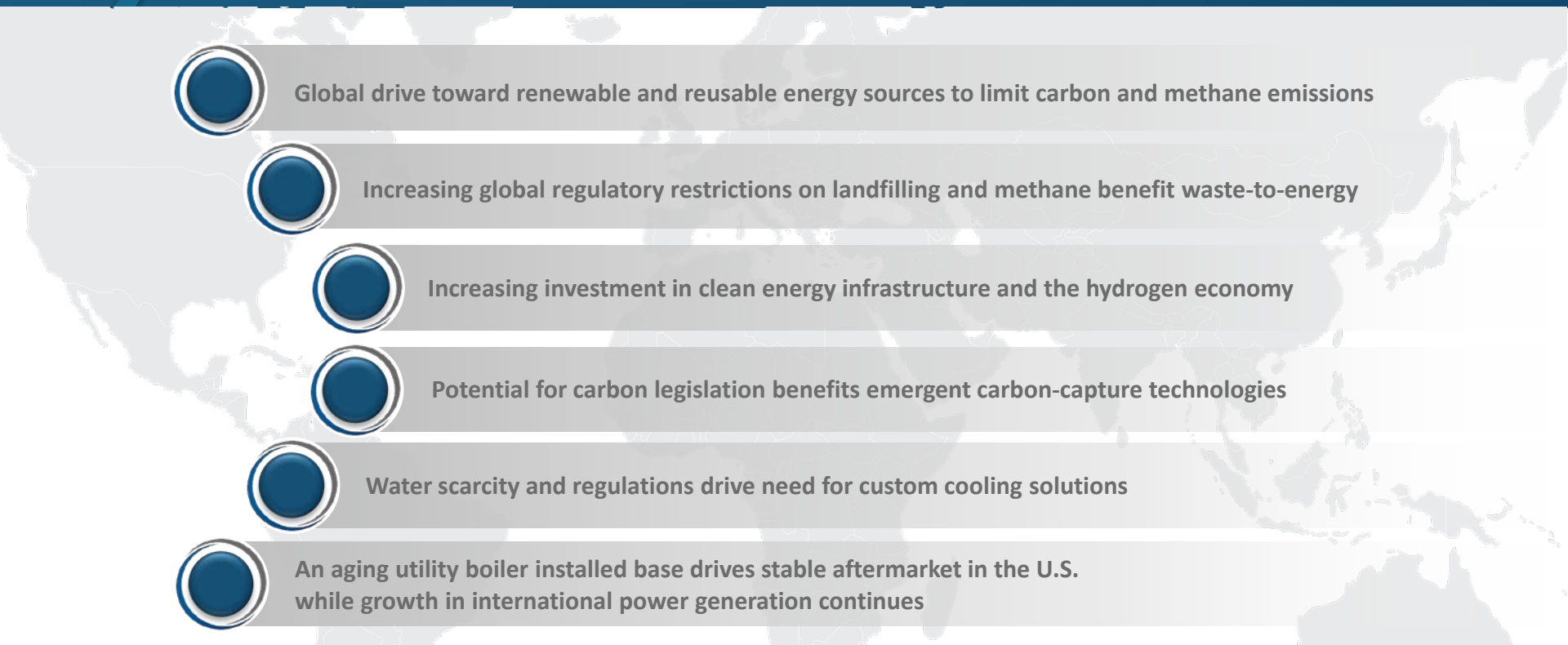


Rod O'Connor



Phillip Piddington

Key Market Drivers & Opportunities

- 
- A faint, light gray world map is visible in the background of the slide, centered behind the list of market drivers and opportunities.
- 1 Global drive toward renewable and reusable energy sources to limit carbon and methane emissions
 - 2 Increasing global regulatory restrictions on landfilling and methane benefit waste-to-energy
 - 3 Increasing investment in clean energy infrastructure and the hydrogen economy
 - 4 Potential for carbon legislation benefits emergent carbon-capture technologies
 - 5 Water scarcity and regulations drive need for custom cooling solutions
 - 6 An aging utility boiler installed base drives stable aftermarket in the U.S. while growth in international power generation continues

B&W is positioned to capitalize on global trends driving the need for environmental and renewable solutions

Key Growth Strategies



Grow by **expanding sales, service and business development teams** in key international regions to serve the broad renewable, environmental and thermal markets




Meet the global need for carbon reduction with patented **renewable waste-to-energy, biomass, solar and carbon-capture solutions**

Leverage a vast installed base and stable U.S. market to drive aftermarket parts and service sales and generate **strong cash flow**

Provide best-in-class **environmental technologies** to customers across a broad array of markets to meet growing environmental regulations

Core growth strategies focused on driving innovative environmental and renewable technologies, growing aftermarket sales by leveraging the installed base, and expanding internationally in key regions

Financial Reporting Segments

	Key End Markets	Product and Service Overview
 B&W BABCOCK & WILCOX RENEWABLE	Waste-to-Energy Biomass Pulp & Paper Power General Industry	Waste-to-energy and biomass technologies, solar, energy storage, aftermarket equipment upgrades, parts and service
 B&W BABCOCK & WILCOX ENVIRONMENTAL	Power Oil and Gas Pulp & Paper General Industry	Air emissions control and ash handling systems, cooling and energy recovery, decarbonization technologies, aftermarket equipment upgrades, parts and service
 B&W BABCOCK & WILCOX THERMAL	Power Oil and Gas General Industry	Utility steam generation equipment, industrial boilers, boiler cleaning, aftermarket equipment upgrades, parts and service

Note: Financial performance reported under new segments starting with Q3 2020 results; segment results for prior periods have been restated for comparative purposes.



Adjusted EBITDA Reconciliation⁽¹⁾

\$ in Millions

Three months ended September 30,

	2021	2020
Adjusted EBITDA ⁽²⁾⁽³⁾	\$ 18.7	\$ 26.8
Restructuring activities	(4.6)	(2.4)
Acquisition pursuit and related costs	(4.0)	—
Financial advisory services	(0.3)	(1.7)
Advisory fees for settlement costs and liquidity planning	(1.0)	(1.4)
Litigation legal costs	(0.6)	(0.8)
Stock compensation	(0.2)	(1.2)
Interest on letters of credit included in cost of operations	(0.6)	(0.2)
Loss from business held for sale	—	(0.1)
Depreciation & amortization	(4.3)	(4.1)
Contract asset amortization	(0.1)	—
Product development	(2.4)	—
Gain (loss) from a non-strategic business	0.2	(0.9)
Gain on asset disposals, net	13.8	—
Operating income (loss)	14.8	14.1
Interest expense, net	(8.2)	(12.0)
Gain (loss) on debt extinguishment	—	—
Loss on sale of business	—	—
Net pension benefit before MTM	7.6	7.3
MTM gain from benefit plans	2.3	—
Foreign exchange	(1.7)	25.0
Other – net	(0.8)	(0.3)
Total other income (expense)	(0.8)	20.0
Income (loss) before income tax expense	13.9	34.1
Income tax expense (benefit)	0.3	(0.5)
Income (loss) from continuing operations	13.6	34.6
Income from discontinued operations, net of tax	—	—
Net income (loss)	13.6	34.6
Net (income) loss attributable to non-controlling interest	—	0.2
Net income (loss) attributable to stockholders	13.6	34.7
Less: Dividend on Series A preferred stock	3.7	—
Net income (loss) attributable to stockholders of common stock	\$ 10.0	\$ 34.7

\$ in Millions

Nine months ended September 30,

	2021	2020
Adjusted EBITDA ⁽²⁾⁽³⁾	\$ 42.3	\$ 29.5
Restructuring activities	(8.0)	(6.7)
Acquisition pursuit and related costs	(4.0)	—
Financial advisory services	(2.6)	(3.2)
Advisory fees for settlement costs and liquidity planning	(5.0)	(5.2)
Litigation legal costs	(2.1)	(1.8)
Stock compensation	(8.0)	(3.1)
Interest on letters of credit included in cost of operations	(1.2)	(0.6)
Loss from business held for sale	(0.5)	(0.4)
Depreciation & amortization	(12.7)	(12.3)
Contract asset amortization	(0.1)	—
Product development	(2.7)	—
Gain (loss) from a non-strategic business	(0.1)	(1.2)
Gain on asset disposals, net	15.8	0.9
Operating income (loss)	11.1	(3.9)
Interest expense, net	(30.2)	(49.3)
Gain (loss) on debt extinguishment	6.5	(6.2)
Loss on sale of business	(2.2)	(0.1)
Net pension benefit before MTM	22.6	22.3
MTM gain from benefit plans	2.3	—
Foreign exchange	(1.1)	22.7
Other – net	(1.0)	(3.1)
Total other income (expense)	(3.1)	(13.7)
Income (loss) before income tax expense	8.0	(17.6)
Income tax expense (benefit)	6.7	0.5
Income (loss) from continuing operations	1.3	(17.1)
Income from discontinued operations, net of tax	—	1.8
Net income (loss)	1.3	(15.3)
Net (income) loss attributable to non-controlling interest	—	0.4
Net income (loss) attributable to stockholders	1.3	(14.9)
Less: Dividend on Series A preferred stock	5.4	—
Net income (loss) attributable to stockholders of common stock	\$ (4.1)	\$ (14.9)

- 1) Figures may not be clerically accurate due to rounding
- 2) Adjusted EBITDA for the three months and nine months ended September 30, 2020, excludes losses related to a non-strategic business and interest on letters of credit included in cost of operations that were previously included in Adjusted EBITDA and total \$0.9 million and \$0.2 million, respectively, and \$1.2 million and \$0.6 million, respectively
- 3) Adjusted EBITDA for the three and nine months ended September 30, 2020 includes a \$26 million non-recurring loss recovery related to claims in connection with multiple Renewable EPC loss contracts

Adjusted EBITDA Reconciliation⁽¹⁾

\$ in Millions

	Twelve months ended		
	Sep 30, 2021	Dec 31, 2020	Dec 31, 2019
Adjusted EBITDA	57.8 \$	45.1	\$ 45.0
Restructuring activities ⁽²⁾⁽³⁾	(13.1)	(11.8)	(11.7)
Acquisition pursuit and related costs	(4.0)	—	—
Financial advisory services	(3.8)	(4.4)	(9.1)
Settlement cost to exit Vølund contract ⁽⁴⁾	—	—	(6.6)
Advisory fees for settlement costs and liquidity planning	(6.2)	(6.4)	(11.8)
Litigation legal costs	(2.5)	(2.1)	(0.5)
Stock compensation	(9.6)	(4.6)	(3.4)
Interest on letters of credit included in cost of operations	(1.5)	(0.9)	(0.4)
Income (loss) from business held for sale	(0.5)	(0.5)	(5.9)
Depreciation & amortization	(17.2)	(16.8)	(23.6)
Contract asset amortization	(0.1)	—	—
Product development	(2.7)	—	—
Gain (loss) from a non-strategic business	(1.5)	(2.6)	(5.5)
Gain on asset disposals, net	18.2	3.3	3.9
Operating income (loss)	13.3	(1.7)	(29.4)
Interest expense, net	(40.0)	(59.2)	(94.0)
Gain (loss) on debt extinguishment	6.5	(6.2)	(4.0)
Loss on sale of business	(2.2)	(0.1)	(3.6)
Net pension benefit before MTM	29.1	28.8	14.0
MTM (loss) gain from benefit plans	(20.9)	(23.2)	8.8
Foreign exchange	35.0	58.8	(16.6)
Other – net	1.0	(1.1)	0.3
Income (loss) before income tax expense	21.7	(3.9)	(124.4)
Income tax expense	15.3	8.2	5.3
Income (loss) from continuing operations	6.4	(12.1)	(129.7)
Income (loss) from discontinued operations, net of tax	—	1.8	0.7
Net income (loss)	6.4	(10.3)	(129.0)
Net (income) loss attributable to non-controlling interest	(0.5)	—	7.1
Net income (loss) attributable to stockholders	5.9	(10.3)	(122.0)
Less: Dividend on Series A preferred stock	5.4	—	—
Net income (loss) attributable to stockholders of common stock	\$ 0.5	\$ (10.3)	\$ (122.0)

- 1) Figures may not be clerically accurate due to rounding
- 2) During the year ended December 31, 2020, we redefined our definition of adjusted EBITDA to eliminate the effects of certain items including loss from a non-strategic business, interest on letters of credit included in cost of operations and loss on business held for sale. Consequently, adjusted EBITDA in prior periods have been revised to conform with the revised definition and present separate reconciling items in our reconciliation.
- 3) Adjusted EBITDA for the twelve months ended December 31, 2020, include the recognition of a \$26.0 million loss recovery settlement related to certain historical EPC loss contracts in the third quarter, as previously disclosed.
- 4) In March 2019, we entered into a settlement in connection with an additional B&W Renewable waste-to-energy EPC contract, for which notice to proceed was not given and the contract was not started. The settlement eliminated our obligations to act, and our risk related to acting, as the prime EPC should the project have moved forward.

Adjusted Gross Profit Reconciliation ⁽³⁾

\$ in Millions

	Three months ended September 30,	
	2021	2020
Adjusted gross profit ⁽¹⁾⁽²⁾		
Operating income (loss)	\$ 14.8	\$ 14.1
Selling, general and administrative ("SG&A") expenses	37.5	35.6
Advisory fees and settlement costs	1.8	3.8
Amortization expense	2.0	1.4
Contract asset amortization expense	0.1	—
Restructuring activities	4.6	2.4
Research and development costs	(0.2)	1.4
Losses from a non-strategic business	(0.2)	0.9
Gains on asset disposals, net	(13.8)	—
Adjusted gross profit	\$ 46.6	\$ 59.6

\$ in Millions

	Nine months ended September 30,	
	2021	2020
Adjusted gross profit ⁽¹⁾⁽²⁾		
Operating income (loss)	\$ 11.1	\$ (3.9)
Selling, general and administrative ("SG&A") expenses	111.1	107.6
Advisory fees and settlement costs	9.7	10.1
Amortization expense	5.3	4.1
Contract asset amortization expense	0.1	—
Restructuring activities	8.0	6.7
Research and development costs	1.0	3.9
Losses from a non-strategic business	0.1	1.2
Gains on asset disposals, net	(15.8)	(0.9)
Adjusted gross profit	\$ 130.5	\$ 128.8

(1) Intangible amortization is not allocated to the segments' adjusted gross profit, but depreciation is allocated to the segments' adjusted gross profit.

(2) Adjusted gross profit for the three and nine months ended September 30, 2020, excludes losses related to a non-strategic business that was previously included in Adjusted gross profit and totals \$0.9 million and \$1.2 million.

(3) Figures may not be clerically accurate due to rounding.

Adjusted Gross Profit Reconciliation⁽⁴⁾

\$ in Millions

Adjusted gross profit ⁽¹⁾(2)(3)

Operating income (loss)

Selling, general and administrative ("SG&A") expenses

Advisory fees and settlement costs

Amortization expense

Restructuring activities

Research and development costs

Losses from a non-strategic business

Gains on asset disposals, net

Adjusted gross profit

	Twelve months ended		
	Sep 30, 2021	Dec 31, 2020	Dec 31, 2019
Adjusted gross profit ⁽¹⁾ (2)(3)			
Operating income (loss)	\$ 13.3	\$ (1.7)	\$ (29.4)
Selling, general and administrative ("SG&A") expenses	144.9	141.4	150.6
Advisory fees and settlement costs	12.5	12.9	27.9
Amortization expense	6.8	5.5	4.3
Restructuring activities	13.1	11.8	11.7
Research and development costs	1.4	4.4	2.9
Losses from a non-strategic business	1.5	2.6	5.5
Gains on asset disposals, net	(18.2)	(3.3)	(3.9)
Adjusted gross profit	\$ 175.3	\$ 173.6	\$ 169.5

(1) Intangible amortization is not allocated to the segments' adjusted gross profit, but depreciation is allocated to the segments' adjusted gross profit.

(2) Adjusted gross profit for the twelve months ended December 31, 2020 and December 31, 2019, excludes losses related to a non-strategic business that was previously included in Adjusted gross profit and totals \$2.6 million and \$5.5 million.

(3) Adjusted gross profit for the twelve months ended December 31, 2020 includes the recognition of a \$26.0 million loss recovery settlement related to certain historical EPC loss contracts in the third quarter, as previously disclosed

(4) Figures may not be clerically accurate due to rounding.



Key Technologies

Products & Services Across Our Brands



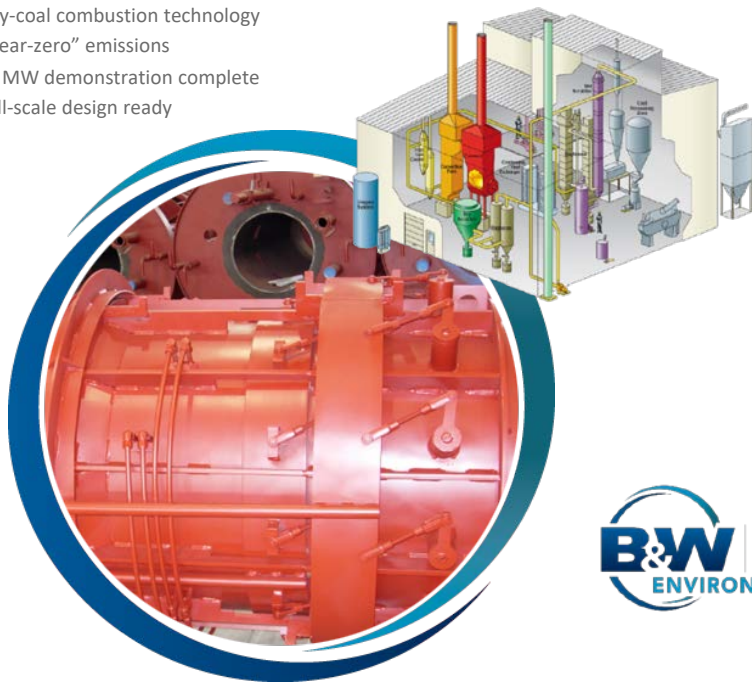
Providing “life of the plant” product and service applications across a broad array of power generation and industrial markets

Note: Gas-fired package boilers are used in coal-fired and renewable plants for start-up or auxiliary power

Key Technologies: Clean Coal Solutions Ready for Deployment

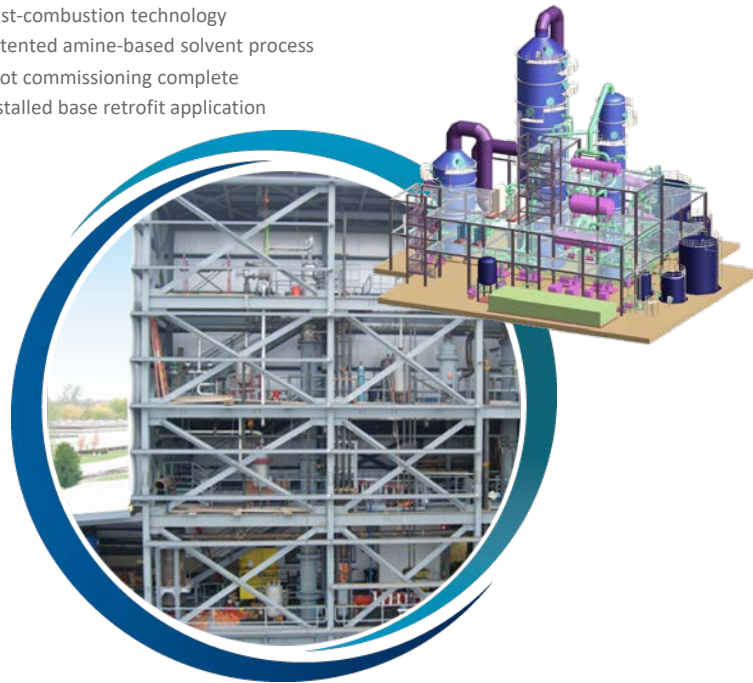
OxyBright™ oxygen-fuel combustion

- › Oxy-coal combustion technology
- › “Near-zero” emissions
- › 30 MW demonstration complete
- › Full-scale design ready

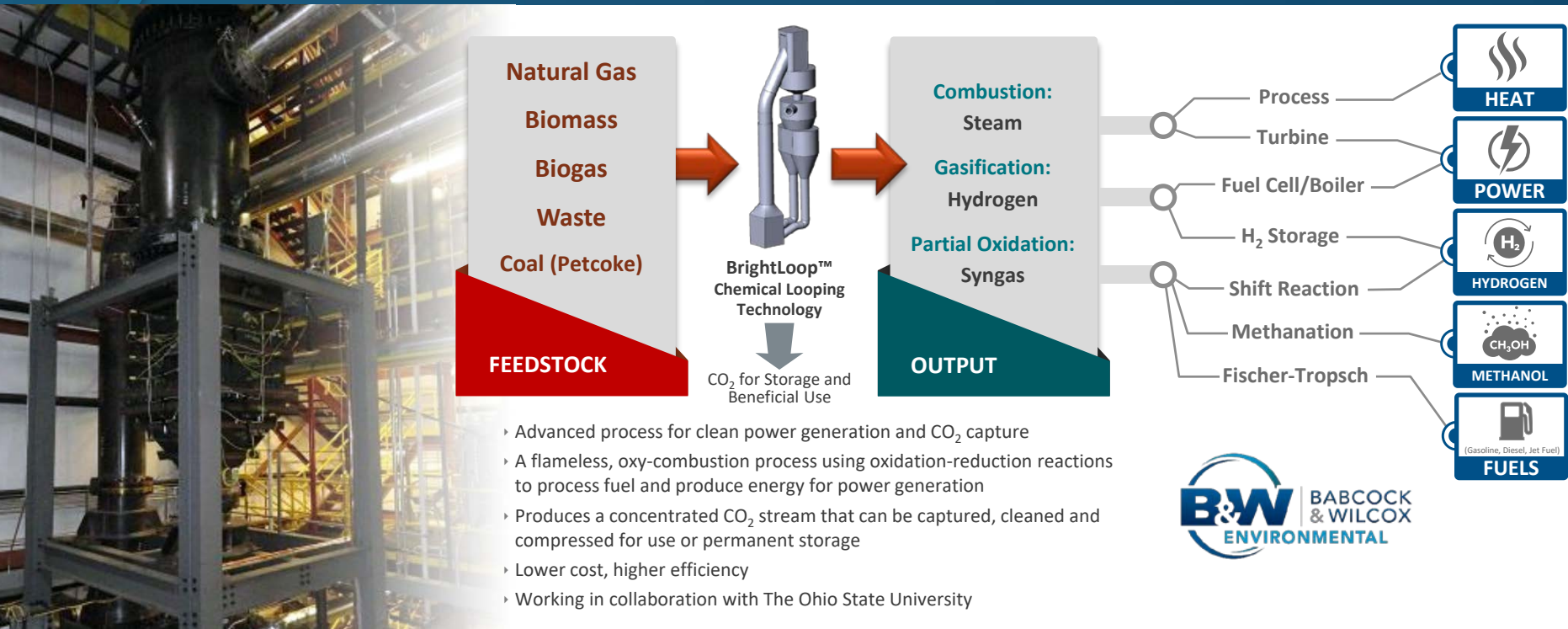


SolveBright™ post-combustion carbon capture

- › Post-combustion technology
- › Patented amine-based solvent process
- › Pilot commissioning complete
- › Installed base retrofit application



Carbon Capture Technology for the 1000 GW of Global Coal Installed Base



Potential extension beyond power generation

Process can be modified to convert carbon-based fuels—coal, biomass and natural gas—to electricity, syngas, chemicals, liquid fuels or hydrogen

Key Technologies: Steam Generation Technologies



Utility Boilers

High pressure, high efficiency, high capacity, low emissions

Fuel: Coal, oil, natural gas, multi-fuel



Waste-to-Energy Boilers

Reduces dependency on landfills and reduces methane gas emissions

Fuels: MSW, RDF



Natural Gas-Fired and Other Industrial Water-Tube Boilers

Bottom- or top-supported, shop- or field-assembled

Fuel: Natural gas, oil, CO, waste heat and gases



Biomass-Fired Boilers

Carbon-neutral technology

Fuels: Wood, wood waste, straw, sludge



Process Recovery Boilers

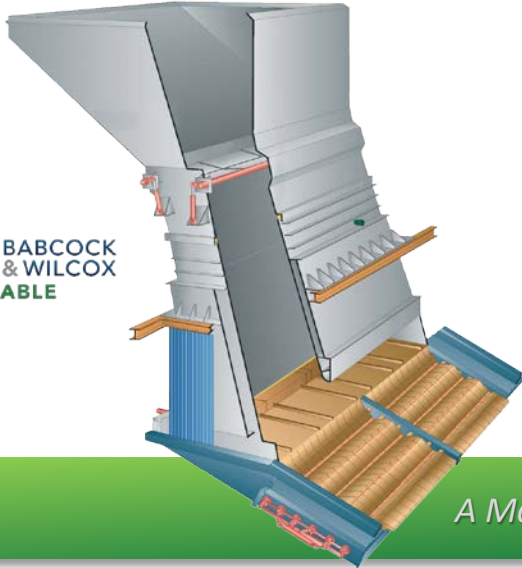
Single-drum, industry-standard unit for improved mill operation

Fuels: Black liquor



DynaGrate® Pivoting Combustion Grate

- › Large installed base with diverse set of customers
- › Grate design allows for high availability and long operational time, leading to reduced O&M cost
- › High thermal efficiency and low emissions
- › Fuel flexibility
- › Factory assembled modules reduce field construction



A Market Leader with Differentiating Technology in Waste-to-Energy Solutions



Key Technologies: Emissions Controls

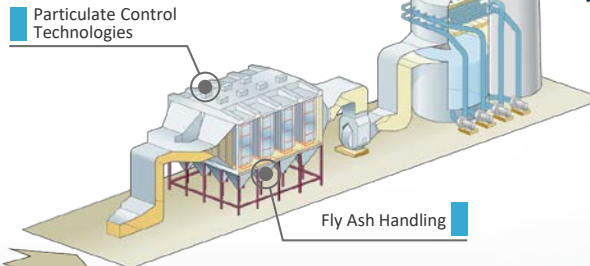
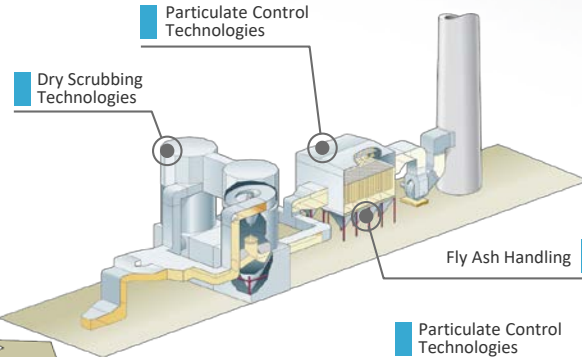
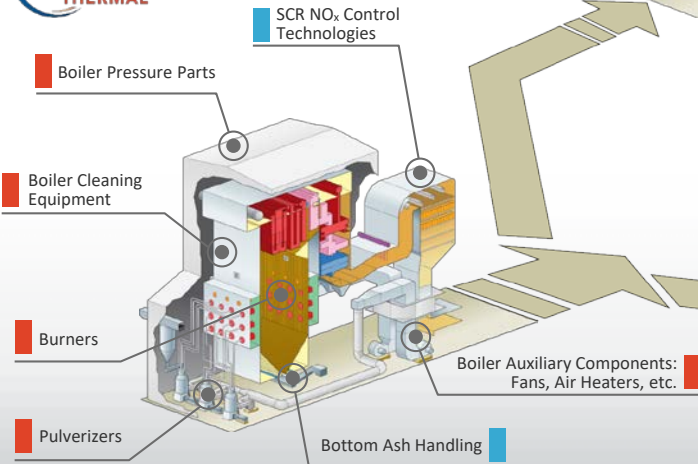
Emission	Technology Solution
Particulate Control	<ul style="list-style-type: none"> ▶ Pulse Jet Fabric Filters (PJFF) / Baghouses ▶ Wet and Dry Electrostatic Precipitators (ESPs) ▶ Wet Particulate Scrubbers ▶ Multiclone® Dust Collectors
NO _x Control	<ul style="list-style-type: none"> ▶ Selective Catalytic and Non-catalytic Reduction (SCR/SNCR) ▶ Low NO_x Burners and Combustion Systems
SO ₂ / Acid Gas Control	<ul style="list-style-type: none"> ▶ Wet or Seawater Flue Gas Desulfurization (FGD) Systems ▶ Semi-dry FGDs (Spray Dry Absorbers, Circulating Dry Scrubbers) ▶ Wet ESPs ▶ Dry Sorbent Injection (DSI)
SO ₃ / Acid Mist Control	<ul style="list-style-type: none"> ▶ Wet ESPs ▶ Dry Sorbent Injection (DSI)
Mercury, Dioxins, Furans	<ul style="list-style-type: none"> ▶ Powdered Activated Carbon Injection ▶ Absorption Plus™, MercPlus™, Mitagent™ Additives ▶ GMAB™ ADIOX® and MERCOX® technologies
Wastewater Elimination	<ul style="list-style-type: none"> ▶ Wastewater Evaporation System (WES) via Spray Drying ▶ Air-Cooled Condensers



Key Technologies: Steam Generation & Environmental Solutions Across a Utility Plant

Steam Generator Technology

- › Pulverizers
- › Furnace
- › Burners and ignitors
- › Sootblowers
- › Pressure parts
- › Air heaters and air heating cleaning systems
- › Bottom ash handling systems



Environmental Solutions

- › Particulate control
- › Nitrogen oxides (NO_x) removal
- › Sulfur removal
- › Mercury, dioxin and furan removal
- › Fly ash handling systems
- › Wastewater elimination



B&W provides a comprehensive array of proprietary technology and experience to utility power generation customers

Key Technologies: Comprehensive Waste-to-Energy Solutions



On-line boiler washing system

DynaFeeder® waste fuel feeder system

VoluMix® system for improved combustion

DynaGrate® combustion grate
DynaDischarger® ash removal

Battery storage systems



Cooling towers

Selective non-catalytic reduction (SNCR) NOx control

Fabric filter baghouse

Wet scrubber with ADIOX® including energy recovery

Carbon capture solutions

Water-cooled wear zones and Inconel® corrosion protection



Field Services



Component &
System Upgrades



Control Systems



Replacement &
Spare Parts

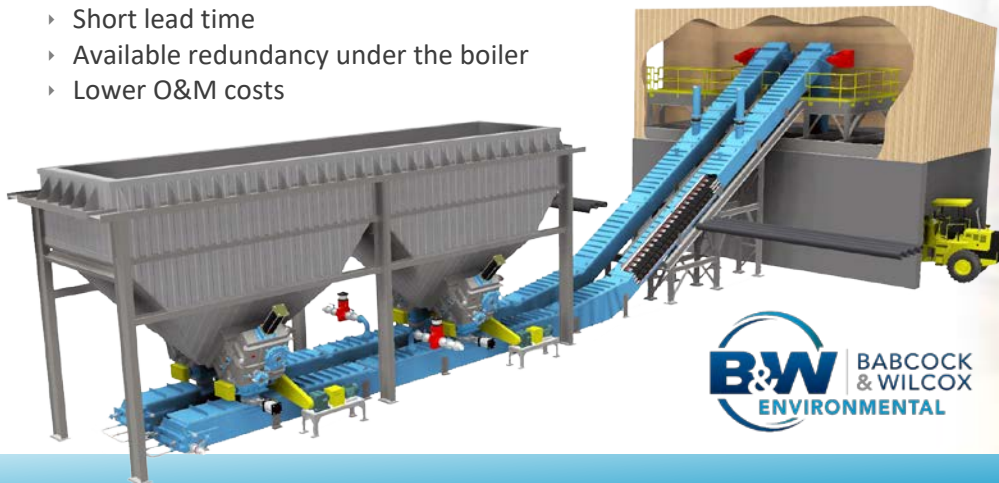


Operation &
Maintenance

Key Technologies: Submerged Grind Conveyor Ash Handling

Designed to meet current and future U.S. regulatory requirements for ash handling with:

- Lower equipment cost
- Lower installation cost
 - Utilize existing hoppers and gate valves
 - No modification to hopper
- Short outage required
- Short lead time
- Available redundancy under the boiler
- Lower O&M costs



An innovative solution to eliminate ash ponds

Key Technologies: Solar Installation

► Engineering & Procurement

- Project Cost Analysis
- Grid Integration and Interconnection
- Technical Evaluation
- AC and DC Engineering
- Permitting and AHJ Permissions
- Logistics
- Strategic Procurement of Structural Components and Electrical BOE

► Construction

- Subcontractor Management
- On-Site Construction Management
- Coordination and Supervision of Projects
- Utility Interconnections
- Quality and Commissioning Control
- Electrical and Structural QA/QC

Benefits of a solar addition:

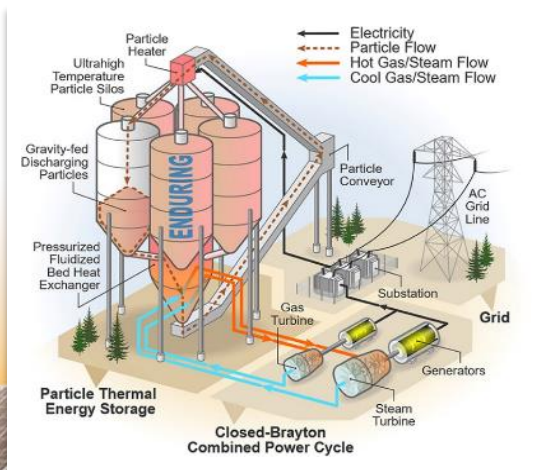
1. Powering up/down operations
2. Supplemental/plant energy source
3. Additional MW/GW output

Industry-leading EPC Services

*High efficiency. Low emissions.
Integrated solutions for clean power production.*

Key Technologies: Short and Long Duration Energy Storage

- ▶ B&W offers Pressurized or Atmospheric Fluidized Bed technology for long duration energy storage
- ▶ B&W also has an exclusive option to license NREL's Enduring long duration energy storage technology



NREL Enduring: (8-100 hours storage)

- ▶ Electric heater (stores heat in sand)
- ▶ Air Brayton Combined Cycle

- ▶ B&W has a partnership with Eos Energy Storage, LLC to sell and service Eos' innovative, patented Eos Znyth® zinc battery solution (3-12 hours storage) for industrial and utility-scale energy storage
 - B&W markets Eos' battery storage solutions globally
 - B&W is exclusive preferred installer in U.S. and Canada



Short and long duration energy storage smooths renewable energy peaks and bridges weather events

Key Technologies: Cooling Systems

WET



Natural Draft/Hyperbolic

Fanless design provides low power, noise and maintenance, as well as long operating lifecycle



Mechanical Draft

Counterflow for cost-effective thermal performance; crossflow for low energy consumption and operating costs

MATERIAL OPTIONS:

WOOD | CONCRETE | FIBER-REINFORCED POLYMER (FRP)

DRY



Air-Cooled Condensers

Water preservation technology customized for high-performance, long-life, low noise, corrosion-resistant applications



Air Fin Coolers

Cost-effective designs using embedded or wrapped tubes to meet required thermal, mechanical, noise and space requirements



Optimization Services

Specialized services to maximize plant performance and minimize costs and maintenance

Key Technologies: Global Parts & Service

Upgrades & Retrofits

Maintaining/improving plant operation:

Projects for extending the life of power, process and environmental equipment

Replacement Parts

Supplying components for system reliability:

High-quality standard or custom-engineered pressure and non-pressure parts

Optimization Systems

Enhancing efficiency with proven technology:

Diagnostic, monitoring, tuning and control systems for combustion, cleaning and cooling equipment

Engineering Services

Evaluating options for improved performance:

Expert people, tools and processes to measure, model, design, deliver, train and project manage

Construction

Adding value through constructability:

Safe execution of new installation, retrofits, system maintenance/repair, plant modifications



