



Creating Peak Value

INVESTOR DAY
NOVEMBER 30, 2021

Apogee 2021 Investor Day

AGENDA

Welcome & Introductions

Jeff Huebschen

VP Investor Relations & Communications

New Strategic Direction

Ty Silberhorn

Chief Executive Officer

Framing Systems: Building a Strong Platform to Drive Profitable Growth

Brent Jewell

President, Architectural Framing Systems

Glass: Repositioning to Maximize Returns

Nick Longman

President, Architectural Glass

Services: Building Capabilities to Scale & Grow

Troy Johnson

President, Architectural Services

LSO: Innovation Driven Growth

Jane Boyce

President, Large Scale Optical

Driving Higher Returns & Profitable Growth

Nisheet Gupta

Executive VP & Chief Financial Officer

Break

Q&A

Webcast concludes at approximately 11:30 am ET

Use of Non-GAAP Measures and Forward-Looking Statements

Use of Non-GAAP financial measures: This presentation contains non-GAAP financial measures which the company uses to evaluate historical and prospective financial performance, measure operational profitability on a consistent basis, and provide enhanced transparency to the investment community. Definitions for these non-GAAP financial measures and reconciliations to the most directly comparable GAAP measures are included at the end of this presentation.

Forward-Looking Statements: This presentation also contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. The words “believe,” “expect,” “anticipate,” “intend,” “estimate,” “forecast,” “project,” “should” and similar expressions are intended to identify “forward-looking statements”. These statements reflect Apogee management’s expectations or beliefs as of the date of this release. The company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. All forward-looking statements are qualified by factors that may affect the results, performance, financial condition, prospects and opportunities of the company, including the following: (A) uncertainty regarding the potential impacts and duration of the COVID-19 pandemic; (B) global economic conditions and the cyclical nature of the North American and Latin American commercial construction industries, which impact our three architectural segments, and consumer confidence and the condition of the U.S. economy, which impact our large-scale optical segment; (C) fluctuations in foreign currency exchange rates; (D) actions of new and existing competitors; (E) ability to effectively utilize and increase production capacity; (F) departure of key personnel and ability to source sufficient labor; (G) product performance, reliability and quality issues; (H) project management and installation issues that could affect the profitability of individual contracts; (I) changes in consumer and customer preference, or architectural trends and building codes; (J) dependence on a relatively small number of customers in certain business segments; (K) revenue and operating results that could differ from market expectations; (L) self-insurance risk related to a material product liability or other event for which the company is liable; (M) dependence on information technology systems and information security concerns; (N) cost of compliance with and changes in environmental regulations; (O) fluctuations in the availability and cost of materials used in our products and the impact of trade; (P) integration of recent acquisitions and management of acquired contracts; (Q) impairment of goodwill or indefinite-lived intangible assets; (R) our ability to effectively develop and execute our enterprise transformation and strategy initiatives; (S) increases in costs related to employee health care benefits; and (T) risks that anticipated results from business restructuring initiatives will not be achieved, implementation of cost-saving and business restructuring initiatives may take more time or cost more than expected, the anticipated cost savings may be materially less than anticipated, and the restructuring may result in disruption in delivery of services to our customers. The company cautions investors that actual future results could differ materially from those described in the forward-looking statements, and that other factors may in the future prove to be important in affecting the company’s results, performance, prospects, or opportunities. New factors emerge from time to time and it is not possible for management to predict all such factors, nor can it assess the impact of each factor on the business or the extent to which any factor, or a combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. More information concerning potential factors that could affect future financial results is included in the company’s Annual Report on Form 10-K for the fiscal year ended February 27, 2021 and in subsequent filings with the U.S. Securities and Exchange Commission.

Definition of “Last Twelve Months”: Certain financial measures used in this presentation are presented for the last-twelve months, or “LTM”, which refers to the 12-month period ended August 28, 2021.



Company Strategy and Overview

Ty Silberhorn
Chief Executive Officer



KEY MESSAGES FOR THE DAY

Building the New Apogee: Focus, Simplification & Execution

1 Clear opportunities for improvement

Strategic review was a critical starting point to identify strengths and changes we must make

2 Charting a new strategic course

New enterprise strategy positions Apogee to be an economic leader with a resilient, scalable foundation

3 Shifting how we measure success

We are managing for the long-term to achieve strong ROIC performance through the cycle

GOAL: Deliver improved & sustainable shareholder returns

Team that will Lead our Transformation

Deep industry knowledge plus new talent with key skills and experience



TY SILBERHORN
Chief Executive Officer



NISHEET GUPTA
Chief Financial Officer



JANE BOYCE
President, Large-scale Optical



BRENT JEWELL
President, Architectural Framing



TROY JOHNSON
President, Architectural Services



NICK LONGMAN
President, Architectural Glass



MATT CHRISTIAN
VP, Transformation Mgt Office



CURTIS DOBLER
Chief HR Officer



MEGHAN ELLIOTT
General Counsel



MAUREEN HAYES
Chief Information Officer



BRYAN HITZ
VP, Management System



GREG SACHS
Chief Procurement Officer

Four Questions We Will Answer Today

1

What is our path to margin expansion?

2

How will we deploy capital more effectively?

3

Where will we deliver growth?

4

How can we outperform, regardless of the cycle?

AGENDA

Apogee Today: Driving Change

2021 Strategic Review: A Critical Starting Point

Our Strategic Pivot: Apogee's Enterprise Strategy

Measuring Success: A New ROIC Lens

Apogee Today

A leading provider of architectural products and services for enclosing buildings, and value-added glass and acrylic for custom picture framing and displays.

1949

FOUNDED

16 manufacturing
locations

OPERATIONS

~6,000

EMPLOYEES

\$1.3B

REVENUE (LTM)

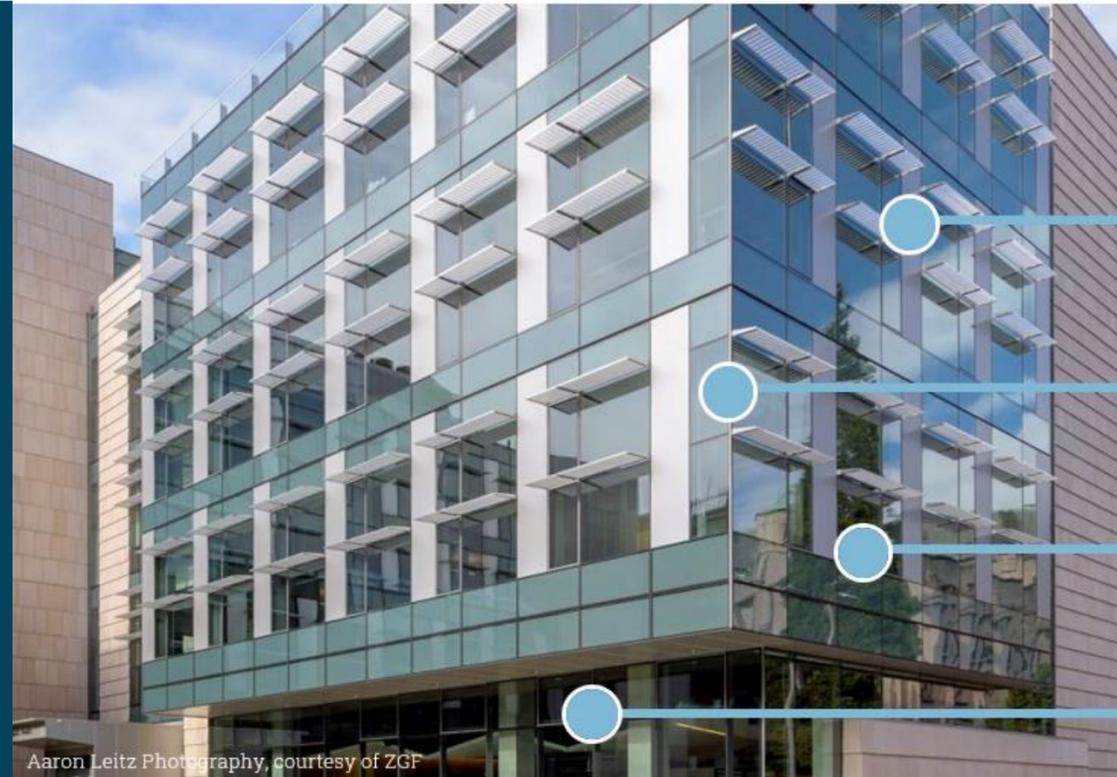
~95%
of sales

to customers in North America

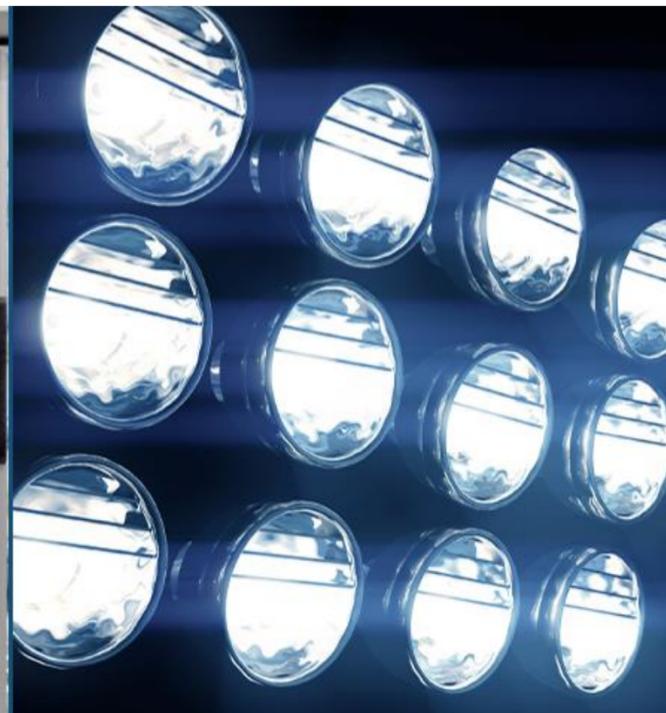
Over 90%
of revenue

from architectural businesses

A broad range of solutions for construction...



-  Integrated project management
-  Extrusion and finishing of aluminum
-  High-performance architectural glass
-  Windows and curtainwall
-  Storefront and entrance systems



and technology that has allowed us to enter other markets

Leading Brands with a Broad Set of Capabilities

ARCHITECTURAL



Framing Systems

LTM Revenue: \$570 M

46% of net sales

LTM Op. Margin: 5.1%*

A leading provider of aluminum window, curtainwall, storefront, and entrance systems



Glass

LTM Revenue: \$329 M

24% of net sales

LTM Op. Margin: 5.1%*

Premier source for high-performance architectural glass



Services

LTM Revenue: \$317 M

24% of net sales

LTM Op. Margin: 9.8%

The largest U.S. full-service installer of building glass and curtainwall

PLATFORMS



Large Scale Optical

LTM Revenue: \$95 M

6% of net sales

LTM Op. Margin: 25.5%*

Differentiated products for framing and display markets

*Reflects adjusted operating margin, which is a non-GAAP measure. See reconciliation table in the appendix.

Taking Apogee in a New Direction

A 70-YEAR HISTORY OF

innovation and adapting
to changing markets...

...reaching a new
inflection point



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Apogee Today: Driving Change

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Measuring Success: A New ROIC Lens

Strategic Review

An 'Outside-In'
Approach to
Evaluating the
Business

Identifying Challenges & Opportunities



Holistic look at our business and the markets we serve



Extensive input from customers



Detailed competitive benchmarking



Analyzed mix of products, services and capabilities



Evaluated our operating model

We validated strengths that we can leverage



Strong collection of market-leading brands



Broad set of capabilities that span the value chain for building envelope solutions



Several businesses with well-defined cores and differentiated offerings



Proven capability to improve costs, with several efforts underway



Strong financial position



...and we built a strategic roadmap for how we will move forward.

Defined the Issues

Market Position - Some businesses lacked clear value proposition and had overlapping offerings

Cost Position - Opportunities to improve cost structure across the portfolio

Execution - Need for aligned culture, processes, and systems

Established Priorities

Economic Leader - Pivot from 'Market Leader' to 'Economic Leader' mindset

Active Portfolio Management - Shift portfolio toward higher EBIT & ROIC

Strengthen the Core - Build scalable processes & systems to improve execution

Set Clear Expectations

Execution Focused - Committed to improved execution, driving focus and simplification

Returns Driven - Long-term targets based on returns and grounded in reality

Aligned - Incentives to improve accountability and reward success

OUR AMBITION GOING FORWARD IS CLEAR

Create Peak Value by building **differentiated** businesses with **strong** operational execution

A PARADIGM SHIFT

Establishing Apogee as the Economic Leader

	PAST	FUTURE
Strategic Focus	<i>Market Leader</i>	Economic Leader
Operating Model	<i>Decentralized</i>	Center-led capabilities
Enterprise Objective	<i>Revenue Growth</i>	Above-market returns
Portfolio Management	<i>Acquirer</i>	Active portfolio manager

Early Momentum in our Transformation



Realigned Architectural Framing Systems to increase focus on target markets



Refocused Architectural Glass to emphasize differentiated, high value-add products



Created a Unified Offering for larger, custom façade projects in Architectural Services



Launched Enterprise Transformation to drive major initiatives



Reinvigorating Lean / Continuous Improvement program

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Apogee Today: Driving Change

2021 Strategic Review: A Critical Starting Point

Our Strategic Pivot: Apogee's Enterprise Strategy

Measuring Success: A New ROIC Lens

Three Pillar Enterprise Strategy

To Unlock Profitable
Growth

1

ECONOMIC
LEADER
IN TARGET
MARKETS

2

ACTIVELY
MANAGE
THE PORTFOLIO

3

STRENGTHEN
CORE
CAPABILITIES &
PLATFORMS

FOUNDATIONAL ENABLERS

- Results-driven Culture
- Talent Development
- Apogee Management System
- Best-in-class Governance

1

ECONOMIC LEADER IN TARGET MARKETS

Key Building Blocks

**Deep
Understanding of
Target Markets**

**Clear & Aligned
Go-to-Market
Strategies**

**Build and
Deliver Differentiated
Offerings**

Focus on Execution & Productivity

Competitive Cost Structures

OUTCOME

**Top Operating Margin Generator
in our Target Markets**

1

ECONOMIC LEADER IN TARGET MARKETS

We Serve a Large Addressable Market

Total US non-residential construction spend
~\$450B

Total US glazing market
~\$14B

The US glazing market **includes**
aluminum fabrication,
glass, and other materials

**Apogee
Architectural
Revenue**

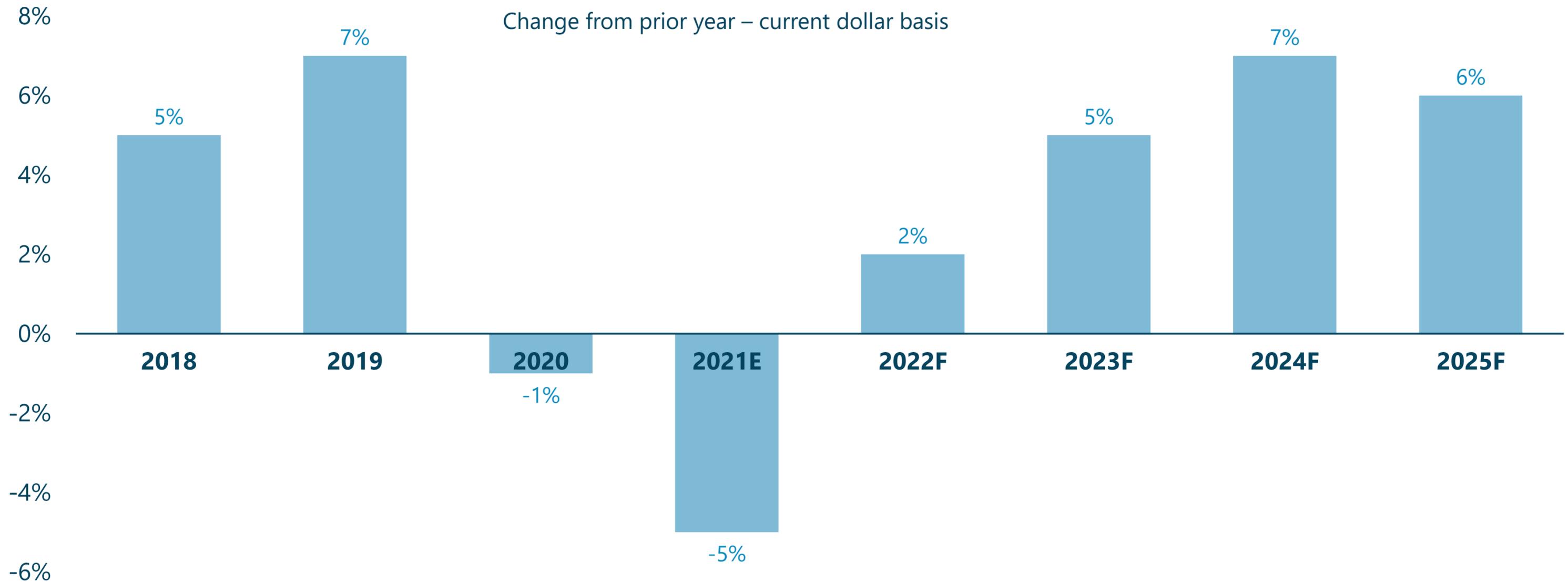


ECONOMIC LEADER IN TARGET MARKETS

Which is Expected to Grow in the Coming Years

FMI Estimated Non-Residential Construction Put in Place

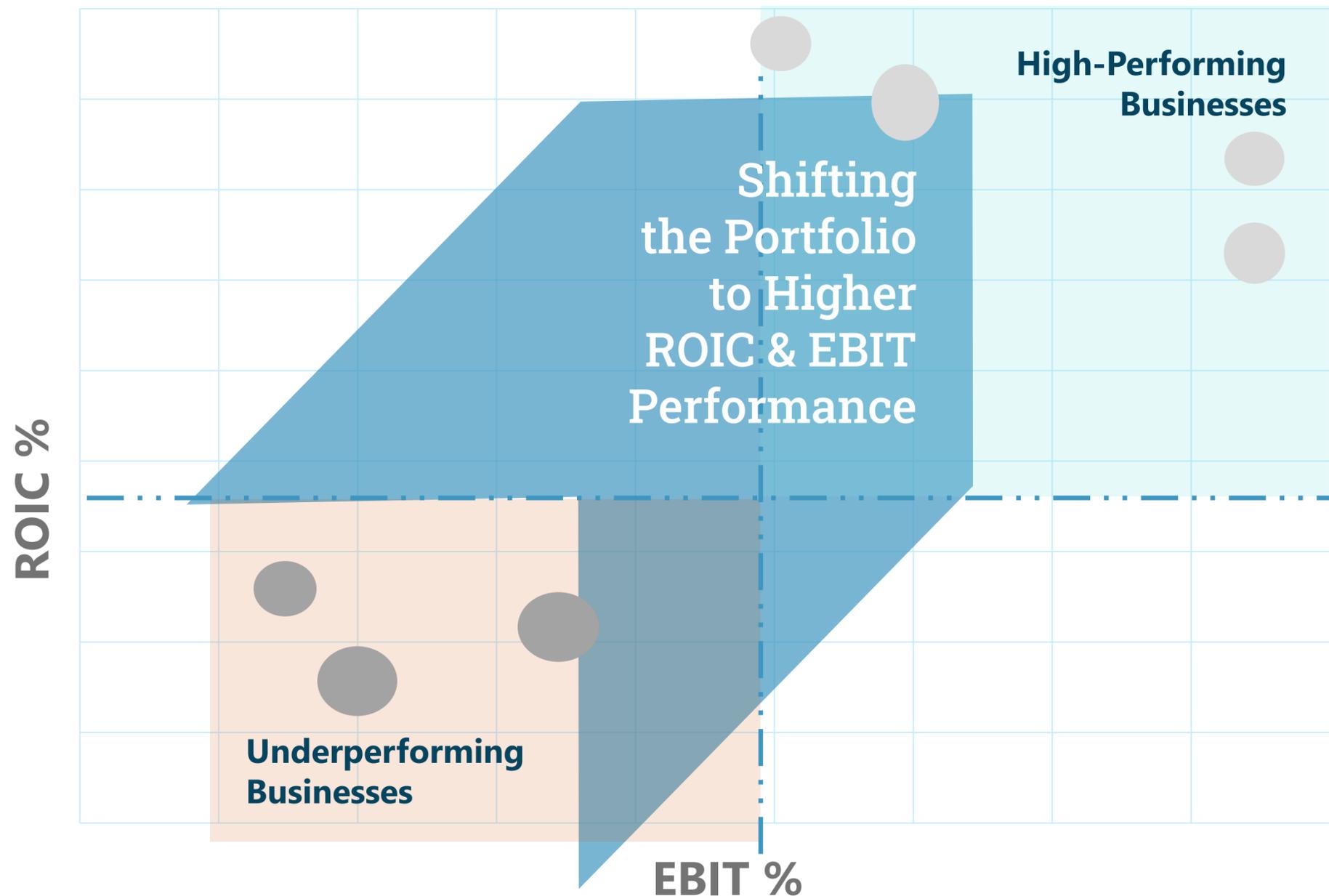
Change from prior year – current dollar basis



2

ACTIVELY MANAGE THE PORTFOLIO

3-Point Approach to Manage the Portfolio



1) Scale and expand top performers

- Allocate resources to grow high-performing businesses

2) Address underperforming businesses

- Focused improvement plans
- Reposition or exit where we can't meet return requirements

3) Invest to grow differentiated offerings

- Organic innovation/expansion
- Strategic target areas

2

ACTIVELY MANAGE THE PORTFOLIO

Clear Strategic Priorities Across the Portfolio

MAXIMIZE Value of Core Business



EXPAND Core and Evaluate Adjacencies



STRATEGIC FOCUS

- Integrate operations
- Cost performance
- Growth in core

- Refocus on target market
- Cost & productivity
- Quality & service

- Business systems
- Scale the core
- Expand in adjacencies

- Leverage capabilities
- Expand in adjacencies
- Broaden offerings

PRIMARY EBIT DRIVER

- Margin improvement (*Window & Wall*)
- Revenue growth (*Storefront & Finishing*)

- Margin improvement

- Revenue growth

- Revenue growth

2

ACTIVELY MANAGE THE PORTFOLIO

A New & Disciplined Approach to Investing in Growth

Identify Opportunities
to Differentiate

Adhere to Clear
and Disciplined ROIC
Criteria

Leverage Centers
of Excellence to
Integrate and
Capture Value

3

STRENGTHEN CORE CAPABILITIES & PLATFORMS

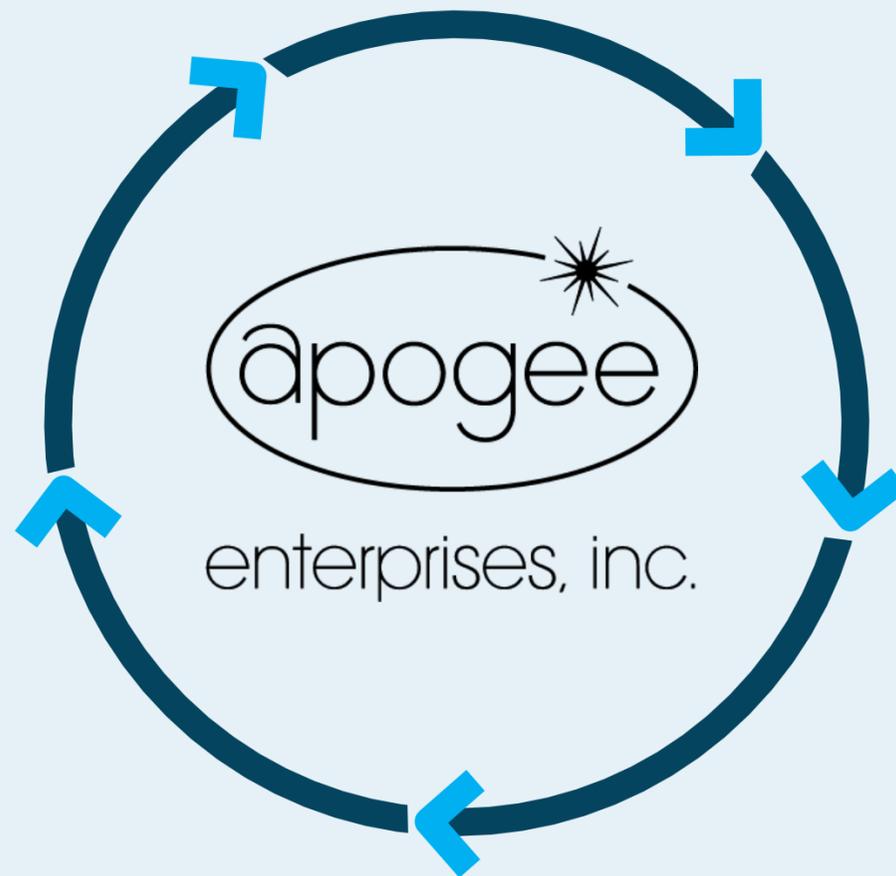
Building the Operating Model to Enable Profitable Growth

Functional Expertise

Center-led functional support, aligned to business needs

Strong Governance

Ensuring results, compliance, and enabling sustainability



Investment Rigor

Driving resource allocation to highest return opportunities and strategic fit

Management System (Lean)

Common language, tools & processes, revitalized Lean/CI as our foundation

Robust Talent Management

Building skills, shaping leaders, planning

TARGETED RESULTS

- Greater efficiencies
- More scalability
- Sustainable profitable growth

3

STRENGTHEN CORE CAPABILITIES & PLATFORMS

The Apogee Management System (AMS)

A multi-year, phased approach for building our operating system

Lay the foundation

- Add key talent
- Reinvigorate Lean – the foundation of AMS
- Apply 80/20 to offerings, applications & markets
- Start in one part of the business – Architectural Glass
- Focus on generating bottom-line benefits immediately
- Build organizational alignment



WE ARE HERE TODAY

Expand the scope

- Constant 80/20 view of offerings and applications
- Expand Lean toolkit to other business segments
- Develop Lean talent base throughout the organization
- Expand beyond Lean to additional pillars:
 - Commercial / new products
 - Talent development
 - Supply chain
 - Customer service

Embed in the culture

- Shared language & philosophy
- Common tools & processes
- AMS embedded into talent management systems
- Playbook for integrating acquired businesses

3

STRENGTHEN CORE CAPABILITIES & PLATFORMS

Advancing Apogee's ESG Impact



Innovative products & services that enable customers to:

- **Improve** energy efficiency and reduce GHG emissions
- **Achieve** LEED certification

Environmentally responsible operations



Robust workplace safety program

Accident rate < industry average

Well-defined talent management programs

Employee development
Succession planning
Diversity & Inclusion

Support for the communities where we live and work

Corporate giving plan
Employee-led volunteerism



Highly independent, diverse & experienced board

Board refreshment

8 of 9 directors <5 years of tenure

Ethics & risk management

Code of Business Ethics & Conduct — required annual training for all employees and directors

Data security

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Apogee Today: Driving Change

2021 Strategic Review: A Critical Starting Point

Our Strategic Pivot: Apogee's Enterprise Strategy

Measuring Success: A New ROIC Lens

How We Will Measure Success:

Improve ROIC/Profitability & Achieve Above-Market Growth

Mountrail Williams Electric Cooperative – Williston,
ND © Kirsten Braaten; courtesy of Tubelite

Fiscal 2025 Enterprise Targets

> 12%

ROIC*

> 10%

Operating Margin

> 1.2x

Construction Index

Revenue Growth

*ROIC is a non-GAAP metric. See appendix for definition.

Charting a New Course: Positioning Apogee as the Economic Leader to Deliver Peak Value

FY2021-22

STABILIZE

- Adapted to COVID
- Aligned cost structure
- Strengthened financial position

FY 2022-2023

PIVOT

- Align & simplify our portfolio
- Establish new operating model
- Drive out costs & enhance productivity
- Invest in enterprise transformation
- Evaluate strategic investment opportunities

FY 2024+

ACCELERATE

- Maintain disciplined execution
- Build differentiated offerings
- Achieve ROIC above our cost of capital

IN SUMMARY

Poised to
Create
Peak Value
Improved &
Sustainable
Shareholder
Returns

STRONG FOUNDATION & EARLY MOMENTUM

We are building on our strengths to drive change, with good early momentum

TRANSFORMATIONAL ENTERPRISE STRATEGY

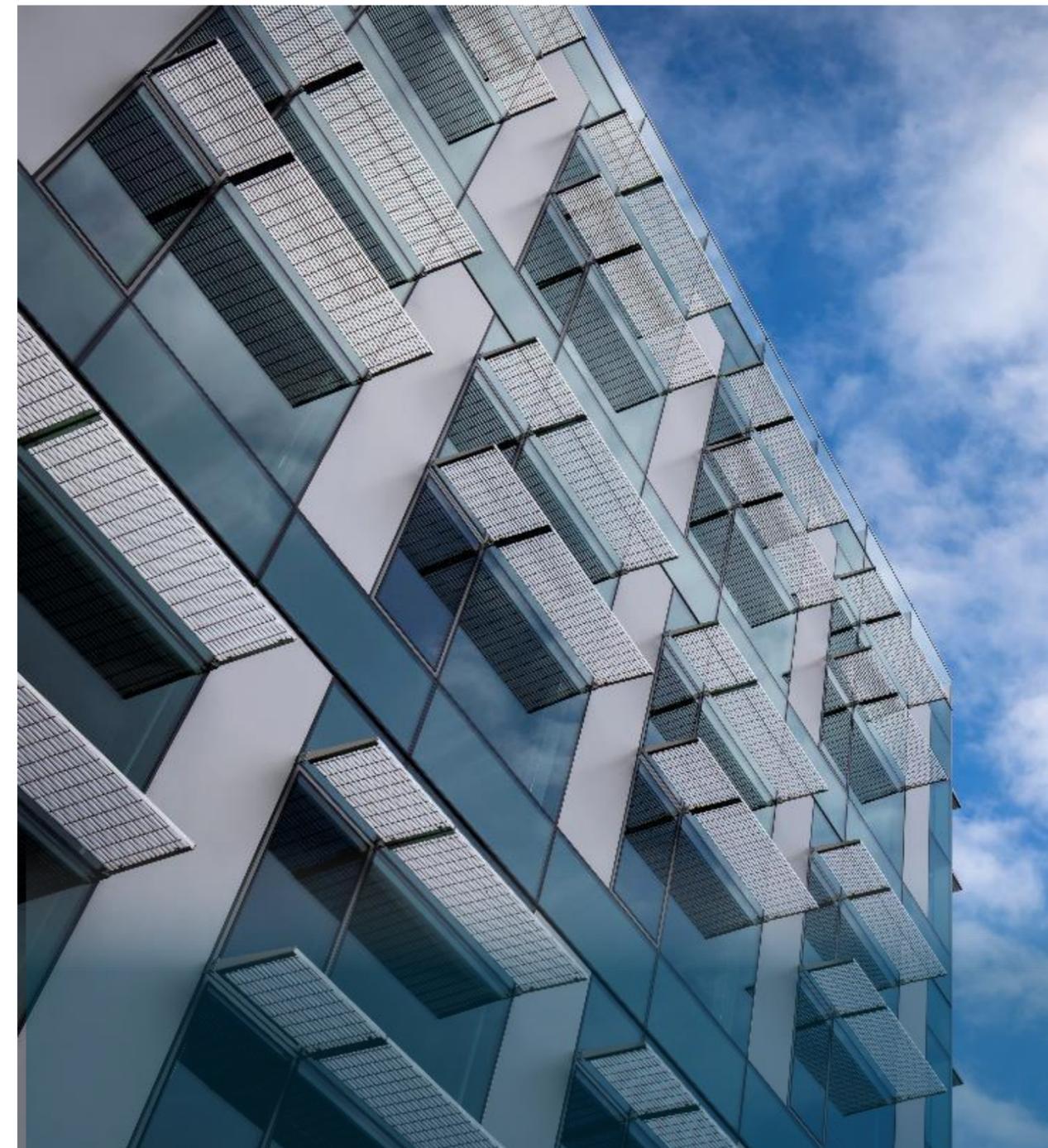
We are positioning Apogee to be an economic leader with a stronger foundation of core capabilities

NEW LENS FOR MEASURING SUCCESS

We are aligning our focus, strategies and incentives to improve ROIC and position Apogee to outgrow the market

Architectural Framing Systems: Building a Strong Foundation to Drive Profitable Growth

Brent Jewell
President, Architectural Framing Systems



Transformation Underway

Clear Priorities to Optimize the Business

Defining Success Going Forward

Architectural Framing Systems Today

Vertically integrated leader in aluminum window, curtainwall, storefront, and entrance systems

\$570M

SALES (LTM)

Note, includes Sotawall

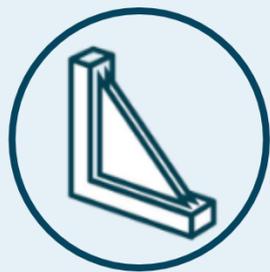
5.1%

ADJUSTED OPERATING
MARGIN* (LTM)

*Non-GAAP metric, see reconciliation table in the appendix

11

PRIMARY
MANUFACTURING
LOCATIONS



STOREFRONT AND FINISHING SOLUTIONS



WINDOW AND WALL SYSTEMS

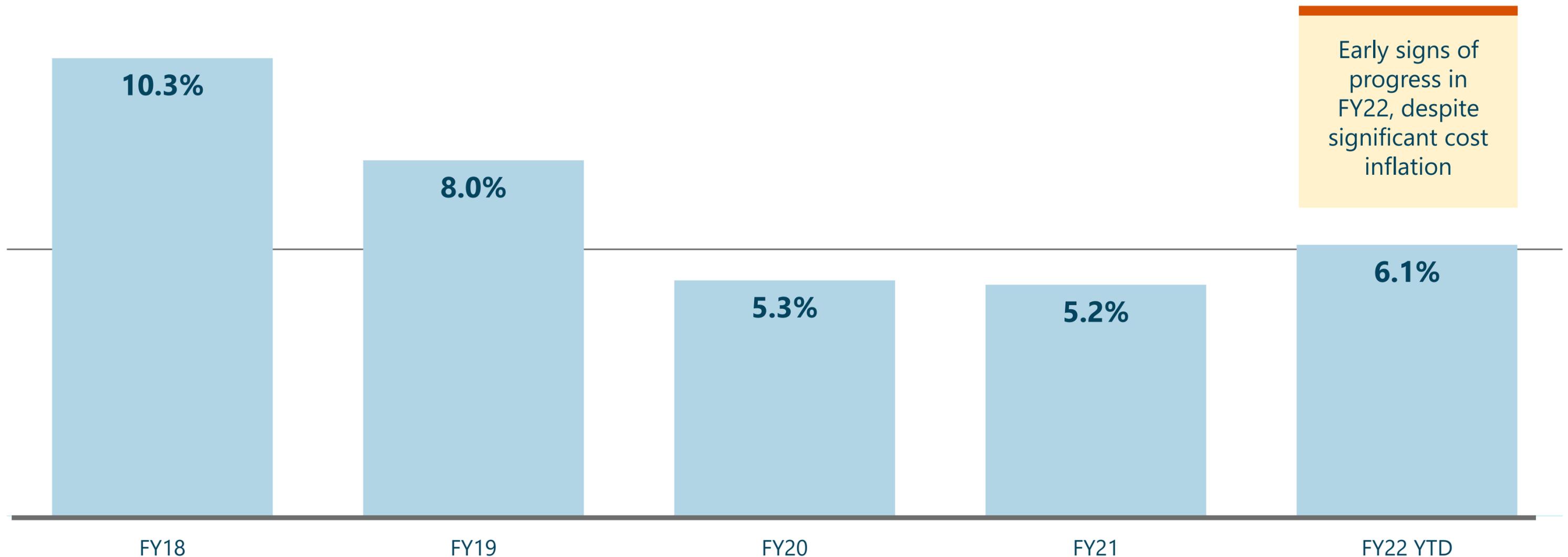


WAUSAU
WINDOW AND WALL
SYSTEMS

RECENT PERFORMANCE HISTORY

Clear Opportunity for Significant Margin Improvement

Adjusted Operating Margin*



*Non-GAAP metric, see reconciliation table in the appendix

We've Built Momentum over the Past Year



Optimizing the footprint

- ✓ Site closures
- ✓ Initial steps to integrate supply chain



Improving cost structure

- ✓ Back-office consolidation
- ✓ Direct labor productivity



Product & pricing strategy

- ✓ Driving product standardization
- ✓ Customer/order profitability

Setting the stage for improved performance

SIMPLIFICATION & OPPORTUNITY

AFS Realignment Benefits

STOREFRONT & FINISHING SOLUTIONS

TUBELITE[®]
DEPENDABLE

LINETEC

Alumicor
BUILDING EXCELLENCE

WINDOW & WALL SYSTEMS

EFCO

WAUSAU
WINDOW AND WALL
SYSTEMS

SOTAWALL[®]

Integrated commercial strategy & product management

Centralized management of operations & supply chain

Back-end consolidation

Moving to
Architectural
Services

Two Strong Platforms Optimized for Profitable Growth



KEY DIFFERENTIATORS

- Dependable, short lead-time service
- Regional market presence
- Vertically integrated supply chain and production



- Robust engineering capabilities
- Broad product portfolio for project solutions
- Leading quality and service



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Transformation Underway

Clear Priorities to Optimize the Business

Defining Success Going Forward

Clear Priorities to Drive Profitable Growth

1. Drive a Step-Change in Margins

2. Maximize Strategic Growth Opportunities

STRATEGY #1

Drive a Step-Change in Margin Performance

Targeting
double-digit
operating
margins

KEY INITIATIVES

-  **Cost** reductions from realignment & footprint consolidation
-  **Product** rationalization
-  **Enhanced** pricing and order policies
-  **Supply** chain optimization and process automation
-  **Capture** operating leverage from growth

STRATEGY #2

Maximize Strategic Growth Opportunities

We are focused and aligned to drive improved results

Key Growth Drivers

- Forecasted end-market growth
- Geographic expansion
- Brand cross-selling
- Simplify and align product offerings to meet changing market needs



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Transformation Underway

Clear Priorities to Optimize the Business

Defining Success Going Forward

HOW WE WILL MEASURE SUCCESS

What to Expect in the Next 12 Months

Deliver cost benefits from realignment

Pricing actions to offset cost inflation

Visible progress on margin expansion

IN SUMMARY

ARCHITECTURAL
FRAMING SERVICES:
Building a
Stronger
Foundation
for Profitable
Growth

TRANSFORMATION UNDERWAY

Solid progress toward building an integrated business model

CLEAR PRIORITIES TO OPTIMIZE

Focused on executing initiatives to deliver margin improvement and targeted growth

MORE RUNWAY AHEAD

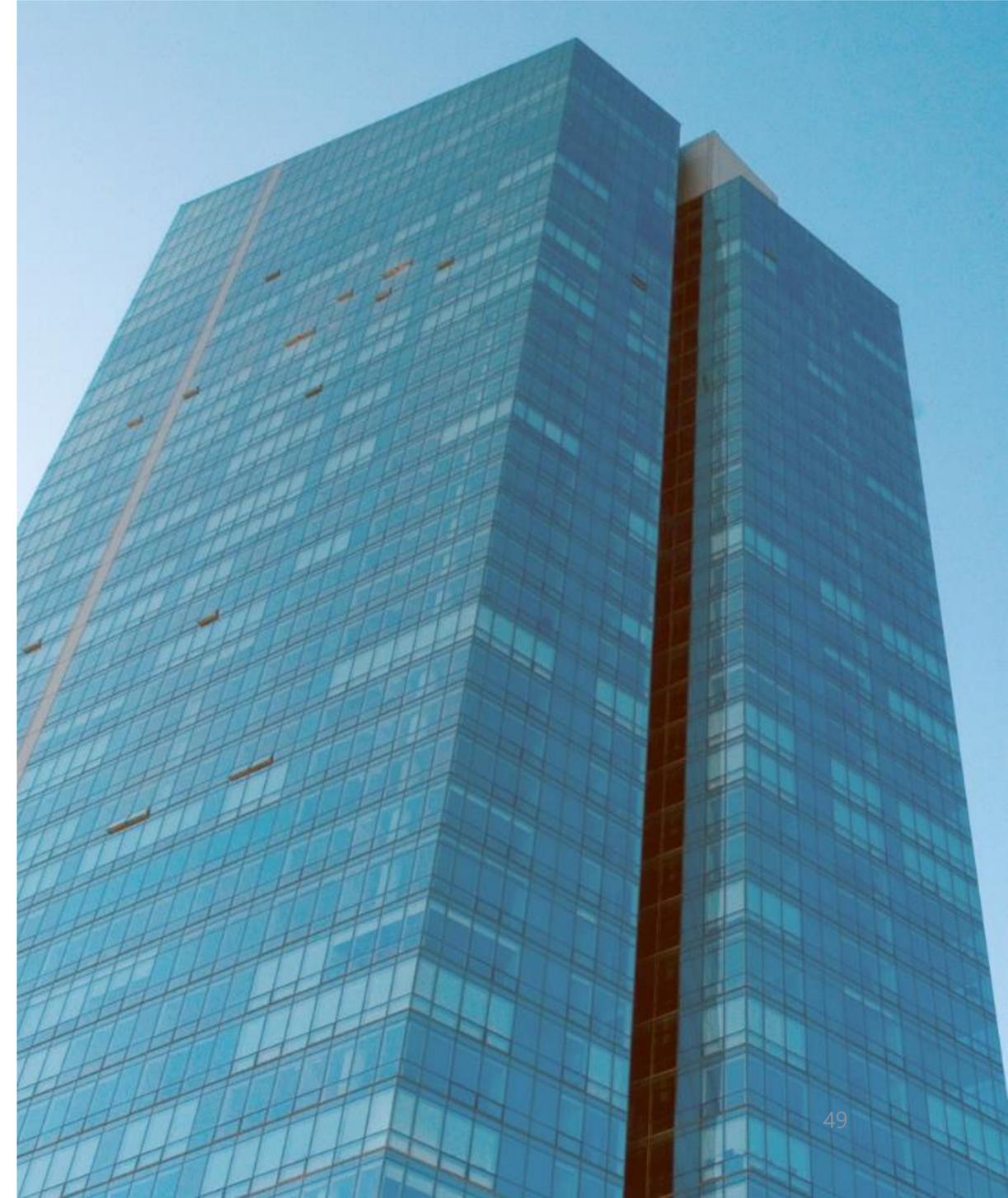
Positioned to double margins and outgrow market in target markets

Architectural Glass:

Repositioning to Maximize Returns

Nick Longman

President, Architectural Glass





AGENDA

Solid Foundation to Build Upon

Repositioning Glass: Two Strategic Imperatives

Defining Success Going Forward

Architectural Glass Today

Making our customer's visions a reality with innovative architectural glass products.

1970

FOUNDED
OWATONNA, MN

~475

**ANNUAL
PROJECTS**

\$329M

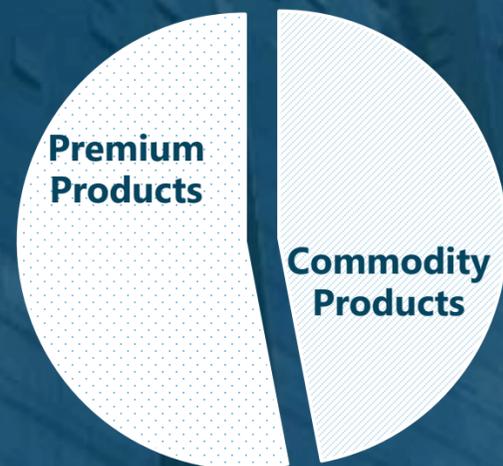
**SALES
(LTM)**

5.1%

**ADJUSTED OP.
MARGIN* (LTM)**

*Non-GAAP metric, see reconciliation table in appendix

SALES MIX
(SQ FT) FY20



**INNOVATIVE
SOLUTIONS**

Energy-efficient
Coatings and
Customized Solutions



**SINGLE SOURCE
PARTNER**

Reliable Service
Valuable Advice
Technical Expertise



VIRACON®



GlassecViracon

Positioned to Win

Single-Source
Resource for
High-Performance
Architectural
Glass Products



Industry leading quality,
service and delivery



Deep relationships with
customers and influencers



Wide-range of capabilities to
offer customized solutions



Proprietary product offerings



Unique fabrication model



AGENDA

Solid Foundation to Build Upon

Repositioning Glass: Two Strategic Imperatives

Defining Success Going Forward

Strategic Imperatives to Reposition Glass

1. Shift to Premium

2. Execute Sustainable Cost & Productivity Improvements

STRATEGY #1: SHIFT TO PREMIUM

Industry Trends are Driving a Shift to Premium Solutions

Design Considerations

- Jumbo glass
- Proprietary coatings
- Dynamic glare control

Safety & Peace of Mind

- Cybershield™
- Heat soaking of tempered glass
- Bird friendly glass

Sustainability

- Energy-efficient coatings
- Product options to increase R-factor
- Solutions to reduce emissions

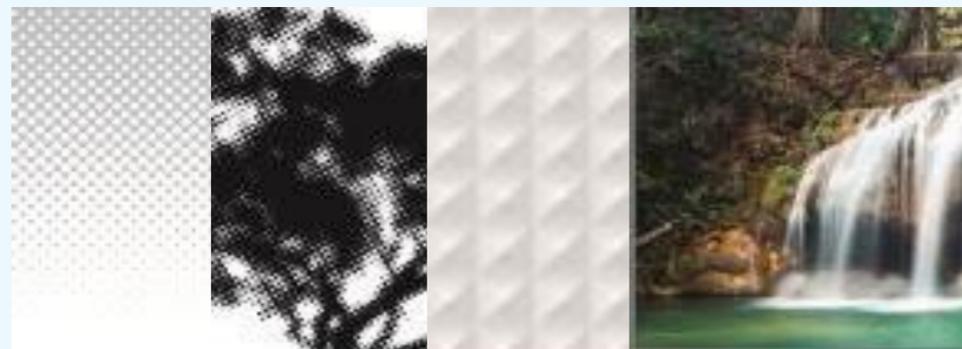
Viracon™ is uniquely positioned to offer a suite of customized, high-performance solutions

STRATEGY #1: SHIFT TO PREMIUM

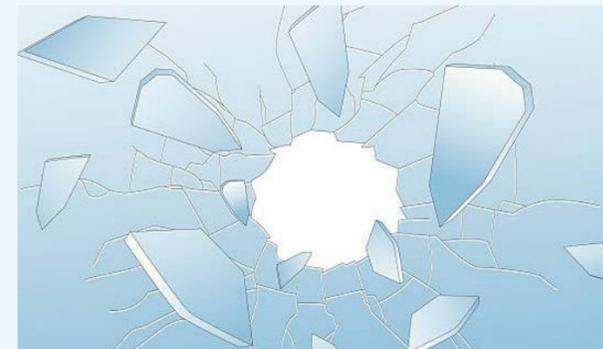
Differentiating with Premium Offerings



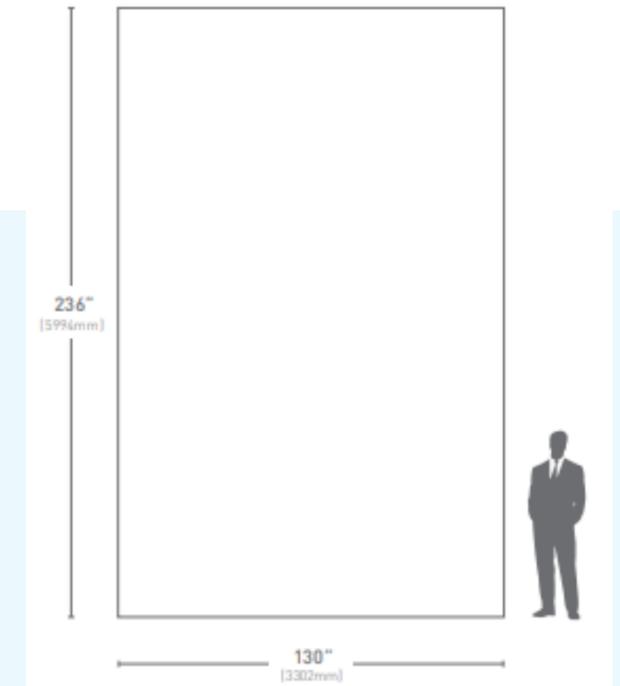
Smart Glass



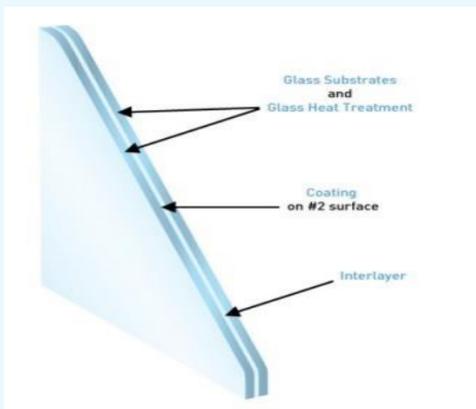
Printing on glass



Heat Soaking of Tempered Glass



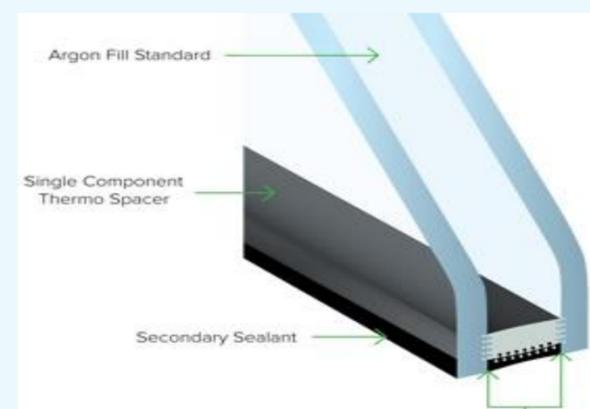
Jumbo glass



Laminated Glass



Proprietary, high-performance coatings



Viracon Thermal Spacer



Thicker Glass

STRATEGY #1: SHIFT TO PREMIUM

Positioning Apogee as Leader in Premium Solutions

KEY STRATEGIES

- **Build** value proposition for more customized solutions
- **Provide** differentiated product and service offerings, aligned to market needs via:
 - Product innovation
 - Strategic partnerships
- **Continue** to outperform customer expectations with best-in-class quality, service and delivery

Significant opportunity for increased profitability

- **More** favorable sales mix
- **Improved** pricing
- **Better** positioned to grow in targeted segments

STRATEGY #2: SUSTAINABLE COST & PRODUCTIVITY

Executing Cost & Productivity Improvements

KEY INITIATIVES



Footprint rationalization



Reduce manufacturing costs



Relaunch Lean and Continuous Improvement



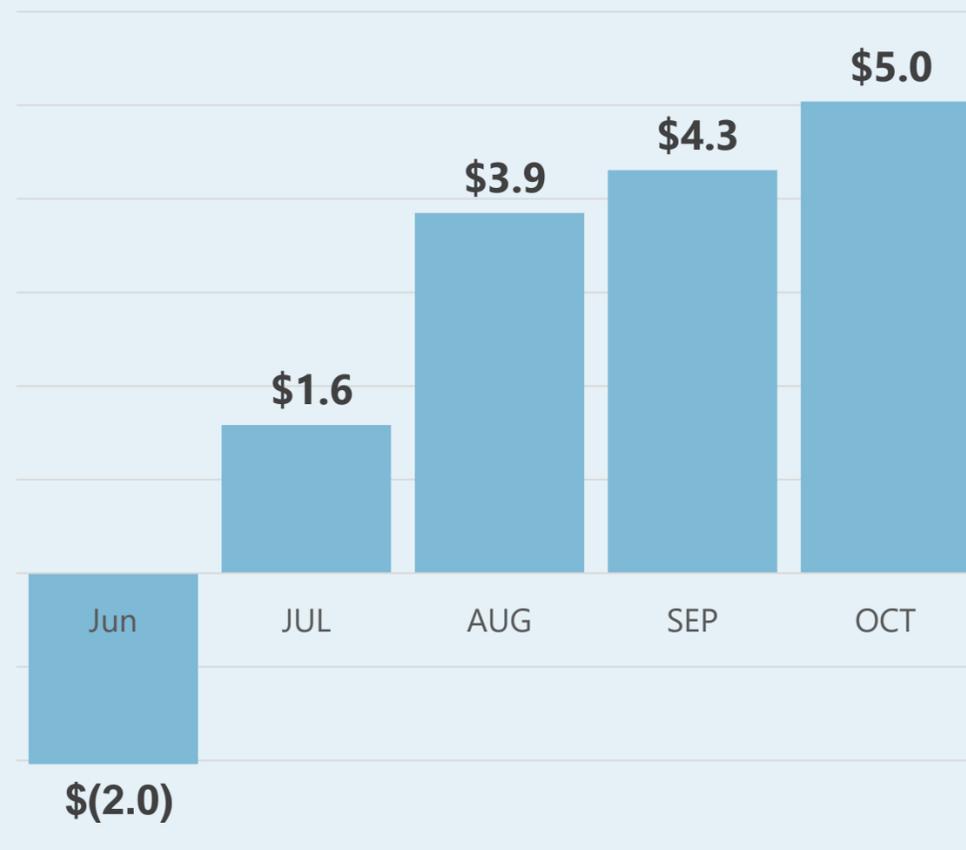
Focus on quality, service and delivery

- ✓ **Significant margin expansion**
- ✓ **Improved return on capital**
- ✓ **Differentiated market offering**

STRATEGY #2: SUSTAINABLE COST & PRODUCTIVITY

Case Study – Reinvigorating Lean

Productivity Savings at Annualized Run-Rate (\$M)



How We Are Deploying Lean for Sustainable Results

PHASE I (began in June 2021)

- Outside-in view using elements of proven management systems
- Focused model cells & associate empowerment
- Short cycle improvement & course correction
- Production learnings feeding product management

PHASE II (began in October 2021)

- Going deeper in Phase I model cells
- Expanding to new model cells
- Accelerate additional productivity savings



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Solid Foundation to Build Upon

Repositioning Glass: Two Strategic Imperatives

Defining Success Going Forward

HOW WE WILL MEASURE SUCCESS

What to Expect in the Next 12 Months

Successfully execute facility consolidation plan

Cost savings and productivity improvements driving visible progress on margin expansion

Improved mix & pricing driven by shift to premium

IN SUMMARY

ARCHITECTURAL
GLASS:

Repositioning
Glass as
Economic
Leader to
Maximize
Returns

A NEW PATH FORWARD

Becoming the Economic Leader in targeted segments

SHIFTING TO PREMIUM

We are driving a shift to premium through focus on quality, capability and delivery

EXECUTING MARGIN IMPROVEMENTS

We have made good early progress executing cost and margin improvements, with more runway ahead

Architectural Services:

Building Capabilities to Scale & Grow

Troy Johnson
President, Architectural Services



Driving Value Through Project Management

We've Earned the Right to Grow

Clear Strategies to Drive Scale and Growth

Defining Success Going Forward

Architectural Services Today

We integrate technical capability, project management skills, and field installation services to design, engineer, fabricate, and install building glass and curtainwall.

\$317M

**SALES
(LTM)**

Note, excludes Sotawall

9.8%

**OP. MARGIN
(LTM)**

\$572M

**CONTRACTED
BACKLOG**

4

**MANUFACTURING
CENTERS**

 **Harmon**[®]
Building Trust in Everything We Do.™

Custom High
Performance
Curtainwall

**Project
Management,**
from concept to
completion

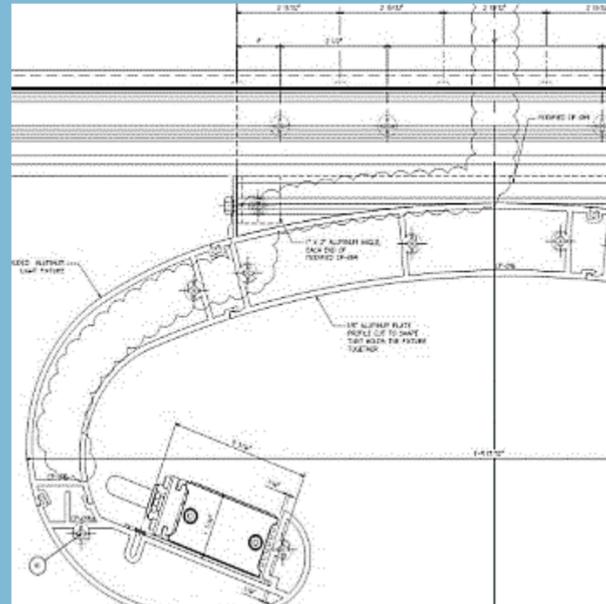
Local presence
with **12** field
offices in
5 regions

Project Management: In House Concept to Completion

1 Preconstruction services



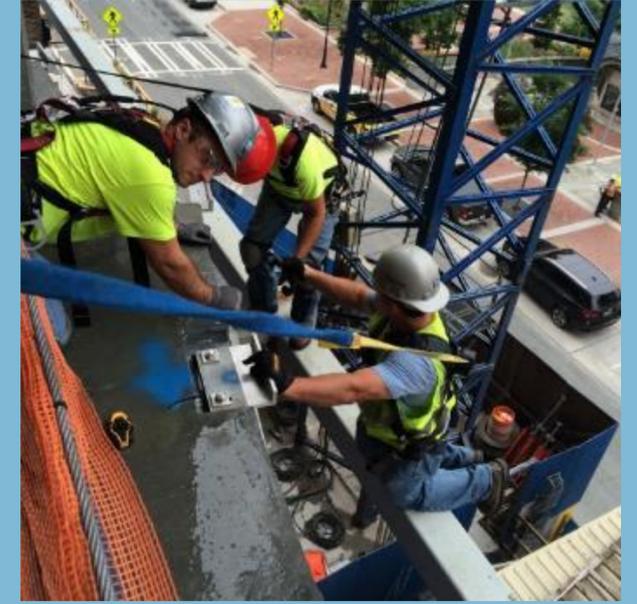
2 Engineering and design



3 Manufacturing



4 Field Installation



Competitive Strengths: Capability + Cost Effectiveness

Leveraging our strengths to focus on the best opportunities to drive success



Operating system built around project management



Disciplined, data-driven project selection process



Design & engineering resources to solve complex project needs



Local presence builds trust in relationship-driven industry



Manufacturing optimized for quality & competitive cost



Self performed field management reduces cost and risk



AGENDA

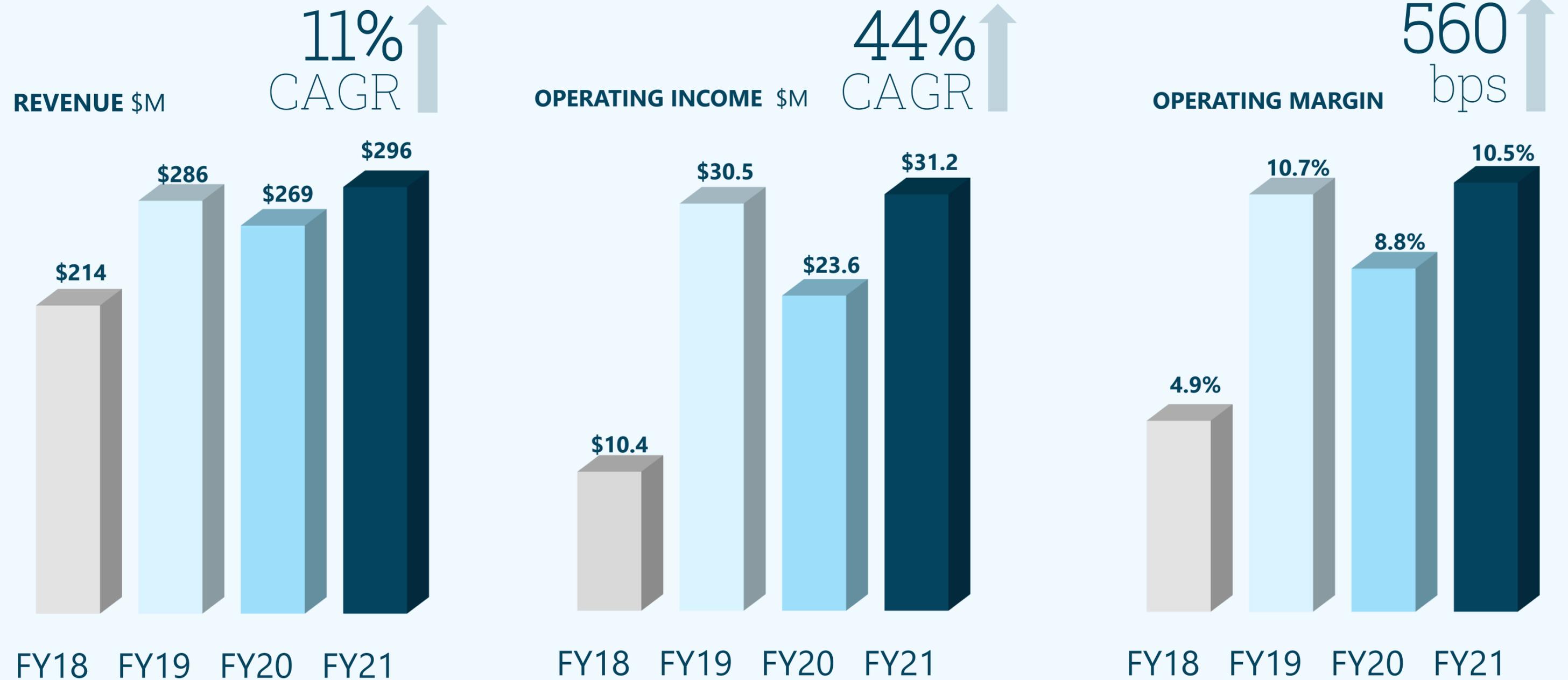
Performance Leader in an Attractive Market

We've Earned the Right to Grow

Clear Strategies to Drive Scale and Growth

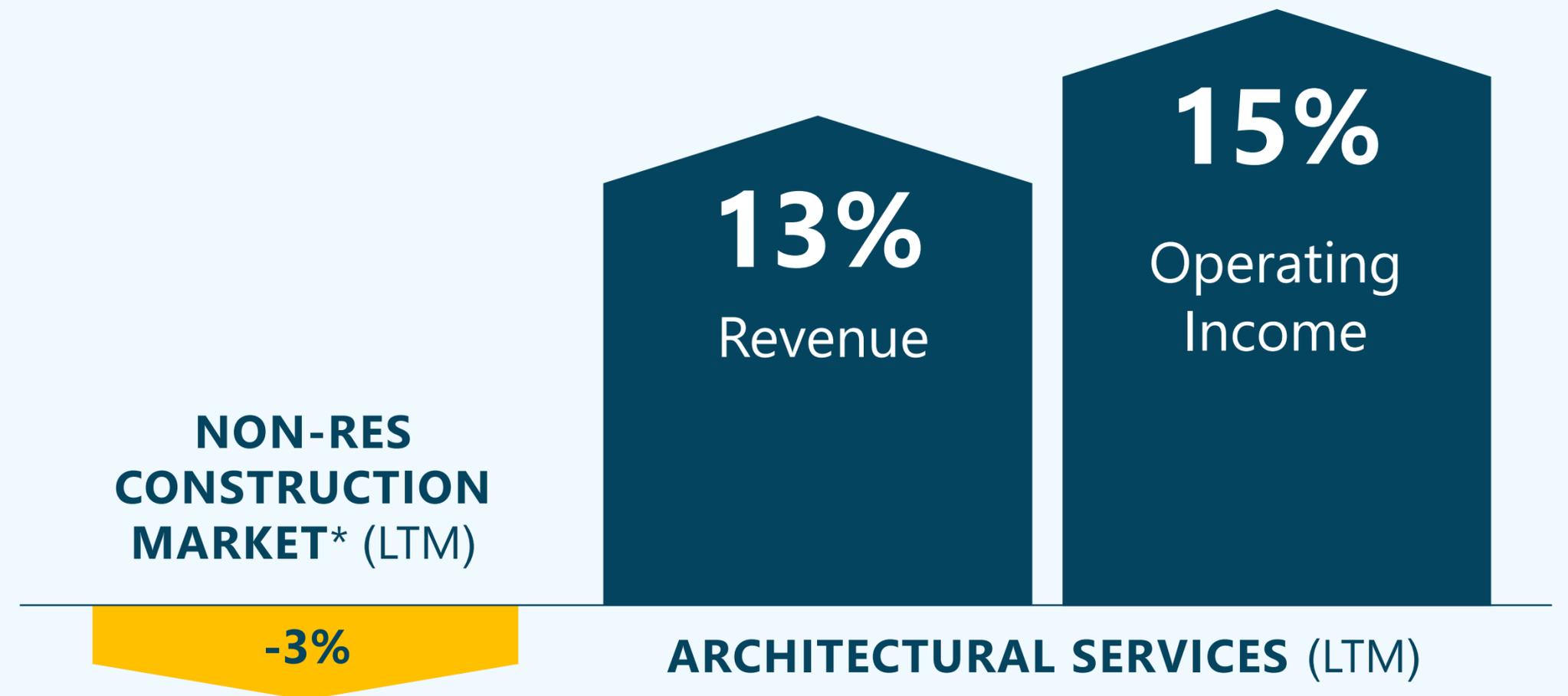
Defining Success Going Forward

Industry Leading Financial Performance



Outperforming Through the Downturn

Architectural Services has significantly outperformed the industry through the recent downturn



*Value of total U.S. non-residential construction put-in-place, U.S. Census Bureau, Aug 2021



AGENDA

Performance Leader in an Attractive Market

We've Earned the Right to Grow

Clear Strategies to Drive Scale and Growth

Defining Success Going Forward



Clear Strategies to Drive Scale & Growth

STRATEGY #1: Invest in People Assets

STRATEGY #2: Unlock Value from Sotawall Integration

STRATEGY #1:

Invest in People Assets to Scale & Grow

Success in construction depends on developing people with specialized skills and experience



- 1 Evolve** systems to support management outcomes requiring less experience & specialized skills
- 2 Redefine** roles & responsibilities that are fit for purpose to our evolving operating systems
- 3 Develop** "best-in-class" people platform to accelerate experiential learning and skill acquisition
- 4 Increase** key resources with broader candidate pools and faster development

STRATEGY #2: Unlock Value from Sotawall Integration

Unification of Two Businesses to Drive Value

Two project-based businesses focused on custom curtainwall facade projects



Unification will drive value in two areas:

- 1** **Single go-to-market strategy** for custom curtainwall projects, particularly in the Northeast
- 2** **Harmon's operating system** has proven to drive value, which is expected to improve Sotawall operations



AGENDA

Performance Leader in an Attractive Market

We've Earned the Right to Grow

Clear Strategies to Drive Scale and Growth

Defining Success Going Forward

HOW WE WILL MEASURE SUCCESS

What to Expect in the Next 12 Months

Successfully integrate Sotawall

Implement new human capital and systems strategy

Sustain our growth momentum

IN SUMMARY

ARCHITECTURAL
SERVICES:

Building Capabilities for Scale and Growth

TRACK RECORD OF OUTPERFORMING

Services has outperformed through the downturn and earned the right to invest in growth

CLEAR STRATEGIES FOR SCALE & GROWTH

Investing in talent and integration to enable scale and optimize growth potential

PROFITABLE GROWTH AHEAD

Targeting \$100 million of incremental revenue growth while maintaining strong profitability

Large-Scale Optical: Innovation Driven Growth

Jane Boyce
President, Large-Scale Optical





AGENDA



The Business Today: Differentiated Market Leader



Strategic Priorities for Accelerating Growth



Defining Success Going Forward



Large Scale Optical Today

High-performance glazing products for the custom framing, fine art and technical glass markets

\$95M

**SALES
(LTM)**

25.5%

**ADJUSTED OP.
MARGIN* (LTM)**

*Non-GAAP metric, see reconciliation table in appendix

**GLOBAL
DISTRIBUTION
NETWORK**



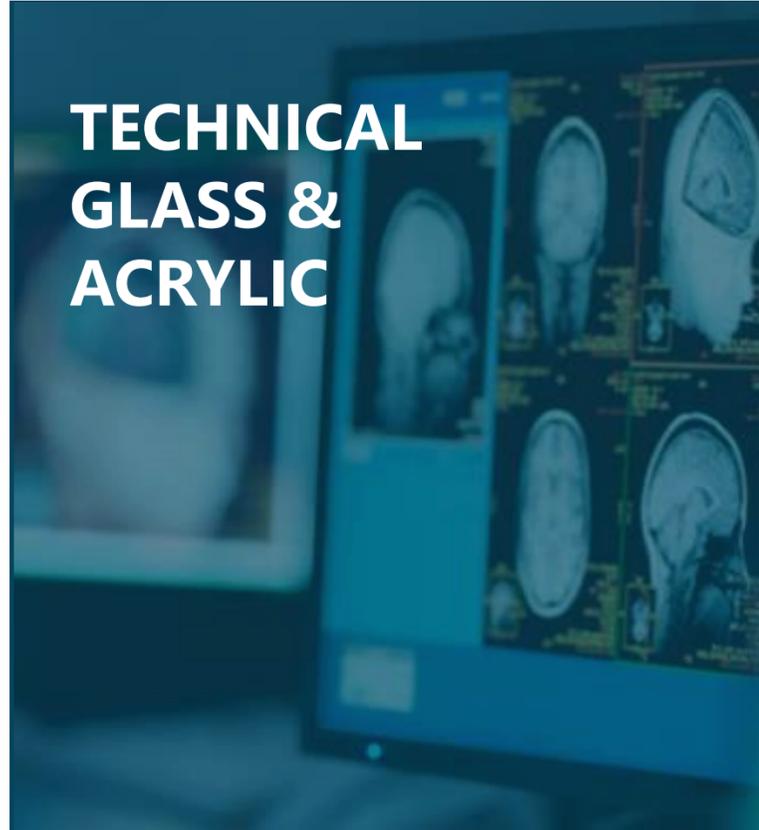
**CUSTOM
FRAMERS**



**MUSEUM &
COLLECTORS**



**TECHNICAL
GLASS &
ACRYLIC**



 **TRU VUE®**



Innovation Drives Strong Operating Performance

OPERATIONS



Highly automated manufacturing model



Proprietary process technologies



Experienced team with deep industry knowledge

GO-TO-MARKET



Unique coated glass & acrylic products

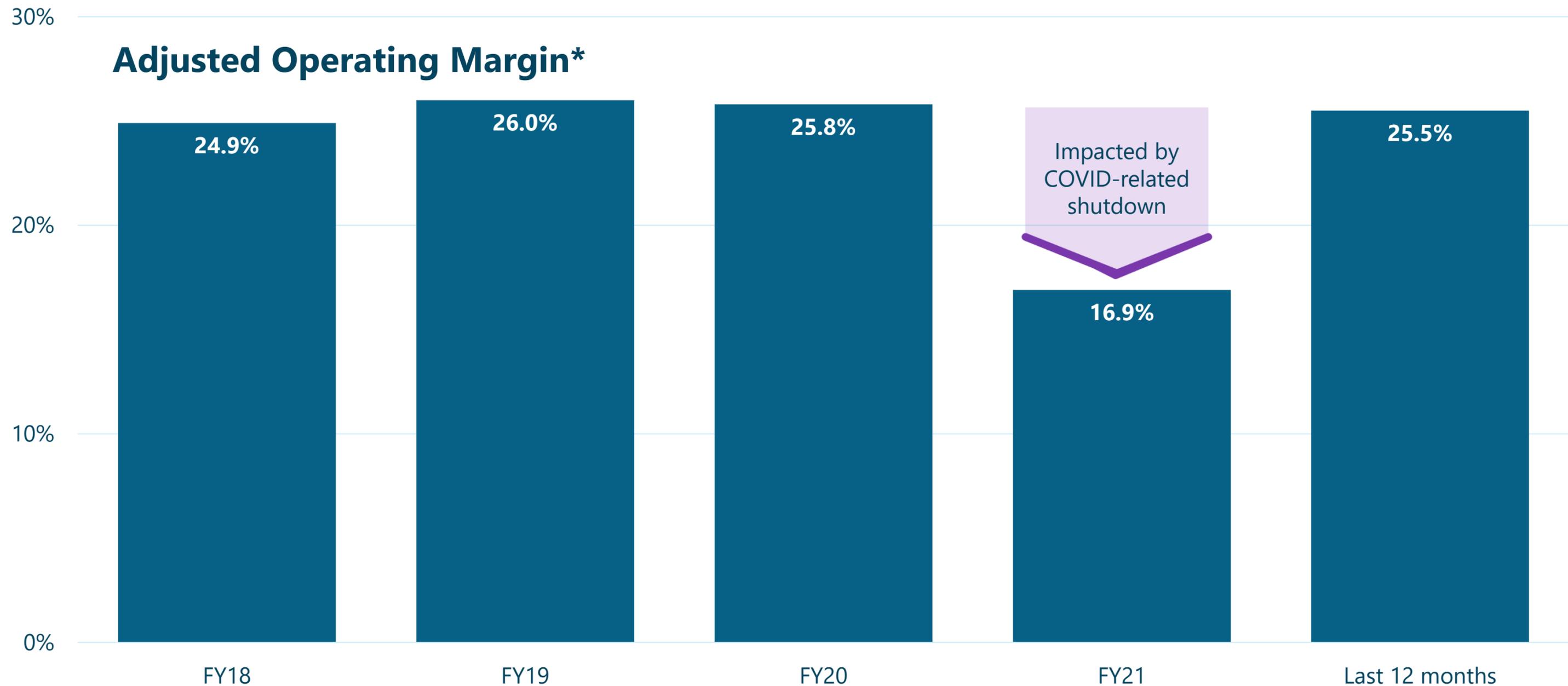


Strong relationships with established distribution network and end users, which promotes demand creation



Insights-based programs and merchandising to drive mix

Consistent Record of Strong Profitability



*Non-GAAP metric, see reconciliation table in appendix



AGENDA



The Business Today: Differentiated Market Leader

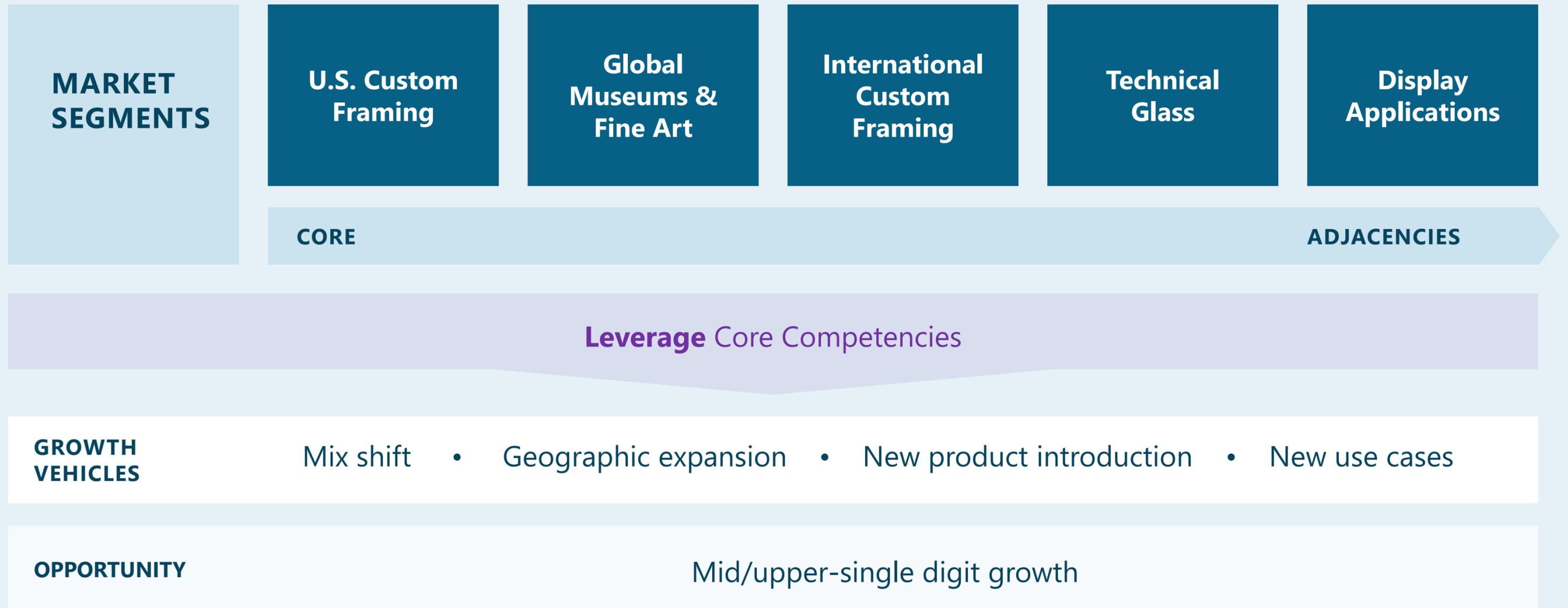


Strategic Priorities for Accelerating Growth



Defining Success Going Forward

Organic Growth Opportunities in Every Part of our Market



A Disciplined Approach to Investing in Growth

Identify
opportunities
where we
can differentiate

Linked to our core
competencies

Unique value proposition

Driven by customer &
market insights

Target
attractive
adjacencies

Organic investments

M&A candidates

Leverages Apogee's
platform

Clear ROIC criteria

Meets ROIC hurdle

Example Adjacencies

**TECHNICAL
GLASS**

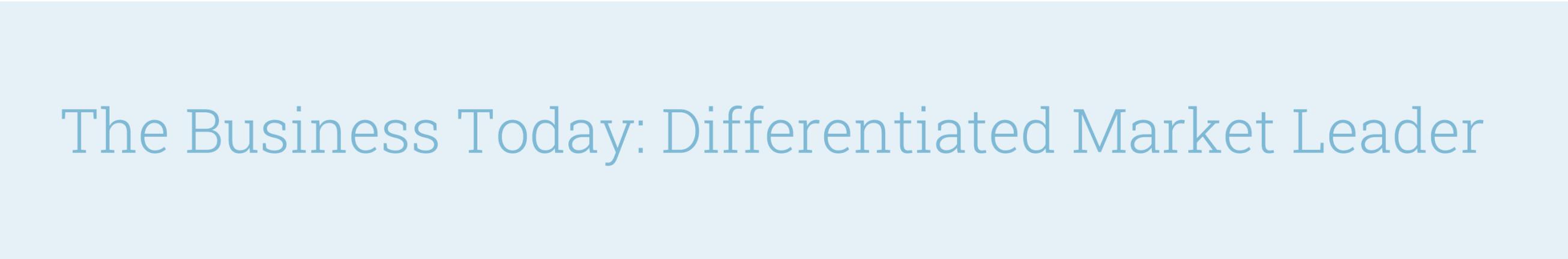


**DISPLAY
CASES**





AGENDA



The Business Today: Differentiated Market Leader



Strategic Priorities for Accelerating Growth



Defining Success Going Forward

HOW WE WILL MEASURE SUCCESS

What to Expect in the Next 12 Months

Growth in value-added products

Momentum in adjacencies

Mid/upper-single-digit revenue growth

Close up of book cabinet doors in Mr. Morgan's Library. After restoration. The Morgan Library & Museum, New York, New York.
Photography by Graham Haner, 2010. ©Morgan Library & Museum.

IN SUMMARY

LARGE-SCALE
OPTICAL:
Innovation
Driven
Growth

STRONG MARKET POSITION

We have a strong, defensible market position

GROWING CORE MARKETS

Our core markets are attractive, and we are implementing strategies to continue to outpace the market

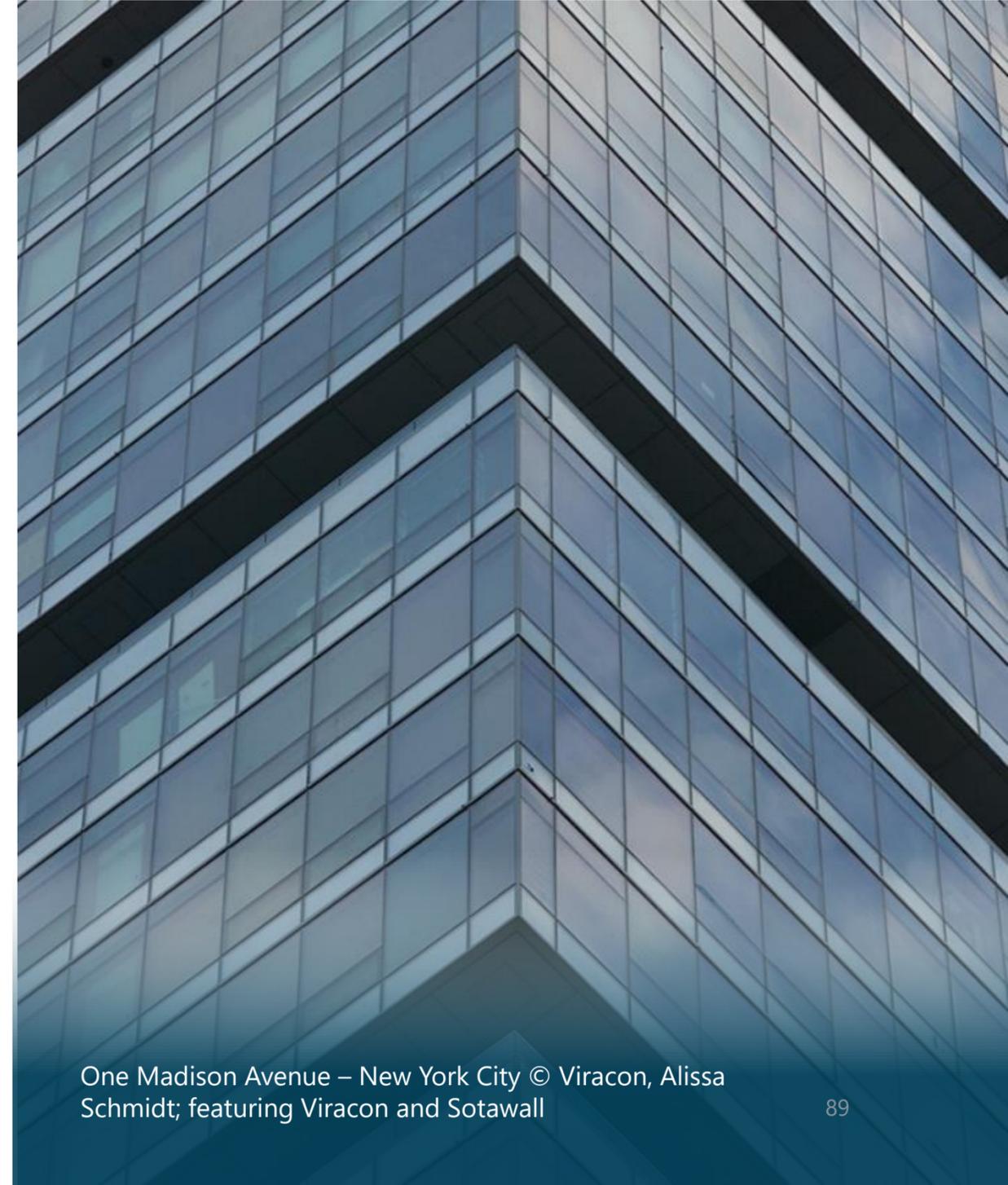
INNOVATING TO EXPAND

We have identified adjacencies where we will invest in innovation to drive growth

Apogee's Financial Goals

Driving Higher Returns
& Profitable Growth

Nisheet Gupta
EVP, Chief Financial Officer



AGENDA

Our Framework for Value Creation

Compelling Financial Targets

Our Value Creation Framework

Improved Operations and Strong Cash Flow Fuel Higher Returns and Profitable Growth

1

Enterprise Transformation

New systems & processes to scale, flex and grow

4

Allocating investments to highest ROIC opportunities



2

Continued focus on **driving profitability improvements**

3

Strong **balance sheet** & sustainable **cash generation**

1 Enterprise Transformation New systems & processes to scale, flex and grow

1 Enterprise Transformation New systems and processes to scale, flex and grow

Building a Stronger Foundation for Profitable Growth

Transformation **PRIORITIES**

OPTIMIZE and unify back-end functions

BUILD flexible processes & systems that can scale to business needs

BRING SG&A costs in line with benchmarks

Compelling **BENEFITS**

Enhanced center led capabilities to support business operations

Support future growth and enable improved acquisition integration

Significant opportunity to reduce SG&A costs as a % of sales

1 Enterprise Transformation New systems and processes to scale, flex and grow

Our Framework for Enterprise Transformation

FUNCTION LEVEL SG&A ACTION PLANS

Process Changes

Organizational Alignment

Technology Tools

ENTERPRISE-WIDE CENTERS OF EXCELLENCE

Common Processes

Shared Tools

ESSENTIAL ENABLERS

Transformation Management Office

Apogee Management System

Better positioned to scale, flex and grow

Significant opportunity to improve SG&A

Case Study – Transforming Apogee’s HR Function

SITUATION

- Decentralized HR organization
- Lack of standardization
- Inconsistent data management
- Reliance on time-consuming, manual processes
- Costs above our benchmark

SOLUTION

- Established standardized policies & processes
- Realigned HR organization
 - ✓ HR business partners
 - ✓ Centers of Excellence
 - ✓ Shared services
- Migrated to single payroll platform
- Implementing enterprise-wide HR system
- Reduced overall HR costs
- Improved service & delivery

Optimizing our HR model to better support the business, with reduced costs and increased productivity



2

Continued focus on **driving
profitability improvements**

Multiple Drivers for Sustained Margin Expansion

Building a more competitive cost structure

- Capture benefits from restructuring
- Optimize SG&A through transformation
- Drive continued procurement savings

Improving productivity

- Lean and Continuous Improvement
- Supply chain & capacity optimization

Managing pricing and mix

- Shift to mix to higher value-add products
- Manage customer & order profitability
- Strategic pricing management – focused on profitability

>10%
OPERATING MARGIN
by FY2025



3

Strong **balance sheet** &
sustainable **cash generation**

Strong and Sustainable Cash Flow Generation

Strong cash flow enables value-creating capital deployment

Cash Flow From Operations (\$M)

Cash from Ops averaging nearly \$120M per year



Cash Flow Drivers Going Forward

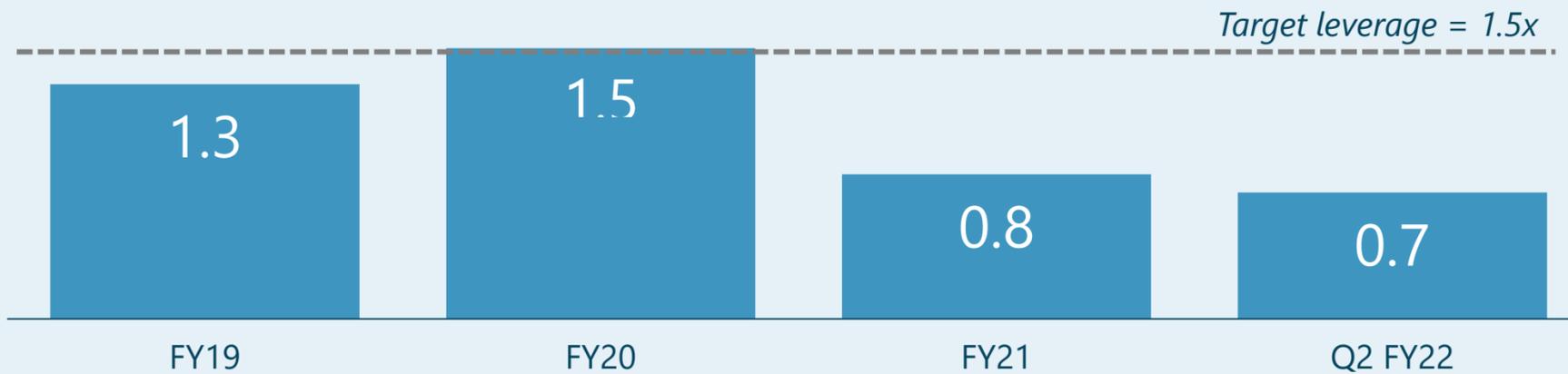
- Increasing operating income
- Strong working capital management
- Disciplined capital spending

3 Strong **balance sheet** & sustainable **cash generation**

Balance Sheet Provides Flexibility to Execute our Strategy

LOW LEVERAGE

*Net Debt / LTM Adjusted EBITDA**



*Non-GAAP metric, see reconciliation table in appendix

NO NEAR-TERM DEBT MATURITIES

Debt maturities, as of Q2 FY22, \$M



STRONG LIQUIDITY

\$260M

Undrawn revolver capacity

\$61M

Cash & equivalents
(end of Q2 FY22)



4 Allocating investments to highest ROIC opportunities

4 Allocating investments to highest ROIC opportunities

Last 3 Years: Balanced Capital Deployment

Capital Deployment

FY19-FY22 YTD

(through Aug 28, 2021)

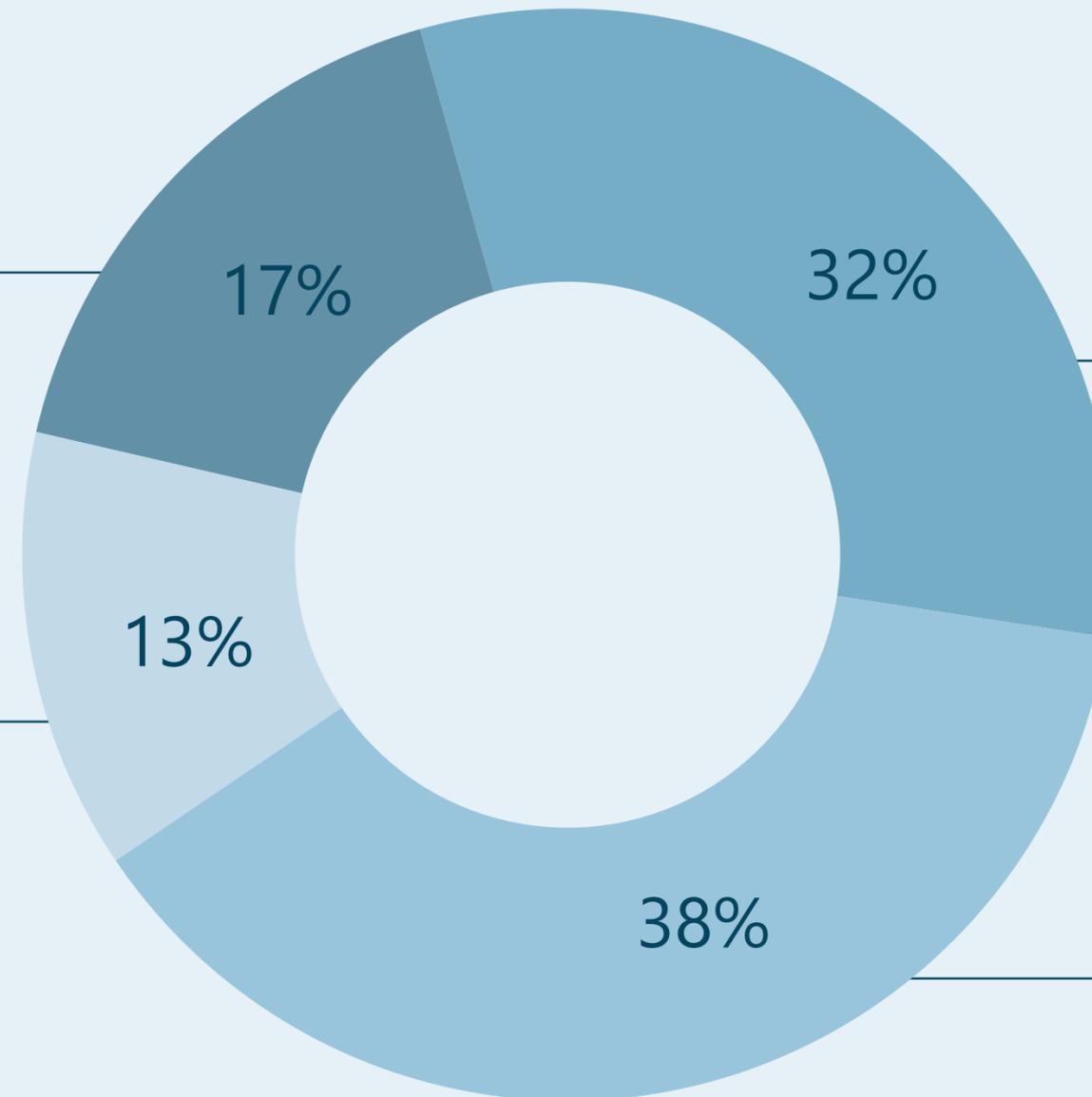
Dividends

Increased dividend last 8 years

\$66M

Debt Reduction

\$51M



Share Repurchases

Reduced share count by 13%

\$124M

CapEx

- Profitability & growth investments
- Maintenance capital

\$148M

4 Allocating investments to
highest ROIC opportunities

Capital Allocation to Drive New Enterprise Strategy

Going
Forward

Invest in Profitable Growth

- High-return organic investments
- M&A (active portfolio manager)

Return Capital to Shareholders

- Continued dividend growth
- Opportunistic buybacks

Maintain a Strong Balance Sheet

- Target leverage of 1.5x
- Capacity to flex higher

4 Allocating investments to highest ROIC opportunities

A New Lens for Evaluating Investments

Pipeline of investment opportunities

- Organic growth
- Profitability improvement
- M&A

Strategic Business Fit

- ✓ Linked to our core markets & competencies
- ✓ Differentiated offerings
- ✓ Aligned with customer and market needs
- ✓ Opportunity to leverage Apogee's platform

Financial Criteria

- ✓ ROIC hurdle
- ✓ Target market size threshold
- ✓ Fact-based growth assumptions

Rigorous approach to integration

Formal Post-Completion Review Process

AGENDA

Our Framework for Value Creation

Compelling Financial Targets

How We Will Measure Success:

Improve ROIC/Profitability + Achieve Above-Market Growth

2025 Enterprise Targets

>12%

ROIC*

>10%

**OPERATING
MARGIN**

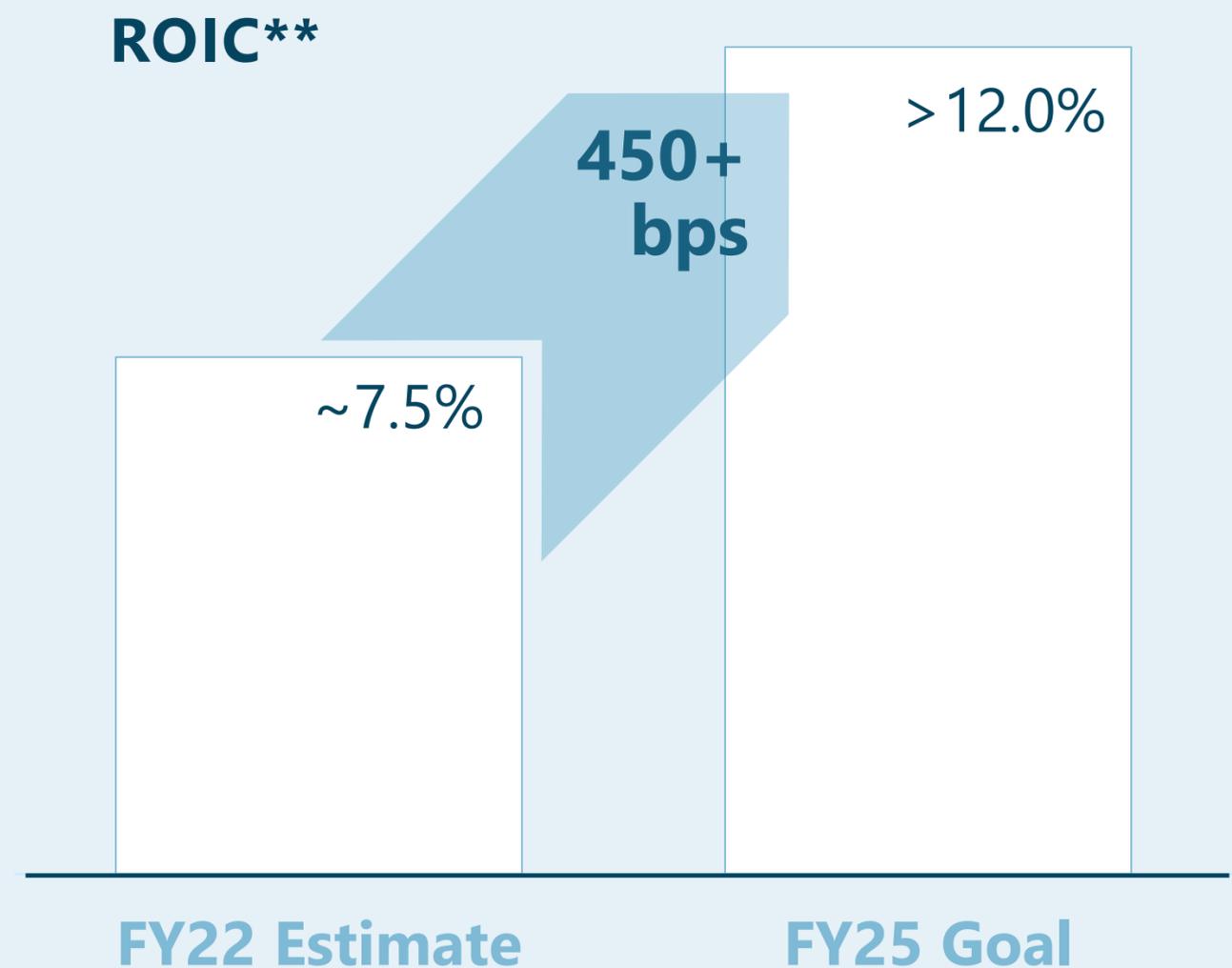
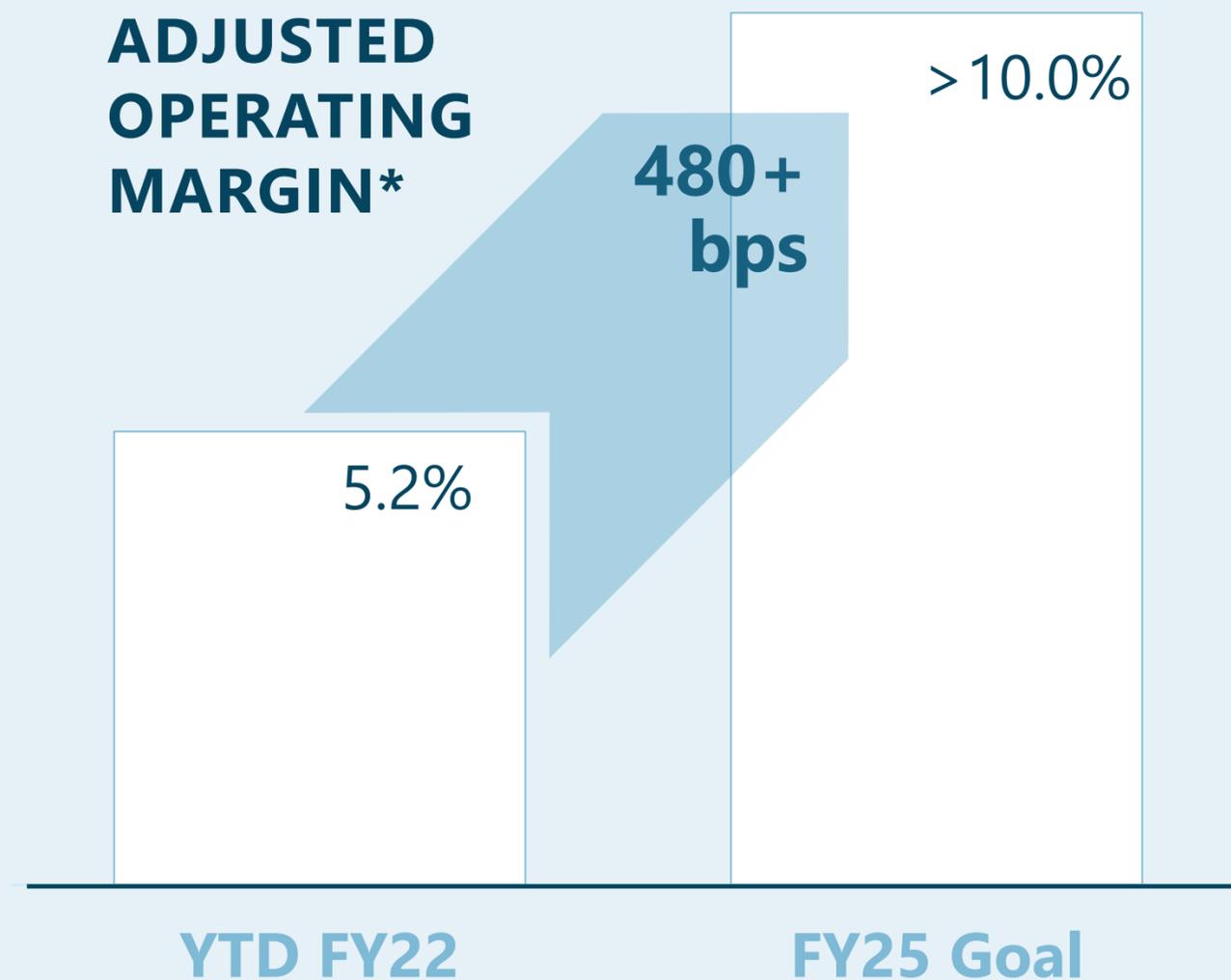
> 1.2x

Construction Index

**REVENUE
GROWTH**

*ROIC is a non-GAAP metric. See appendix for definition.

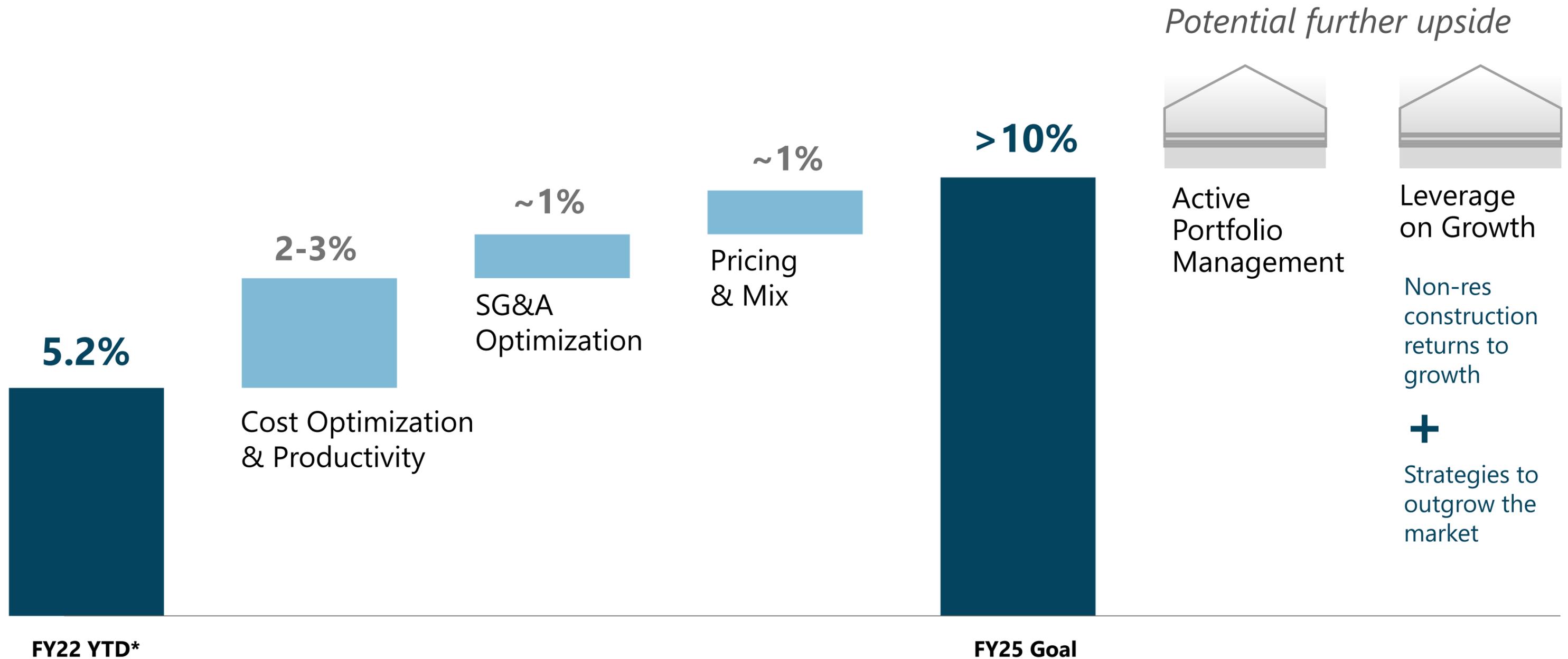
Our Goals Imply Significant Margin & ROIC Expansion



*Adjusted Operating Margin is a non-GAAP financial measure. See reconciliation table in the appendix.

**See appendix for ROIC definition. ROIC shown for FY22 is based on company estimates.

Operating Margin Improvement Bridge



*FY22 YTD reflects Adjusted Operating Margin, which is a non-GAAP financial measure. See reconciliation table in the appendix.

Segment-Specific Efforts to Drive to Our Goals

	VALUE DRIVERS	MARGIN POTENTIAL
Framing Systems	<ul style="list-style-type: none">• Integration• Cost performance• Focused growth	9-11%
Glass	<ul style="list-style-type: none">• Cost & productivity• Quality, service, & delivery• Refocusing on target market	7-10%
Services	<ul style="list-style-type: none">• Investing to scale and grow	8-11%
LSO	<ul style="list-style-type: none">• Expansion into adjacencies• Investing to expand offerings	20%+

IN SUMMARY

Positioning
Apogee to
Drive Higher
Returns &
Profitable
Growth

ENTERPRISE TRANSFORMATION UNDERPINS OUR SUCCESS

We are building stronger, center-led systems and processes to better support scalable growth.

POSITIONED TO DELIVER

Our balance sheet strength provides us with flexibility to execute on our strategy.

LONG RUNWAY AHEAD

We are targeting significant ROIC and margin expansion, and topline growth that outpaces the market.



Wrap-Up

Four Questions We Answered Today

1

What is our path to margin expansion?

2

How will we deploy capital more effectively?

3

Where will we deliver growth?

4

How can we outperform, regardless of the cycle?

Four Questions We Answered Today

1

What is our path to margin expansion?

Targeting >10% operating margin

- Multiple drivers for improvement
 - More competitive cost structure
 - Improving productivity
 - Pricing & mix
 - Leverage from growth

Four Questions We Answered Today

2

How will we deploy capital more effectively?

Targeting >12% ROIC

- Rigorous approach to evaluating investments
- Allocation based on strategic positioning of our businesses
- Leverage centers of excellence to integrate and capture value

Four Questions We Answered Today

3

Where will we deliver growth?

Markets returning to growth

- Forecasted growth in end markets
- Several opportunities to outgrow the market in current portfolio
- Near-term focus on EBIT and ROIC

Four Questions We Answered Today

4

How can we outperform, regardless of the cycle?

Economic leader in target markets

- Clear go-to-market strategies
- Differentiated offerings
- Focus on execution & productivity

Four Questions We Answered Today

1

What is our path to margin expansion?

2

How will we deploy capital more effectively?

3

Where will we deliver growth?

4

How can we outperform, regardless of the cycle?



Q&A



Creating Peak Value

INVESTOR DAY
NOVEMBER 30, 2021

Appendix

- Non-GAAP Financial Measures
- Photo Credits and Attributions

Non-GAAP Financial Measures

Adjusted Operating Income, FY2018 through FY2022 Year-to-Date (Unaudited)

Adjusted operating income and adjusted operating margin are used by the company to provide meaningful supplemental information about its operating performance by excluding amounts that are not considered part of core operating results to enhance comparability of results from period to period. Examples of items excluded to arrive at this adjusted measure in recent reporting periods include: impairment charges, restructuring costs, acquired project-related charges, and COVID-19 related expenditures.

(U.S. Dollars in thousands)	FY2018	FY2019	FY2020	FY2021	FY2022 YTD*
Net Sales	\$ 1,326,173	\$ 1,402,637	\$ 1,387,439	\$ 1,230,774	\$ 651,803
Operating Income as Reported	\$ 114,284	\$ 67,284	\$ 87,848	\$ 25,527	\$ 12,973
Amortization of short-lived acquired intangibles	10,521	4,894	-	-	-
Acquisition-related costs	5,098	-	-	-	-
Restructuring costs	3,026	-	-	4,884	20,814
Post-acquisition and acquired project matters	-	40,948	(635)	1,000	-
Impairment charges	-	3,141	-	70,069	-
Cooperation agreement advisory costs	-	-	2,776	-	-
Gain on sale of buildings	-	-	-	(19,346)	-
COVID-19 costs	-	-	-	4,988	-
Adjusted Operating Income	\$ 132,929	\$ 116,267	\$ 89,989	\$ 87,122	\$ 33,787
Adjusted Operating Margin	10.0%	8.3%	6.5%	7.1%	5.2%

*FY2022 YTD is for the six months ended August 28, 2021

Non-GAAP Financial Measures

Adjusted Operating Income, FY2018 through FY2022 Year to date, Framing Systems Segment (Unaudited)

Adjusted operating income and adjusted operating margin are used by the company to provide meaningful supplemental information about its operating performance by excluding amounts that are not considered part of core operating results to enhance comparability of results from period to period. Examples of items excluded to arrive at this adjusted measure in recent reporting periods include: impairment charges, restructuring costs, acquired project-related charges, and COVID-19 related expenditures.

Architectural Framing Systems Segment					
(U.S. Dollars in thousands)	FY2018	FY2019	FY2020	FY2021	FY2022 YTD*
Net Sales	\$ 677,198	\$ 720,829	\$ 686,596	\$ 570,850	\$ 301,812
Operating Income as Reported	\$ 59,031	\$ 49,660	\$ 36,110	\$ (44,761)	\$ 16,338
Amortization of short-lived acquired intangibles	10,521	4,894	-	-	-
Restructuring costs	-	-	-	4,448	2,048
Impairment charges	-	3,141	-	70,069	-
Adjusted Operating Income	\$ 69,552	\$ 57,695	\$ 36,110	\$ 29,756	\$ 18,386
Adjusted Operating Margin	10.3%	8.0%	5.3%	5.2%	6.1%

*FY2022 YTD is for the six months ended August 28, 2021

Non-GAAP Financial Measures

Adjusted Operating Income, FY2018 through FY2022 Year to date, Large-Scale Optical Segment (Unaudited)

Adjusted operating income and adjusted operating margin are used by the company to provide meaningful supplemental information about its operating performance by excluding amounts that are not considered part of core operating results to enhance comparability of results from period to period. Examples of items excluded to arrive at this adjusted measure in recent reporting periods include: impairment charges, restructuring costs, acquired project-related charges, and COVID-19 related expenditures.

Large-Scale Optical Segment					
(U.S. Dollars in thousands)	FY2018	FY2019	FY2020	FY2021	FY2022 YTD*
Net Sales	\$ 88,303	\$ 88,493	\$ 87,911	\$ 70,050	\$ 47,772
Operating Income as Reported	\$ 22,000	\$ 23,003	\$ 22,642	\$ 31,203	\$ 11,330
Gain on sale of buildings	-	-	-	(19,346)	-
Adjusted Operating Income	\$ 22,000	\$ 23,003	\$ 22,642	\$ 11,857	\$ 11,330
Adjusted Operating Margin	24.9%	26.0%	25.8%	16.9%	23.7%

*FY2022 YTD is for the six months ended August 28, 2021

Non-GAAP Financial Measures

Adjusted Operating Income, Last-Twelve Months, ended August 28, 2021 (Unaudited)

Adjusted operating income and adjusted operating margin are used by the company to provide meaningful supplemental information about its operating performance by excluding amounts that are not considered part of core operating results to enhance comparability of results from period to period. Examples of items excluded to arrive at this adjusted measure in recent reporting periods include: impairment charges, restructuring costs, acquired project-related charges, and COVID-19 related expenditures.

Last 12 Months, Ended August 28, 2021						
(U.S. Dollars in thousands)	Framing Systems Segment	Glass Segment	Services Segment	Large-Scale Optical Segment	Corporate	Consolidated
Net Sales	\$ 569,571	\$ 329,165	\$ 317,273	\$ 94,649		\$ 1,273,998
Operating Income as Reported	\$ (47,416)	\$ (671)	\$ 31,049	\$ 43,517	\$ (17,661)	\$ 8,818
Restructuring costs	6,496	17,598	-	-	1,604	25,698
Impairment charges	70,069	-	-	-	-	70,069
Gain on sale of buildings	-	-	-	(19,346)	-	(19,346)
COVID-19 costs	-	-	-	-	2,292	2,292
Adjusted Operating Income	\$ 29,149	\$ 16,927	\$ 31,049	\$ 24,171	\$ (13,765)	\$ 87,531
Adjusted Operating Margin	5.1%	5.1%	9.8%	25.5%		6.9%

Non-GAAP Financial Measures

Adjusted EBITDA (Unaudited)

Adjusted EBITDA represents net income before interest, taxes, depreciation, amortization and certain non-cash, non-recurring and other adjustment items. We believe this metric provides useful information to investors and analysts about the Company's performance because it eliminates the effects of certain items that are unusual in nature or whose fluctuation from period to period do not necessarily correspond to changes in the operations of the company.

(U.S. Dollars in thousands)	FY2018	FY2019	FY2020	FY2021	LTM*
Net earnings	\$ 79,488	\$ 45,694	\$ 61,914	\$ 15,436	\$ 3,603
Income tax expense	30,392	12,968	17,836	7,175	2,305
Interest expense (income), net	4,404	8,622	8,814	4,408	4,451
Depreciation and amortization	54,843	49,798	46,795	51,440	51,964
EBITDA	\$ 169,127	\$ 117,082	\$ 135,359	\$ 78,459	\$ 62,323
Acquisition-related costs	5,098	-	-	-	-
Restructuring costs	3,026	-	-	4,884	25,698
Post-acquisition and acquired project matters	-	40,948	(635)	1,000	-
Impairment charges	-	3,141	-	70,069	70,069
Cooperation agreement advisory costs	-	-	2,776	-	-
Gain on sale of buildings	-	-	-	(19,346)	(19,346)
COVID-19 costs	-	-	-	4,988	2,292
Adjusted EBITDA	\$ 177,251	\$ 161,171	\$ 137,500	\$ 140,054	\$ 141,036
*Last twelve months ended August 28, 2021					

Non-GAAP Financial Measures

Net Debt (Unaudited)

Net Debt is a non-GAAP metric that the company defines as total debt (current debt plus long-term debt) less cash and cash equivalents

(U.S. Dollars in thousands)	FY2019	FY2020	FY2021	Q2 FY2022
Long-term debt	245,724	212,500	163,000	162,000
Current debt	-	5,400	2,000	1,000
Less: Cash & cash equivalents	29,241	14,952	47,277	61,821
Net Debt	\$ 216,483	\$ 202,948	\$ 117,723	\$ 101,179
Last 12 Months Adjusted EBITDA	\$ 161,171	\$ 137,500	\$ 140,054	\$ 141,036
Net Debt / Adjusted EBITDA	1.3	1.5	0.8	0.7

Non-GAAP Financial Measures

Definition of Non-GAAP Financial Measures

Return on average invested capital ("ROIC") is a non-GAAP financial measure that we define as operating income (adjusted for certain items that are unusual in nature or whose fluctuations from period to period do not necessarily correspond to changes in the operations of the company) after tax, divided by average invested capital. We believe this measure is useful in understanding operational performance and capital allocation over time.

This measure is not calculated in accordance with generally accepted accounting principles ("GAAP"). Certain information necessary to calculate this measure on a GAAP basis is dependent on future events, some of which are beyond our control, and cannot be predicted without unreasonable efforts. This non-GAAP measure should be viewed in addition to, and not as an alternative to, the reported financial results of the company prepared in accordance with GAAP. Other companies may calculate these measures differently from us, thereby limiting the usefulness of the measure for comparison with others.

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GLASS: REPOSITIONING TO MAXIMIZE RETURN

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- Installation view, Arts of Korea, Brooklyn Museum, on view beginning September 15, 2017. (Photo: Brooklyn Museum)
- Mr. Morgan's Library (East Room). After restoration. The Morgan Library & Museum, New York, New York. Photography by Graham Haner, 2010. ©Morgan Library & Museum.
- Close up of book cabinet doors in Mr. Morgan's Library (East Room). After restoration. The Morgan Library & Museum, New York, New York. Photography by Graham Haner, 2010. ©Morgan Library & Museum.
- "New York Metamorphosis" installed in 9/11 Memorial & Museum gallery. Photo by Jin Sup-Lee. Courtesy of 9/11 Memorial & Museum.

SERVICES: BUILDING CAPABILITIES TO SCALE & GROW

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