This Presentation relates to the Transaction. This Presentation does not constitute an offer or invitation for the sale or purchase solely for informational purposes. The information contained in this Presentation (this “Presentation”) has been prepared to assist interested parties in making their own evaluation with respect to the proposed transaction (the “Transaction”) between CF Finance Acquisition Corp. II (“CFII”) and View, Inc. (“View”), and for no other purpose. This Presentation is subject to updating, completion, revision and further amendment. None of CFII, View, their respective affiliates, nor their respective directors, officers, employees, members, partners, stockholders or agents make any representation or warranty with respect to the accuracy of such information.

Disclaimer

General

This Presentation does not constitute an offer or invitation for the sale or purchase solely for informational purposes. The information contained in this Presentation (this “Presentation”) has been prepared to assist interested parties in making their own evaluation with respect to the proposed transaction (the “Transaction”) between CF Finance Acquisition Corp. II (“CFII”) and View, Inc. (“View”), and for no other purpose. This Presentation is subject to updating, completion, revision and further amendment. None of CFII, View, their respective affiliates, nor their respective directors, officers, employees, members, partners, stockholders or agents make any representation or warranty with respect to the accuracy of such information.

Confidentiality

The purpose of this Presentation is to provide information to assist in obtaining a general understanding of CFII, View and the Transaction. This information is being distributed to you on a confidential basis. By receiving this information, you and your affiliates agree to maintain the confidentiality of the information contained herein and that no portion of this Presentation may either be reproduced in whole or in part or that neither this Presentation nor any of its contents may be given or disclosed to any third party without the express written permission of CFII and View. Any reproduction or distribution of this Presentation, in whole or in part, or disclosure of its contents, without the prior written consent of CFII and View is prohibited. By accepting this Presentation, each recipient agrees: (i) to maintain the confidentiality of all information that is contained in this Presentation and not already in the public domain; and (ii) to use this Presentation for the sole purpose of evaluating the Transaction.

Forward-Looking Information

This Presentation contains certain forward-looking statements within the meaning of the federal securities laws with respect to the Transaction, including statements regarding the anticipated benefits of the Transaction, the anticipated timing of the Transaction, the expected benefits of the Transaction to View, the expected financial impact of the Transaction on CFII and View, the expected financial impact of the Transaction on each of CFII’s and View’s respective business, industry and market data, the expected financial impact of the Transaction on the combined company, the expected financial impact of the Transaction on third parties, the expected financial impact of the Transaction on View’s operating results, the expected financial impact of the Transaction on the market prices of CFII’s and View’s securities, the future financial performance and market opportunities of View, the financial performance and market opportunities of the combined company and the financial performance and market opportunities of the post-transaction View.

This Presentation includes certain forward-looking financial statements within the meaning of the federal securities laws with respect to the Transaction, including statements regarding the anticipated benefits of the Transaction, the anticipated timing of the Transaction, the expected benefits of the Transaction to View, the expected financial impact of the Transaction on CFII and View, the expected financial impact of the Transaction on each of CFII’s and View’s respective business, industry and market data, the expected financial impact of the Transaction on the combined company, the expected financial impact of the Transaction on third parties, the expected financial impact of the Transaction on View’s operating results, the expected financial impact of the Transaction on the market prices of CFII’s and View’s securities, the future financial performance and market opportunities of View, the financial performance and market opportunities of the combined company and the financial performance and market opportunities of the post-transaction View. These forward-looking statements are based on assumptions and estimates made by CFII’s management in light of its experience and perception of historical trends, current conditions, expected future developments and other factors it believes to be relevant. Assumptions, expectations and results described in these forward-looking statements are subject to risks and uncertainties and are not guarantees of future performance. Actual results may vary materially from the forward-looking statements made herein. Neither CFII nor View assume any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Therefore, you should not rely on these forward-looking statements as representing representations or predictions as of any date thereafter.

Additional Information and Where to Find It

This Presentation contains important information about the Transaction, including financial information, and should be read along with various reports and other documents that View files with or furnishes to the SEC, including View’s Annual Report on Form 10-K for the fiscal year ending December 31, 2021, its Quarterly Reports on Form 10-Q, its Current Reports on Form 8-K and other public filings. You may obtain a copy of any reports, schedules, statements or other documents that View files with or furnishes to the SEC at the SEC’s public website at www.sec.gov.

Participants in Solicitation

CFII and View, their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from CFII’s stockholders in connection with the Transaction. A list of the names of such directors and executive officers and information about their interests in the business combination will be contained in the proxy statement/prospectus when available. You may obtain free copies of these documents as described in the preceding paragraph.
## Transaction Summary

### Transaction Highlights

| **Transaction Size** | • CF Acquisition Corp II (Nasdaq:CFIIU) is a publicly listed special purpose acquisition company with $500mm in cash to be deployed  
| | | • PIPE size of $300mm |
| **Valuation** | • $1.6bn EV post-merger with a strong balance sheet  
| | • Attractive valuation with unique technology, proven product, leading real estate customers and massive TAM |
| **Capital Structure** | • Transaction provides an available $750mm to retire existing debt, fund operations and accelerate growth¹  
| | • No additional equity capital requirements expected between now and achieving free cash flow¹ |
| **Ownership** | • ~59% existing shareholder equity roll over, ~27% SPAC and founder shares, ~14% PIPE investors |

---

1 Assumes no redemptions from CF Acquisition Corp II trust account

---

Cantor Fitzgerald believes View, Inc. represents a unique opportunity to revolutionize the property technology industry with a proven product and a strong management team.
Overview of Sponsor

Howard Lutnick
Chairman and Chief Executive Officer
Cantor Fitzgerald

- Joined Cantor Fitzgerald in 1983 and was appointed President and CEO in 1991. Named Chairman in 1996
- Chairman and CEO of BGC Partners, Inc. (NASDAQ: BGCP), Executive Chairman of Newmark Group, Inc. (NASDAQ: NMRK) and Chairman and CEO of CF Finance Acquisition Corp. and CF Finance Acquisition Corp. II
- Longest serving CEO of any U.S. Federal Reserve Primary Dealer
- Acquired Newmark Knight Frank in 2011 and created 4th largest US real estate services firm

Cantor Fitzgerald, founded in 1945, is a leading Investment Bank led by a highly experienced executive team in Howard Lutnick, Chairman and CEO and Anshu Jain, President. Cantor is a leading SPAC franchise and the top SPAC underwriter in 2019

Cantor is the largest broker-dealer private partnership on Wall Street with over $300 trillion of financial transactions annually covering more than 5,000 fixed income and equities clients; Cantor is 1 of 24 Primary Dealers of U.S. Treasuries

Cantor’s Financial and Real Estate Services businesses have over 12,000 employees primarily across Cantor Fitzgerald, BGC Partners, Inc. (NASDAQ: BGCP) and Newmark Group, Inc. (NASDAQ: NMRK)

Newmark Group, Inc. is a fast growing, full-service commercial real estate business with leading advisory and financing services and over 500 million square feet in property and facility management worldwide
Overview of View Executives

Dr. Rao Mulpuri
Chairman
Chief Executive Officer

- Built View from the ground up over the last 12 years
- Novellus Systems
  - President of Novellus Systems Japan
  - VP/GM, Integrated Metals Business
- Ph.D. and MS in Materials Engineering, Boston University
- BE, Mechanical Engineering, Manipal Institute of Technology
- Advanced Management Program, Harvard Business School
- 84 patents issued and applied
- Board memberships
  - Executive board, Silicon Valley Leadership Group
  - Advisory board, College of Engineering, Boston University
  - Advisory board, Stanford CARE

Vidul Prakash
Chief Financial Officer

- 25 years of finance & operations experience scaling private and public companies
  - SunPower Corporation - Chief Accounting Officer and CFO of the technologies business
  - Honeywell, KPMG, Deloitte
- MBA, Columbia University
- BS, Chemical Engineering, Indian Institute of Technology
- Advisory board member
  - Deming Center, Columbia University Graduate School of Business
Product Overview - click here to watch
### Investment highlights

<table>
<thead>
<tr>
<th>Highlight</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Huge addressable market</strong></td>
<td>Greater than $1 trillion annual market&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Secular megatrends driving adoption</strong></td>
<td>ESG/climate change, human experience, health and wellness, smart buildings</td>
</tr>
<tr>
<td><strong>Disrupting an industry ripe for innovation</strong></td>
<td>Proprietary technology, multi-decade advantage and leadership</td>
</tr>
<tr>
<td><strong>Delighted customers, proven product benefits</strong></td>
<td>Proven health benefits, 10x return for owners, 60x return for tenants</td>
</tr>
<tr>
<td><strong>Dominant player in high growth market</strong></td>
<td>&gt;80% market share&lt;sup&gt;2&lt;/sup&gt;, 75M SF of installations and design wins</td>
</tr>
<tr>
<td><strong>High barriers to entry</strong></td>
<td>1,050 patents&lt;sup&gt;3&lt;/sup&gt;, 12 years and $1 billion in R&amp;D, precision manufacturing</td>
</tr>
<tr>
<td><strong>Highly attractive financial model</strong></td>
<td>High margin, high growth, significant economies of scale</td>
</tr>
</tbody>
</table>

<sup>1</sup>Reflects potential addressable market for dynamic glass based on View's analysis of IHS Markit global construction data
<sup>2</sup>Reflects View's estimate of current dynamic glass market share based on View installs and publicly available records of competitor installs
<sup>3</sup>Includes patents and patent applications
Humans are an outdoor species

Everyone craves a view of the outdoors
Humans are an outdoor species. Everyone craves a view of the outdoors.

90% Time spent inside buildings

10% Time spent outside

Glass is a magical material, it’s a wall you can see through.

Excessive daylight causes heat and glare.
Excessive daylight causes heat and glare.

Glass is a magical material – it's a wall you can see through.

Nobody likes blinds:
- Block views
- Trap heat
- Collect dust and germs

59% of the entire window area is covered by blinds.

Source: Urban Green Council, the U.S. Green Building Council of New York, December 2013

“Look kids! In the old days they used these things to keep sunlight out of buildings. It's called a ‘blind’.”
View responds intelligently to the environment

**Smart Glass**
- Semiconductor nano-coating
- Intelligent tinting
- Individually IP addressable

**Network**
- Processing and compute
- High bandwidth data
- Wired power

**Software**
- Predictive algorithms
- Remote management
- iOS and Android app
<table>
<thead>
<tr>
<th>Workplace</th>
<th>Healthcare</th>
<th>Education</th>
<th>Airports</th>
<th>Real Estate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CenturyLink</td>
<td>Alberta Health Services</td>
<td>Arizona State University</td>
<td>Boston Logan</td>
<td>Bain Capital</td>
</tr>
<tr>
<td>FedEx</td>
<td>crlanger Medical Group</td>
<td>Duke University</td>
<td>Charlotte-Douglas International Airport</td>
<td>CALSTERS</td>
</tr>
<tr>
<td>Google</td>
<td>Hewlett Packard Enterprise</td>
<td>East Carolina</td>
<td>DFW Airport</td>
<td>Principal</td>
</tr>
<tr>
<td>Netflix</td>
<td>INDEPENDENT BANK</td>
<td>Kaiser Permanente</td>
<td>LGA Newark Airport</td>
<td>Schnitzer West</td>
</tr>
<tr>
<td>REGENERON</td>
<td>NETFLIX</td>
<td>Methodist Healthcare</td>
<td>Memphis Airport</td>
<td>GREYSTAR</td>
</tr>
<tr>
<td>Uber</td>
<td>Hewlett Packard Enterprise</td>
<td>Oregon State University</td>
<td>J.P. Morgan</td>
<td>TAVISTOCK GROUP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SCA Healthcare</td>
<td>O'HARE Airport</td>
<td>nuveen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standford Health Care</td>
<td>SFO Airport</td>
<td>OXFORD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>University of Toronto</td>
<td>Trammel-Crawford Company</td>
<td>USAA</td>
</tr>
</tbody>
</table>
First ‘complete product’ defines an industry

**Apple**
- Durable touch display
- User friendly
- Integrated camera
- App store

**Tesla**
- >300-mile range
- Safe family car
- Super charging stations
- Superior driving experience

**View**
- Product performance
- Highly durable
- User experience
- Ease of installation
Journey to ‘complete product’

2012
• 75 patents
• Successful completion of 50-year lifetime
• 5’ x 10’ panels manufactured

2013
• 100 patents
• Manufacturing scaled
• First large project shipped

Gen 1
Initial manufacturing scale up

Gen 2
Larger panels, improved clear color

2015
• 300 patents
• Largest panel size: 6’ x 10’
• Reduced amber color
• Optimized glare control: 0.5%

Gen 3
Improved tint color neutral

Gen 4
Larger panels, improved clear color

2020
• 1,050 patents
• Gray/neutral color product
• ‘High-Definition’ clarity
• AI/ML algorithms
• Glass break sensor

Ready for mainstream

Patents include issued patents and patent applications
Building a sustainable future

- Buildings generate more GHG emissions than the entire transportation industry\(^1\)
- Accelerating demand for net zero buildings driven by corporate ESG and government regulation

Growing number of LEED certified projects\(^2\)

Sustainability benefits with View

- **20%**
  HVAC and lighting energy savings\(^3\)

- **10%**
  Peak energy reduction\(^3\)

---

\(^1\) 2018 Global Status Report, Global Alliance for Buildings and Construction.
\(^2\) USGBC global public records.
\(^3\) Representative efficiency analysis for a typical View installation.
Improving human health and productivity

- **51%** Reduced eyestrain\(^1\)
- **63%** Fewer headaches\(^1\)
- **77%** Less likely to report depression\(^2\)
- **37 mins** More sleep\(^3\)
- **42%** Higher cognitive ability\(^3\)
- **21%** Increased productivity\(^4\)

---


Note: Authors include View employees.
Delivering attractive ROI to developers and tenants

### Value creation for developer

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>View premium</td>
<td>$5,200,000</td>
</tr>
<tr>
<td>Blinds elimination, HVAC downsizing</td>
<td>($2,140,000)</td>
</tr>
<tr>
<td><strong>Net investment</strong></td>
<td><strong>$3,060,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent increase</td>
<td>$3/SF</td>
</tr>
<tr>
<td>Building area</td>
<td>500,000 SF</td>
</tr>
<tr>
<td>Increase in NOI</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Cap rate</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Value creation</strong></td>
<td><strong>$30,000,000</strong></td>
</tr>
</tbody>
</table>

### Value creation for tenant

- **$3.3M**
- **$87.5M**

**$3.3M**
- Incremental rent
- Space utilization, energy and maintenance

**$87.5M**
- Productivity

**10x** return on investment

**60x** benefits

---

1 View premium = Total cost of View ($6M) + Installation cost ($0.4M) – Cost of traditional glass($1.2M). 100K SF of Glass; 21% productivity benefit of View. Representative of a typical View installation.
Tripling the bottom line

**People**
- Proven health and wellness

**Planet**
- Sustainable and efficient

**Profit**
- Productivity and asset value

---

51% Reduced eyestrain and headaches

37 min More sleep

10% More usable space

20% Energy savings

21% Higher productivity

5% Higher rent and asset value

---


Note: Authors include View employees.
**Significant investment and progress in scale-up**

Olive Branch, MS panel manufacturing

1.3 million SF facility

Scales to $1 billion annual revenue

$400 million invested to date

Robust process resulting in high yield

12 million data points collected on each panel
Targeting greater than $1 trillion opportunity

Historically, products reach 5% adoption in 3-10 years

North America building window glass consumption (Billion SF)

- 2020: 2
- 2025: 2.2
- 2030: 2.5

$120B\textsuperscript{1} TAM

Global building window glass consumption (Billion SF)

- 2020: 20
- 2025: 22
- 2030: 25

$1.2T\textsuperscript{1} TAM

\textsuperscript{1}Reflects potential addressable market for dynamic glass based on View’s analysis of IHS Markit global construction data
Tailwinds/Industry Trends

**Sustainability**
- Corporate/Investor ESG trends
- Regulation

**Human Experience**
- Humans spend 90% of time inside buildings
- Inside-out vs Outside-in

**Health and Wellness**
- Healthier buildings for physical and mental wellbeing
- Awareness in post-COVID environment

**Smart Buildings**
- Intelligent, connected buildings
- Edge computing, user experience
View becoming mainstream
Real estate ecosystem being converted

**Compelling product**
Strong value proposition delivering on health, productivity and asset value

**Customer obsession**
Strong customer advocacy, end-user driven stickiness

**Owner and C-level relationships**
Industry leaders embracing View technology

**Execution at scale**
Manufacturing capacity, direct sales, market footprint

**Ecosystem experience**
Top general contractors, glaziers and architects built with View
View has built a strong delivery ecosystem
Construction stakeholders that have designed with and installed View

Architects

9 of Top 10

General Contractors

8 of Top 10

Glaziers

9 of Top 10

Architect Source: Building Design+Construction’s 2019 Giants 300 Report; GC Source: Engineering News Record Top 400 Contractors 2020 List; Glazier Source: Glass Magazine’s Top 50 Glaziers List 2020
View is installed in all major markets in North America
View is the market leader in smart glass

23M SF of buildings across 500+ projects

52M SF of buildings in progress across 250+ projects

>80% Market share

View design-win backlog: $560M

1Design-wins: View products designed into customer building with signed letter of intent that includes quantity, price and delivery date. 2Reflects View’s estimate of current dynamic glass market share based on View installs and publicly available records of competitor installs.
Design-win backlog exceeds revenue required to achieve profitability

**Targeted Opportunity**

- Sales pipeline: $1.7B
- Design-win backlog: $560M

**Projected Revenue**

- 2021 (E): $75M
- 2022 (E): $216M

Design-win: View designed into customer building with LOI including quantity, price and delivery date.
High barriers to entry

<table>
<thead>
<tr>
<th>Technology leadership</th>
<th>Execution at scale</th>
<th>Market position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1,050 patents</strong></td>
<td><strong>End-to-end ownership</strong></td>
<td><strong>75M SF</strong></td>
</tr>
<tr>
<td>365 patents issued</td>
<td>Vertically integrated</td>
<td>Buildings installed and committed</td>
</tr>
<tr>
<td>685 patent applications</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12 years</strong> of R&amp;D</td>
<td><strong>$1.8B</strong></td>
<td><strong>Direct relationships</strong></td>
</tr>
<tr>
<td></td>
<td>Net capital invested</td>
<td>With building owners and C-level</td>
</tr>
<tr>
<td><strong>Complete product</strong></td>
<td><strong>$400M</strong></td>
<td><strong>Top 20</strong></td>
</tr>
<tr>
<td>Hardware, controls, software</td>
<td>Invested in manufacturing</td>
<td>North America markets with View dedicated teams</td>
</tr>
</tbody>
</table>
Target Financial Model

Revenue Growth (Year over Year) >100%

- 127% CAGR over next 5 years supported by a large TAM, growing design wins, repeat business and strong pricing

Gross Margin 65%

- High gross margins driven by economies of scale, improving factory metrics and purchasing efficiencies

R&D 10%

- Significant investment in next generation products to maintain competitive advantage

SG&A 15%

- Supporting investments in SG&A to drive massive global adoption and profitability

Operating Margin 40%

- Strong pricing and high gross margins at scale
- Significant operating leverage with growth
- Industry leading operating margins
Strong growth powers a highly profitable business

Revenue Growth 2020 to 2025

Path to High Margins

2025 Forecast

- **Contribution Margin**: 73%
- **Gross Margin**: 59%
- **EBITDA Margin**: 39%

High Long-Term Margins

Positive contribution margin today

0% 2020(E) 2021(E) 2022(E) 2023(E) 2024(E) 2025(E)

Revenue Growth 2020 to 2025

- 2020(E): $31
- 2021(E): $75
- 2022(E): $216
- 2023(E): $470
- 2024(E): $949
- 2025(E): $1,892

Gross Margin Path:

- TAM: <1%

- Gross Margin:
  - 2020(E): $0
  - 2021(E): $400
  - 2022(E): $800
  - 2023(E): $1,200
  - 2024(E): $1,600
  - 2025(E): $2,000

- EBITDA Margin:
  - 2020(E): $0
  - 2021(E): $470
  - 2022(E): $949
  - 2023(E): $1,892
  - 2024(E): $3,784
  - 2025(E): $7,568

- EBITDA+ Margin:
  - 2020(E): $0
  - 2021(E): $470
  - 2022(E): $949
  - 2023(E): $1,892
  - 2024(E): $3,784
  - 2025(E): $7,568

- Contribution Margin:
  - 2020(E): $0
  - 2021(E): $470
  - 2022(E): $949
  - 2023(E): $1,892
  - 2024(E): $3,784
  - 2025(E): $7,568
Factory economies of scale

Fixed costs: labor, overhead, depreciation

- Capacity utilization
- Automation
- Labor productivity

Variable costs: materials, freight, warranty

- Product standardization
- Improved factory yield
- Purchasing efficiencies

- Fixed costs: labor, overhead, depreciation
  - Capacity utilization
  - Automation
  - Labor productivity

- Variable costs: materials, freight, warranty
  - Product standardization
  - Improved factory yield
  - Purchasing efficiencies

- Factory economies of scale
  - Fixed costs: labor, overhead, depreciation
  - Variable costs: materials, freight, warranty

- Gross Margin (%)
  - 2025: 59%
### Summary Financials

<table>
<thead>
<tr>
<th></th>
<th>2020(E)</th>
<th>2021(E)</th>
<th>2022(E)</th>
<th>2023(E)</th>
<th>2024(E)</th>
<th>2025(E)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>$31</td>
<td>$75</td>
<td>$216</td>
<td>$470</td>
<td>$949</td>
<td>$1,892</td>
</tr>
<tr>
<td>% YoY Growth</td>
<td>138%</td>
<td>189%</td>
<td>117%</td>
<td>102%</td>
<td>99%</td>
<td></td>
</tr>
<tr>
<td><strong>Contribution Margin</strong></td>
<td>$1</td>
<td>$35</td>
<td>$146</td>
<td>$333</td>
<td>$668</td>
<td>$1,379</td>
</tr>
<tr>
<td>% of Revenue</td>
<td>2%</td>
<td>47%</td>
<td>67%</td>
<td>71%</td>
<td>70%</td>
<td>73%</td>
</tr>
<tr>
<td>% YoY Growth</td>
<td></td>
<td></td>
<td>129%</td>
<td>101%</td>
<td>106%</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>($87)</td>
<td>($52)</td>
<td>$40</td>
<td>$201</td>
<td>$434</td>
<td>$1,113</td>
</tr>
<tr>
<td>% of Revenue</td>
<td></td>
<td></td>
<td>18%</td>
<td>43%</td>
<td>46%</td>
<td>59%</td>
</tr>
<tr>
<td><strong>OPEX</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SG&amp;A</td>
<td>$62</td>
<td>$65</td>
<td>$74</td>
<td>$85</td>
<td>$139</td>
<td>$278</td>
</tr>
<tr>
<td>% of Sales</td>
<td>34%</td>
<td>18%</td>
<td>15%</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td>$66</td>
<td>$70</td>
<td>$76</td>
<td>$99</td>
<td>$124</td>
<td>$190</td>
</tr>
<tr>
<td>% of Sales</td>
<td>35%</td>
<td>21%</td>
<td>13%</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>($192)</td>
<td>($162)</td>
<td>($82)</td>
<td>$64</td>
<td>$253</td>
<td>$735</td>
</tr>
<tr>
<td>% of Revenue</td>
<td></td>
<td></td>
<td></td>
<td>14%</td>
<td>27%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Forecasts exclude stock-based compensation
Pro forma equity ownership
(US $ in Millions, Unless Otherwise Stated)

Sources & Uses

<table>
<thead>
<tr>
<th>Sources</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPAC Cash in Trust</td>
<td>View Rollover Equity</td>
</tr>
<tr>
<td>$500</td>
<td>$1,254</td>
</tr>
<tr>
<td>PIPE Capital</td>
<td>Payment of Debt Like Items</td>
</tr>
<tr>
<td>$300</td>
<td>$277</td>
</tr>
<tr>
<td>View Rollover Equity</td>
<td>Deal Expenses</td>
</tr>
<tr>
<td>$1,254</td>
<td>$50</td>
</tr>
<tr>
<td>Total Sources</td>
<td>Total Uses</td>
</tr>
<tr>
<td>$2,054</td>
<td>$2,054</td>
</tr>
</tbody>
</table>

Commentary on Use of Proceeds

- Proceeds from the transaction will be used to retire debt and to add cash to View’s balance sheet for working capital, growth capex and other general corporate purposes.
- The transaction is expected to announce in November 2020.

Assumes no redemptions from CF Acquisition Corp II trust account and assumes new shares issued at a price of $10.00. Pro forma share count includes 50.0mm SPAC shares, 1.1M SPAC Founder Private Placement shares, 7.5mm SPAC founder shares, 30.0mm PIPE shares and 125.4mm shares to existing View shareholders (includes current View options and warrants based on treasury stock method). Excludes impact of 17.0mm warrants with a strike price of $11.50, impact of 5.0m deferred Founder Shares, which will be subject to a stock-price based earn-out (2.5mm at $12.50, 1.25mm at $15.00 and 1.25mm at $20.00) and impact of management equity earnouts, incentive awards and public company share plan as detailed in appendix. Cash estimated as of Q4 2020, excluding potential redemptions from existing SPAC shareholders.
## Transformation of large industries

### Market Leaders

<table>
<thead>
<tr>
<th>Industry</th>
<th>Market Share</th>
<th>Market Capitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>14%</td>
<td>$1.5T</td>
</tr>
<tr>
<td>Transportation</td>
<td>4%</td>
<td>$65B</td>
</tr>
<tr>
<td>Automobile</td>
<td>1%</td>
<td>$400B</td>
</tr>
<tr>
<td>Real Estate</td>
<td>&lt;1%</td>
<td></td>
</tr>
</tbody>
</table>

1. Reflects potential addressable market for dynamic glass based on View’s analysis of IHS Markit global construction data.
Applications on View Smart Building Platform

View Applications
Smart Building App Store

- Transparent Displays
- Personalized Health
- Edge Computing
- 5G Connectivity

View OS
Distributed Containers

- Digital Twin
  Building, Sensors, Network Nodes
- Digital Security
  TLS v1.2, 128AES-256SHA Crypto
- AI/Machine Learning
  RNN, MRT, AER, TLSG, RTLS

View Network
OT Network

- Power
  24v DC
- Data
  Gbps Linear Coax Ethernet, Fiber
- Compute
  x86 & ARM cores, GB RAM, TB SSDs

View Smart Glass | Digital Skin
View intrinsic value significantly above transaction value

Summary of Approach

- Applies a range of multiples to View’s 2025E EBITDA ($735 million) to arrive at an implied future Enterprise Value.
- The future Enterprise Value is discounted back to December 31, 2020 at 20% to arrive at an implied discounted Enterprise Value.

Current valuation provides opportunistic entry point

1 Range of multiples reflects data from selected publicly traded comparable companies
## Investment highlights

<table>
<thead>
<tr>
<th>Highlight</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Huge addressable market</strong></td>
<td>Greater than $1 trillion annual market¹</td>
</tr>
<tr>
<td><strong>Secular megatrends driving adoption</strong></td>
<td>ESG/climate change, human experience, health and wellness, smart buildings</td>
</tr>
<tr>
<td><strong>Disrupting an industry ripe for innovation</strong></td>
<td>Proprietary technology, multi-decade advantage and leadership</td>
</tr>
<tr>
<td><strong>Delighted customers, proven product benefits</strong></td>
<td>Proven health benefits, 10x return for owners, 60x return for tenants</td>
</tr>
<tr>
<td><strong>Dominant player in high growth market</strong></td>
<td>&gt;80% market share², 75M SF of installations and design wins</td>
</tr>
<tr>
<td><strong>High barriers to entry</strong></td>
<td>1,050 patents³, 12 years and $1 billion in R&amp;D, precision manufacturing</td>
</tr>
<tr>
<td><strong>Highly attractive financial model</strong></td>
<td>High margin, high growth, significant economies of scale</td>
</tr>
</tbody>
</table>

¹Reflects potential addressable market for dynamic glass based on View’s analysis of IHS Markit global construction data
²Reflects View’s estimate of current dynamic glass market share based on View installs and publicly available records of competitor installs
³Includes patents and patent applications
# Consolidated Balance Sheet

_(in thousands)_

<table>
<thead>
<tr>
<th>Assets</th>
<th>Sept 30, 2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$109,089</td>
<td>$138,218</td>
<td>$126,545</td>
</tr>
<tr>
<td>Short term investments</td>
<td>-</td>
<td>32,866</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>8,533</td>
<td>12,147</td>
<td>7,336</td>
</tr>
<tr>
<td>Inventories</td>
<td>6,021</td>
<td>7,049</td>
<td>3,806</td>
</tr>
<tr>
<td>Prepaid and other current assets (1)</td>
<td>7,692</td>
<td>31,925</td>
<td>6,957</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$131,335</td>
<td>$222,205</td>
<td>$144,644</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td>289,433</td>
<td>279,595</td>
<td>131,980</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$433,998</td>
<td>$514,448</td>
<td>$334,174</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities, redeemable convertible preferred stock and stockholders’ equity</th>
<th>Sept 30, 2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$7,985</td>
<td>$18,489</td>
<td>$10,584</td>
</tr>
<tr>
<td>Accrued compensation</td>
<td>13,871</td>
<td>9,233</td>
<td>9,893</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>169</td>
<td>1,197</td>
<td>1,075</td>
</tr>
<tr>
<td>Debt</td>
<td>262,418</td>
<td>163,376</td>
<td>57,010</td>
</tr>
<tr>
<td>Redeemable convertible preferred stock warrant liability</td>
<td>21,775</td>
<td>19,479</td>
<td>21,228</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>67,818</td>
<td>63,814</td>
<td>35,248</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$374,036</td>
<td>$275,588</td>
<td>$135,038</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stockholders’ equity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Common stock (3)</td>
<td>7</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Additional paid-in capital</td>
<td>83,195</td>
<td>60,349</td>
<td>30,581</td>
</tr>
<tr>
<td>Accumulated deficit</td>
<td>(1,835,918)</td>
<td>(1,634,220)</td>
<td>(1,344,316)</td>
</tr>
<tr>
<td><strong>Total View stockholders’ deficit</strong></td>
<td>(1,752,716)</td>
<td>(1,573,864)</td>
<td>(1,313,779)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total liabilities, redeemable convertible preferred stock and stockholders’ deficit</th>
<th>Sept 30, 2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$433,998</td>
<td>$514,448</td>
<td>$334,174</td>
</tr>
</tbody>
</table>

---

The financial statement information and data of View contained herein have been derived from the financial statements of View that are currently subject to audit in accordance with the rules of the Public Company Accounting Oversight Board (“PCAOB”) and may be updated or modified in the final audited financial statements in the proxy statement with respect to the meeting of CFII’s stockholders relating to CFII’s business combination with View and the related registration statement on Form S-4. Accordingly, such information and data may not be included in or may be presented differently in any proxy statement/prospectus or registration statement to be filed by CFII with the SEC.

(1) Includes restricted cash of $1,000, $2,000 and $0 at September 30, 2020, December 30, 2019 and December 31, 2018, respectively.
(2) par value $0.0001, 9,652,026,330 shares authorized; 5,222,852,052, 5,223,031,714 and 4,541,213,532 shares issued and outstanding on September 30, 2020, December 31, 2019 and December 31, 2018, respectively.
(3) par value $0.0001; 11,303,106,892, 11,303,106,892 and 11,303,106,892 shares authorized on September 30, 2020, December 31, 2019 and December 31, 2018, respectively; 72,507,152, 71,000,340 and 59,127,606 shares issued and outstanding on September 30, 2020, December 31, 2019 and December 31, 2018, respectively.
## Consolidated Statements of Comprehensive Loss

(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>YTD – Sept 30, 2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>$24,539</td>
<td>$24,324</td>
<td>$20,175</td>
</tr>
<tr>
<td><strong>Costs and expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of sales (1)</td>
<td>91,825</td>
<td>179,674</td>
<td>142,646</td>
</tr>
<tr>
<td>Research and development (2)</td>
<td>50,344</td>
<td>77,696</td>
<td>33,655</td>
</tr>
<tr>
<td>Selling, general and administrative (3)</td>
<td>62,835</td>
<td>72,904</td>
<td>81,219</td>
</tr>
<tr>
<td>(Gain) loss from legal settlement</td>
<td>-</td>
<td>(22,500)</td>
<td>20,708</td>
</tr>
<tr>
<td><strong>Total costs and expenses</strong></td>
<td>205,004</td>
<td>307,775</td>
<td>278,228</td>
</tr>
<tr>
<td><strong>Loss from operations</strong></td>
<td>(180,465)</td>
<td>(283,451)</td>
<td>(258,053)</td>
</tr>
<tr>
<td>Other expenses, net:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and other income</td>
<td>536</td>
<td>5,593</td>
<td>167</td>
</tr>
<tr>
<td>Interest and other expense</td>
<td>(19,442)</td>
<td>(10,705)</td>
<td>(31,914)</td>
</tr>
<tr>
<td>Change in fair value of redeemable convertible preferred stock warrant liability</td>
<td>(2,296)</td>
<td>1,749</td>
<td>(80,338)</td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>-</td>
<td>(3,040)</td>
<td>(71,362)</td>
</tr>
<tr>
<td><strong>Other expense, net</strong></td>
<td>(21,202)</td>
<td>(6,402)</td>
<td>(183,447)</td>
</tr>
<tr>
<td><strong>Loss before provision of income taxes</strong></td>
<td>(201,667)</td>
<td>(289,853)</td>
<td>(441,500)</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>(31)</td>
<td>(51)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net loss</strong></td>
<td>(201,698)</td>
<td>(289,904)</td>
<td>(441,500)</td>
</tr>
<tr>
<td>Other comprehensive loss</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Comprehensive loss</strong></td>
<td>$(201,698)</td>
<td>$(289,904)</td>
<td>$(441,500)</td>
</tr>
</tbody>
</table>

The financial statement information and data of View contained herein have been derived from the financial statements of View that are currently subject to audit in accordance with the rules of the Public Company Accounting Oversight Board ("PCAOB") and may be updated or modified in the final audited financial statements in the proxy statement with respect to the meeting of CFII’s stockholders relating to CFII’s business combination with View and the related registration statement on Form S-4. Accordingly, such information and data may not be included in or may be presented differently in any proxy statement/prospectus or registration statement to be filed by CFII with the SEC.

(1) Cost of sales stock-based compensation was $1,654 in the nine months ending September 30, 2020 and $3,084 and $578 in 2019 and 2018, respectively

(2) Research and development stock-based compensation was $3,971 in the nine months ending September 30, 2020 and $4,113 and $671 in 2019 and 2018, respectively

(3) Selling, general and administrative stock-based compensation was $16,953 in the nine months ending September 30, 2020 and $21,879 and $4,934 in 2019 and 2018, respectively
## Consolidated Statement of Cash Flows

### (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>YTD – Sept 30, 2020</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating activities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net loss</td>
<td>$(201,698)</td>
<td>$(289,904)</td>
<td>$(441,500)</td>
</tr>
<tr>
<td>Adjustments to reconcile net loss to net cash used in operating activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>17,643</td>
<td>24,379</td>
<td>18,770</td>
</tr>
<tr>
<td>Loss on sale of property and equipment</td>
<td>-</td>
<td>-</td>
<td>1,577</td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>-</td>
<td>3,040</td>
<td>71,362</td>
</tr>
<tr>
<td>Change in fair value of redeemable convertible preferred stock warrant liability</td>
<td>2,295</td>
<td>(1,749)</td>
<td>80,338</td>
</tr>
<tr>
<td>Accrued interest expense and amortization of debt discount</td>
<td>1,767</td>
<td>3,523</td>
<td>(2,673)</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td>22,578</td>
<td>29,076</td>
<td>6,183</td>
</tr>
<tr>
<td>Legal settlement</td>
<td>-</td>
<td>(22,500)</td>
<td>708</td>
</tr>
<tr>
<td>Loss contingencies</td>
<td>-</td>
<td>24,471</td>
<td>-</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities</td>
<td>32,735</td>
<td>23,632</td>
<td>(44,709)</td>
</tr>
<tr>
<td><strong>Net cash used in operating activities</strong></td>
<td>(123,679)</td>
<td>(234,015)</td>
<td>(310,144)</td>
</tr>
<tr>
<td><strong>Investing activities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases of property and equipment, other assets</td>
<td>(34,711)</td>
<td>(119,793)</td>
<td>(65,937)</td>
</tr>
<tr>
<td>Proceeds from sale of property and equipment</td>
<td>-</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>Purchase and maturities of short-term investments, net</td>
<td>32,866</td>
<td>(32,866)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(1,845)</td>
<td>(152,659)</td>
<td>(65,837)</td>
</tr>
<tr>
<td><strong>Financing activities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from issuance of convertible notes</td>
<td>-</td>
<td>-</td>
<td>258,409</td>
</tr>
<tr>
<td>Proceeds from draws related to lines of credit, net of issuance costs</td>
<td>100,000</td>
<td>145,981</td>
<td>-</td>
</tr>
<tr>
<td>Repayment of debt obligations</td>
<td>(1,714)</td>
<td>(44,750)</td>
<td>(401,498)</td>
</tr>
<tr>
<td>Payments of obligations under capital leases</td>
<td>(1,118)</td>
<td>(2,615)</td>
<td>(1,899)</td>
</tr>
<tr>
<td>Proceeds from redeemable convertible preferred stock issuance, net of issuance costs</td>
<td>-</td>
<td>299,809</td>
<td>796,638</td>
</tr>
<tr>
<td>Proceeds from exercise of common stock warrants, issuance of common stock upon exercise of stock options</td>
<td>-</td>
<td>743</td>
<td>1,265</td>
</tr>
<tr>
<td>Payments made to repurchase redeemable convertible preferred stock</td>
<td>-</td>
<td>-</td>
<td>(175,264)</td>
</tr>
<tr>
<td><strong>Net cash provided by financing activities</strong></td>
<td>97,389</td>
<td>399,170</td>
<td>477,651</td>
</tr>
<tr>
<td>Net (decrease) increase in cash, cash equivalents and restricted cash</td>
<td>(28,135)</td>
<td>12,496</td>
<td>101,670</td>
</tr>
<tr>
<td>Cash, cash equivalents and restricted cash, beginning of year</td>
<td>148,674</td>
<td>136,178</td>
<td>34,508</td>
</tr>
<tr>
<td><strong>Cash, cash equivalents and restricted cash, end of year</strong></td>
<td>$120,539</td>
<td>$148,674</td>
<td>$136,178</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of cash flow information:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash paid for interest</td>
<td>$7,977</td>
<td>$10,422</td>
<td>$72,169</td>
</tr>
<tr>
<td>Noncash investing and financing activities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issuance of convertible redeemable preferred stock upon conversion of debt and accrued interest</td>
<td>-</td>
<td>-</td>
<td>401,046</td>
</tr>
<tr>
<td>Change in accounts payable balance related to purchase of property and equipment</td>
<td>$(8,616)</td>
<td>$7,921</td>
<td>$2,124</td>
</tr>
<tr>
<td>Property and equipment acquired under capital lease</td>
<td>-</td>
<td>$781</td>
<td>$3,035</td>
</tr>
<tr>
<td>Asset retirement obligations included in property and equipment</td>
<td>-</td>
<td>-</td>
<td>$760</td>
</tr>
</tbody>
</table>

The financial statement information and data of View contained herein have been derived from the financial statements of View that are currently subject to audit in accordance with the rules of the Public Company Accounting Oversight Board (“PCAOB”) and may be updated or modified in the final audited financial statements in the proxy statement with respect to the meeting of CFII’s stockholders relating to CFII’s business combination with View and the related registration statement on Form S-4. Accordingly, such information and data may not be included in or may be presented differently in any proxy statement/prospectus or registration statement to be filed by CFII with the SEC.
Appendix
Leadership

Dr. Rao Mulpuri  
Chairman  
Chief Executive Officer

- Built View from the ground up over the last 12 years
- Novellus Systems, President of Novellus Systems Japan and VP/GM, Integrated Metals Business
- Ph.D. and MS in Materials Engineering, Boston University; Advanced Management Program, Harvard Business School

Vidul Prakash  
Chief Financial Officer

- 25 years of global finance and operations experience
- SunPower, Force 10 Networks, KPMG, Deloitte, Honeywell
- MBA, Columbia University; BS, Chemical Engineering

Rahul Bammi  
Chief Business Officer

- 25 years of P&L, Sales, Product, M&A, Business Strategy and Engineering experience
- Lumileds, KLA, Hynix, National Semiconductor, Motorola
- MBA, Stanford University; MS and BE, Chemical Engineering

Dr. Martin Neumann  
SVP of Operations

- 10+ years at View
- Leadership roles in technology, business development, customer success and operations scale up
- Ph.D., MS and BS in Nuclear Engineering, University of Illinois at Urbana-Champaign

Nitesh Trikha  
SVP of Technology

- 24 years of software, networking, cloud products development experience
- Cisco, July Systems
- BS Computer Engineering, National Institute of Technology Karnataka
View Board of Directors

Tom Cheung
Partner, SoftBank Investment Advisors. Formerly: Deutsche Bank, Oakdale Capital, Insight Partners

Nigel Gormly
Former Head, International Direct Investment, New Zealand Super Fund. Formerly: Fonterra

Harold Hughes
Former CEO, Rambus, wine.com, Pandesic. Former CFO of Intel

Tom Leppert

Dr. Rao Mulpuri
Chairman and CEO, View, Inc.

Tom Patterson
Managing Partner, Madrone Capital Partners. Formerly: Weston Presidio, McKinsey & Company

Bill Veghte
Former CEO, SurveyMonkey, COO, HP, SVP, Microsoft Windows
View Advisory Board

Dr. Joseph Allen
Director, Healthy Buildings Program, Harvard T.H. Chan School of Public Health

Dr. Toby Cosgrove
Former President and CEO, Cleveland Clinic

Dr. Deepak Chopra
Author, wellness advocate, Chopra Foundation

Dr. Satyen Deb
Inventor, Electrochromic Glass, Former Researcher, NREL

Rick Fedrizzi
CEO, International Well Building Institute, Former CEO USGBC

Jeff Fegan
Former CEO, DFW International Airport

Dr. Daniel Kraft
Founder and Chair, Exponential Medicine, Stanford University School of Medicine

Tom Kinton
Former CEO, Massachusetts Port Authority

Gina Marie Lindsey
Former Executive Director, Los Angeles World Airports

Matt Rogers
Co-Founder, Nest (Google), Senior Engineer, Apple

Moe Tanabian
Vice President, GM - Azure Edge Devices, Microsoft

Luis Vidal
CEO, Luis Vidal+Architects
Post-Combination Incentive Based Compensation Plans

• **Company Equity Incentive Plan**
  - 15,000,000 shares, plus assumed existing stock plan of View, Inc. (31,131,907 issued and unissued) and shares attributable to Management Equity Earnout

• **Management Options Grant Under Company Equity Incentive Plan**
  - 5,000,000 shares
  - 4-year vesting with 25% cliff vesting on first anniversary of closing and monthly ratable vesting thereafter

• **Management Equity Earnout Plan**
  - 12,500,000 shares
  - 50% upon each of $15 and $20 trading price per share
  - Earned shares to be granted under the Equity Incentive Plan as RSUs with 4-year vesting

• **CEO Performance Stock Option Plan**
  - Vests 2,500,000 shares for each 100% increase in share price above $10
  - Maximum of 25,000,000 over 10 years
  - Shares received upon exercise subject to an 18-month lock-up from vesting date
  - View’s CEO will not be eligible for new equity or equity-based awards for 2 years post-closing
Representative customer examples

**Overstock.com**
- Tech company HQ
- Employee productivity

**Regeneron**
- Lifescience company HQ
- Innovation, sustainability, and health

**FedEx**
- Logistics company
- Energy efficiency
- Health and wellness benefits

**DFW Airport**
- Airport wide retrofit
- Passenger experience
- 100% increase in concession sales

**Humber River Hospital**
- Patient experience
- Infection control

**Greystar**
- Multifamily residential
- Faster lease-up, higher income

**Tavistock**
- View is fleet-wide design
- Differentiation with tech enabled experience

**The Durst Organization**
- NYC renovation
- Leasing differentiation in competitive market
Representative case studies

**SFO Airport**
- $900K in capex savings
- Saved money on Day 1
- Saves energy, reduces the carbon footprint and helps get LEED rating

**Schnitzer West**
- 12% higher rent than pro forma
- 926 tons of carbon emissions avoided
- $300K saved in HVAC downsizing

**Henbart LLC**
- 16% higher rent after renovation
- $450K greater revenue
- $350K in capex savings
Representative case studies

BlueSky Properties
- 10% more space utilization
- Widespread views of downtown Vancouver from every angle
- Employee health and wellbeing

Overstock.com
- Company values 2% productivity increase at $2M/year
- Attracts and retains employees

Boston Logan Airport
- Eliminated external louvers, mechanical sunshades, and fritted glass for clear views and capex savings
- Created a space for 40M passengers with no glare and maximum views