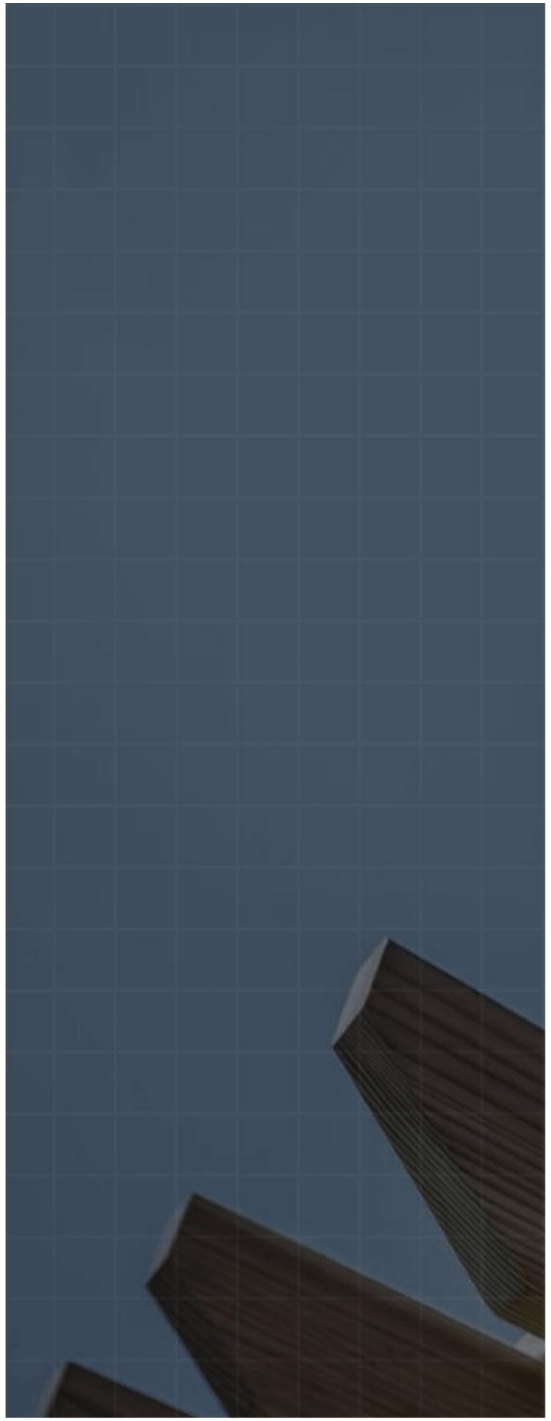


Strong Foundation.
Stronger Future.

Simpson Manufacturing Co., Inc.
Investor Presentation
July 2026

SIMPSON
Manufacturing
COMPANY
™



Safe Harbor

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements generally can be identified by words such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “plan,” “outlook,” “target,” “continue,” “predict,” “project,” “change,” “result,” “future,” “will,” “could,” “can,” “may,” “likely,” “potentially,” or similar expressions. Forward-looking statements are all statements other than those of historical fact and include, but are not limited to, statements about future financial and operating results, our plans, objectives, business outlook, priorities, expectations and intentions, expectations for sales and market growth, comparable sales, earnings and performance, stockholder value, effective tax rates, capital expenditures, cash flows, the housing market, the home improvement industry, demand for services, share repurchases, our strategic initiatives, including the impact of these initiatives on our strategic and operational plans and financial results, and any statement of an assumption underlying any of the foregoing. Forward looking statements in this press release include, but are not limited to, statements regarding: anticipated consolidated operating margin for 2026; expected gain on the sale of vacant land; estimated effective tax rate for 2026; and projected capital expenditures for 2026.

Forward-looking statements are subject to inherent uncertainties, risks and other factors that are difficult to predict and could cause our actual results to vary in material respects from what we have expressed or implied by these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those expressed in or implied by our forward-looking statements include the effect of tariffs and international trade policies on our business operations, the effects of inflation and labor and supply shortages on our operations and the operations of our customers, suppliers and business partners, volatile supply and demand conditions affecting prices and volumes in the markets for both our products and raw materials we purchase; and those discussed in the “Risk Factors” and “Management's Discussion and Analysis of Financial Condition and Results of Operations” sections of our most recent Annual Report on Form 10-K, subsequent Quarterly Reports on Form 10-Q and other reports we file with the SEC. Additional risks include: the cyclicality and impact of general economic conditions; changing conditions in global markets including the impact of sanctions and tariffs, quotas and other trade actions and import restrictions; the impact of pandemics, epidemics or other public health emergencies; the impact of foreign currency fluctuations; potential limitations on our ability to access capital resources and borrowings under our existing credit agreement; restrictions on our business and financial covenants under our credit agreement; reliance on employees subject to collective bargaining agreements; and or ability to repurchase shares of our common stock and the amounts and timing of repurchases, if any.

We caution that you should not place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law. Readers are urged to carefully review and consider the various disclosures made in our reports filed with the SEC that advise of the risks and factors that may affect our business, results of operations and financial condition.

Investment Highlights

Leader in structural solutions for **wood connections** with **significant opportunities** in all addressable markets

Customer-centric business model, track record of **above market volume growth**(1), high brand recognition, and trusted reputation

Diversified product offerings serving customers across five end-use market segments

Strong gross profit and **operating margins** with an EPS CAGR of 19.6%(2) over the last 10 years

Strong balance sheet with less than 1x leverage

~50% of **free cash flow returned to stockholders** since 2021(3) exceeding 35% target

(1) Above market volume relative to U.S. housing starts.
(2) As of December 31, 2025.
(3) Time frame represents January 1, 2021 to June 30, 2026.

30+ Years as a Public Company

Performance Since IPO



Revenue Growth (1994 – 2025)

$150 M → ~15x → **$2.3 B**

Operating Income (1994 – 2025)

$14 M → ~33x → **$458 M**

EPS Growth (1994 – 2025)

$0.14 → ~59x → **$8.24**

(1) Since its debut at $11.50 per share ($2.875 split-adjusted) at its initial public offering (IPO) on May 25, 1994. Nearly 32 years and two stock splits later, shares of Simpson closed at $209.35 on June 30, 2026, which, together with quarterly dividends, has resulted in a total compound annual growth rate of approximately 14.5%.



Simpson's Purpose and Unique Culture

OUR MISSION

To deliver innovative solutions that help people design and build safer, stronger structures.

OUR COMPANY VALUES

1. Relentless Customer Focus
2. Long-Range View
3. High-Quality Products
4. Be The Leader
5. Everybody Matters
6. Enable Growth
7. Risk-Taking Innovation
8. Give Back
9. Have Fun, Be Humble

Our Strong Business Model

Data as of February 2026.

Innovation leader

Pioneer of construction solutions

8 R&D testing labs

~100 code evaluation reports

500+ patents worldwide

Comprehensive service

~700 field sales reps

Thousands of jobsite visits

Dedicated customer service and technical support

Longstanding relationships

25 of top 30 builders on a program

275+ builders representing >50% of US housing starts

Millions of specifications

Thousands of dealers & retailers



Broad portfolio of solutions

15K standard & custom wood products

3K standard & custom concrete products

50+ software and web-app solutions

Unparalleled availability and delivery

~98% product fill rate

24-48 hour typical delivery

48-hour turnaround on specials

Same-day shipping availability

Impactful industry outreach

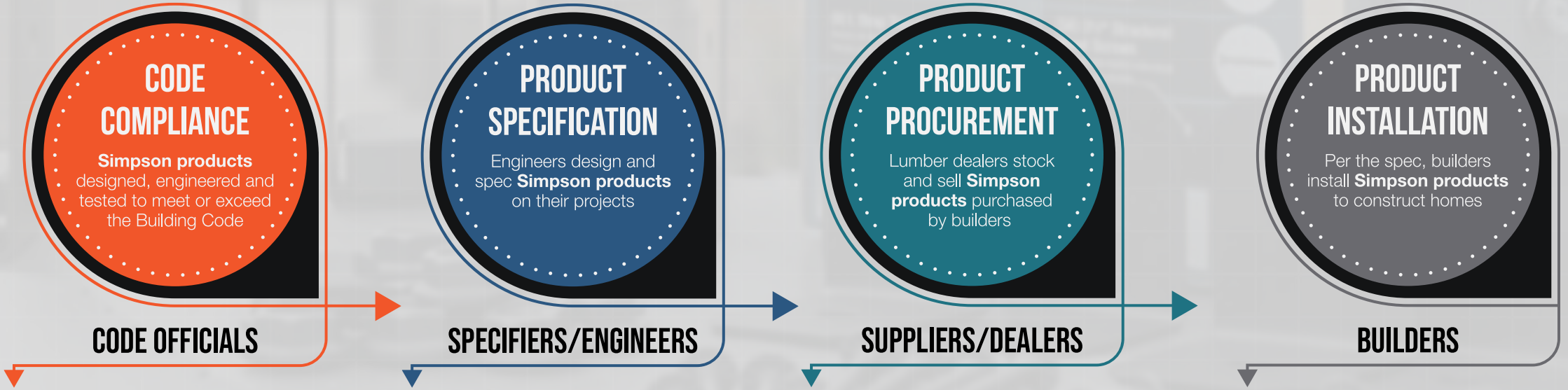
26 training centers

1,000+ training workshops per year

Partnering with organizations to support construction trades education

Simpson's Value Proposition

Our **presence at every stage of the construction process** — from compliance and specification to procurement and installation — **creates an interconnected value chain**, setting us apart and ensuring **long-term market leadership**.

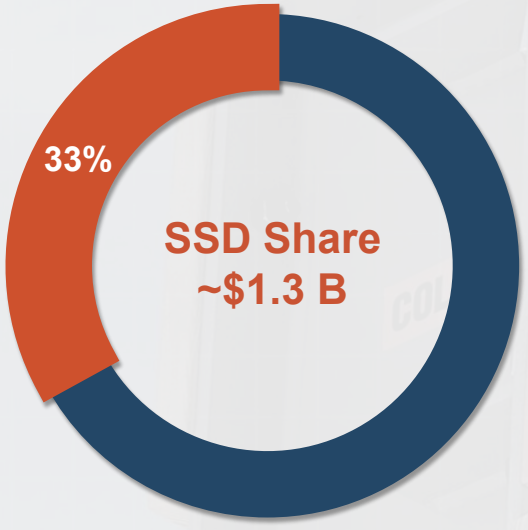


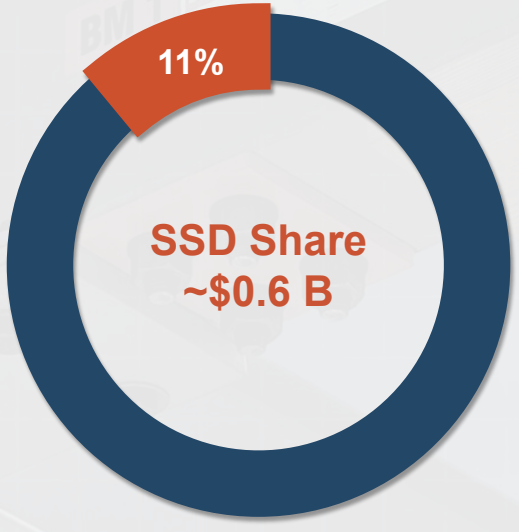
Our Solutions and Services	CODE OFFICIALS	SPECIFIERS/ENGINEERS	SUPPLIERS/DEALERS	BUILDERS
	▪ Code evaluation reports for products verify building code compliance ▪ Contribute to test protocols and involved with academia in full-scale building tests	▪ Engineered and tested seismic/high-wind products; design and product selection apps ▪ Provide load values, design guidance & support, field calls, project-specific testing	▪ Large product selection; highly specified connectors; mgmt. & estimating software ▪ Merchandising/in-store support, online ordering, rebates, best-class customer service	▪ Easy-to-install products; builder spec, mgmt., estimating, deck software; value engineering ▪ Contractual relationships, rebates, product testing, best-in-class technical & field support

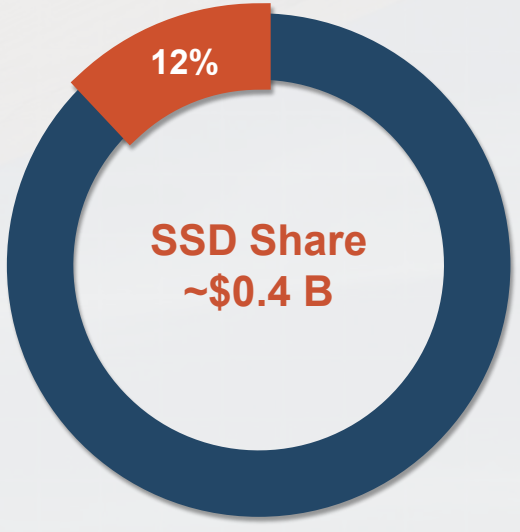
In-person and online product knowledge training and industry-specific educational workshops available, including classes with CEUs and PDHs for architects, engineers, and building officials.

Core Addressable Market[1]

Wood Connectors, ICS (Truss) & Lateral Systems	Fastening Systems	Concrete & Steel Connections
Addressable Market ~$3.8 B	Addressable Market ~$5.2 B	Addressable Market ~$2.9 B







Many opportunities to **grow our product lines** across end-use markets

(1) Market share based on net sales as of the full year ended December 31, 2025. Market sizes based on internal estimates. Includes North America, Europe and Pacific Rim.

Broad Portfolio of Solutions

Our **broad and deep product offering** includes 10,000+ standard and custom products for **wood, concrete, and steel connections** as well as **digital solutions** to make it **easier to specify and order our products**.

Wood Connectors
(Framing, Flooring, Roofing)



Integrated Component Systems
(Truss Plates, Software)



Lateral Systems
(Shearwalls, Rod Systems)



Fastening Systems
(Structural & Deck Screws, Tools)



Concrete Connections
(Mechanical Anchors, Adhesives, RPS*)



Steel Connections
(Cold-Formed Steel, Roof Framing)



Digital Solutions & Services
(Software, Web Apps, Estimating)

**Repair, Protection, and Strengthening Systems*

Note: Excluding ETANCO building envelope products only sold in Europe.

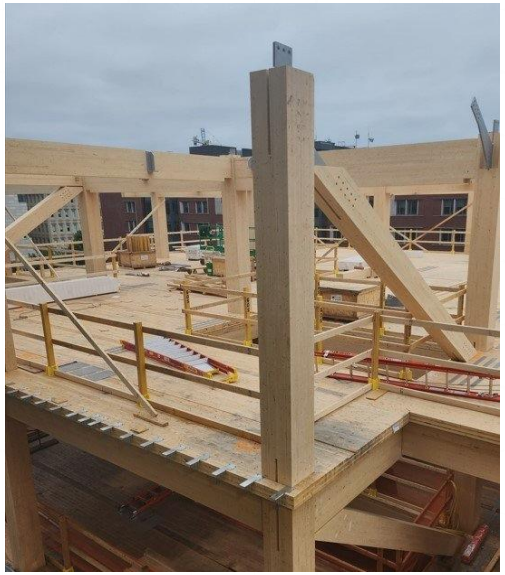
5 Key End-Use Markets in North America

See Appendix for additional details.

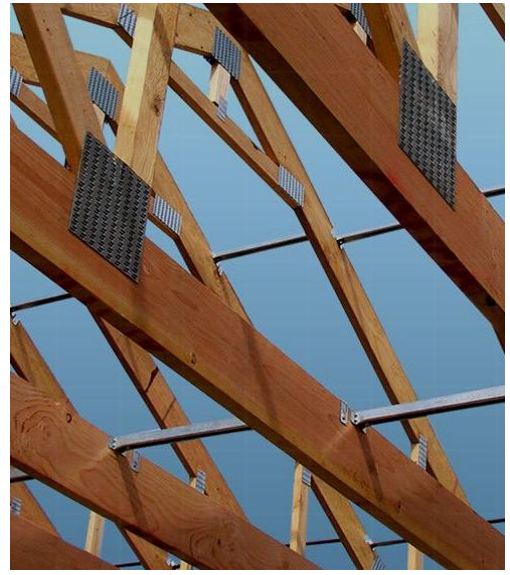
Residential Construction	Commercial Construction	OEM	National Retail	Component Manufacturer











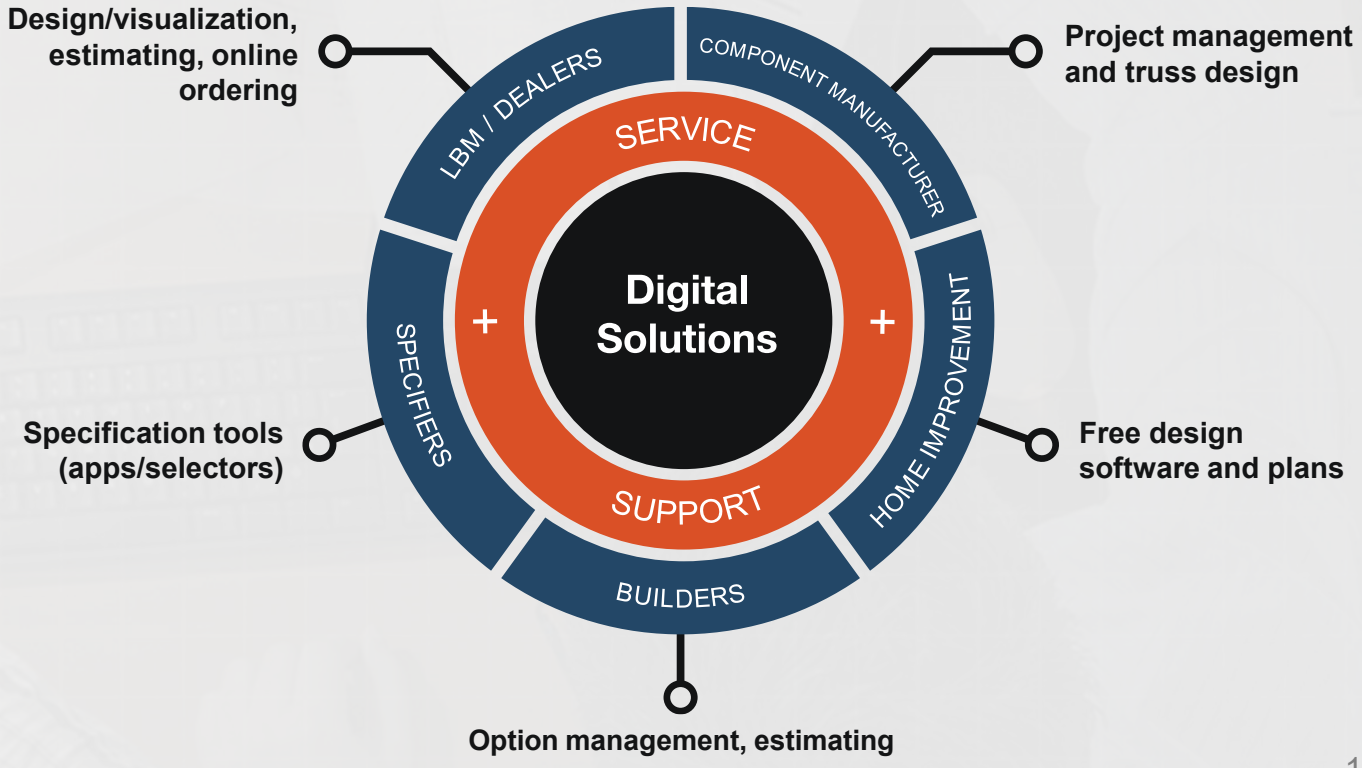
Our **market-focused approach** enables us to **better serve current customers** while identifying **opportunities to reach new customers** with **our product solutions**.

Driving Growth with Digital Solutions

Key focus areas to make it easier to specify and order our products

1. Make it easier to do business with Simpson through best-in-class online portal and digital experience
2. Use technology to streamline and strengthen partnerships with key customer groups
3. Provide software solutions that drive the specification and use of our products

Building out our digital offerings to serve customers across the building industry



Europe Strategy

Building Strong Brands in Our Core Business

Grow with Our Strong Solutions

- Further strengthen our #1 position in wood connectors
- Double structural fasteners
- Build on our strong position in facade
- Offer complete product solutions: Connectors Fasteners Anchors
- Targeted expansion in pavement reinforcement

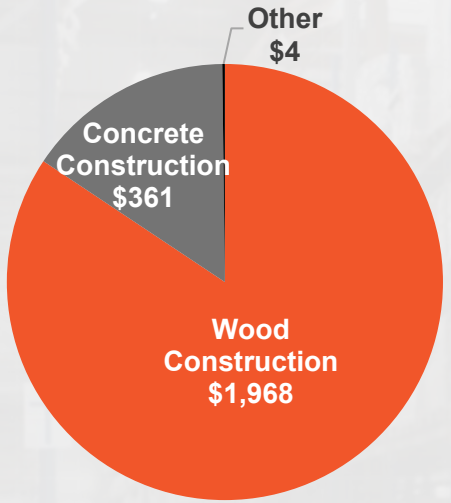
In Our Highest Potential Markets

- Focus on the countries where we already operate
- Stronger effort in commercial new building and residential renovation
- Exploit the mass timber trend

Strong Business Drives Stockholder Value

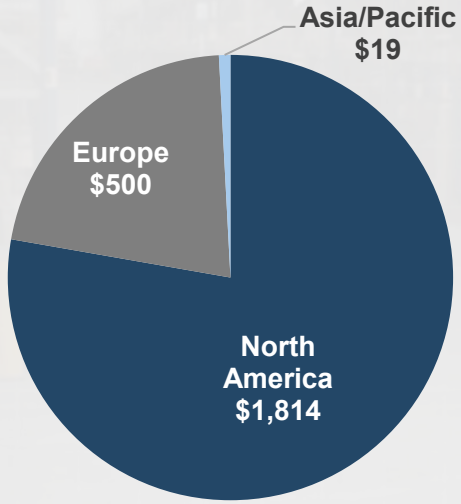
Our 2025 Sales by Product…

($ USD Millions)

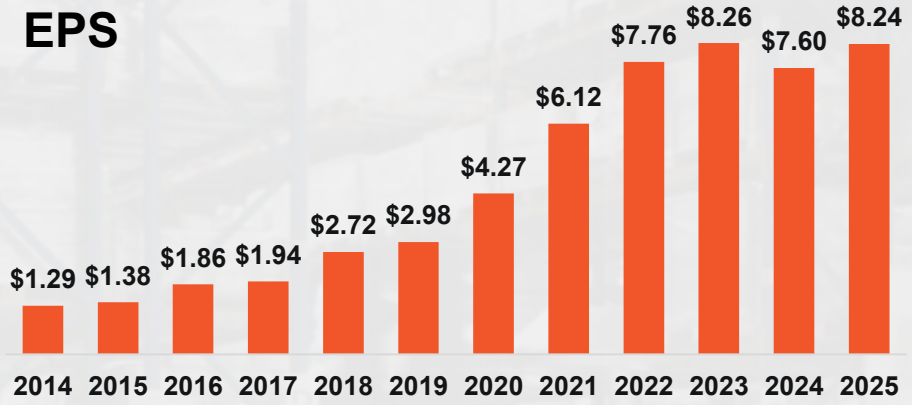


Across Operating Segments

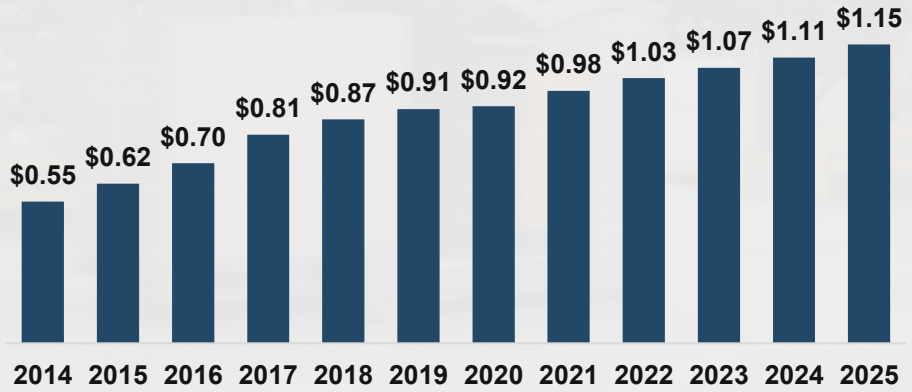
($ USD Millions)



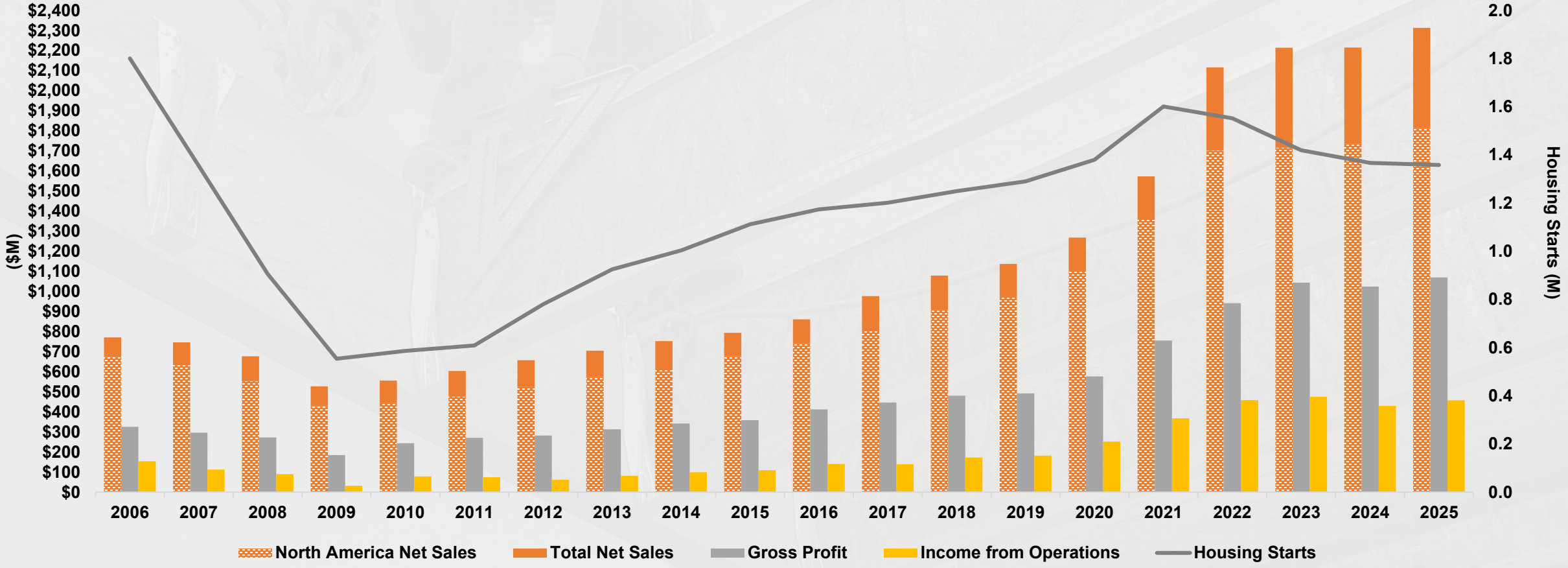
EPS



Dividends Per Share

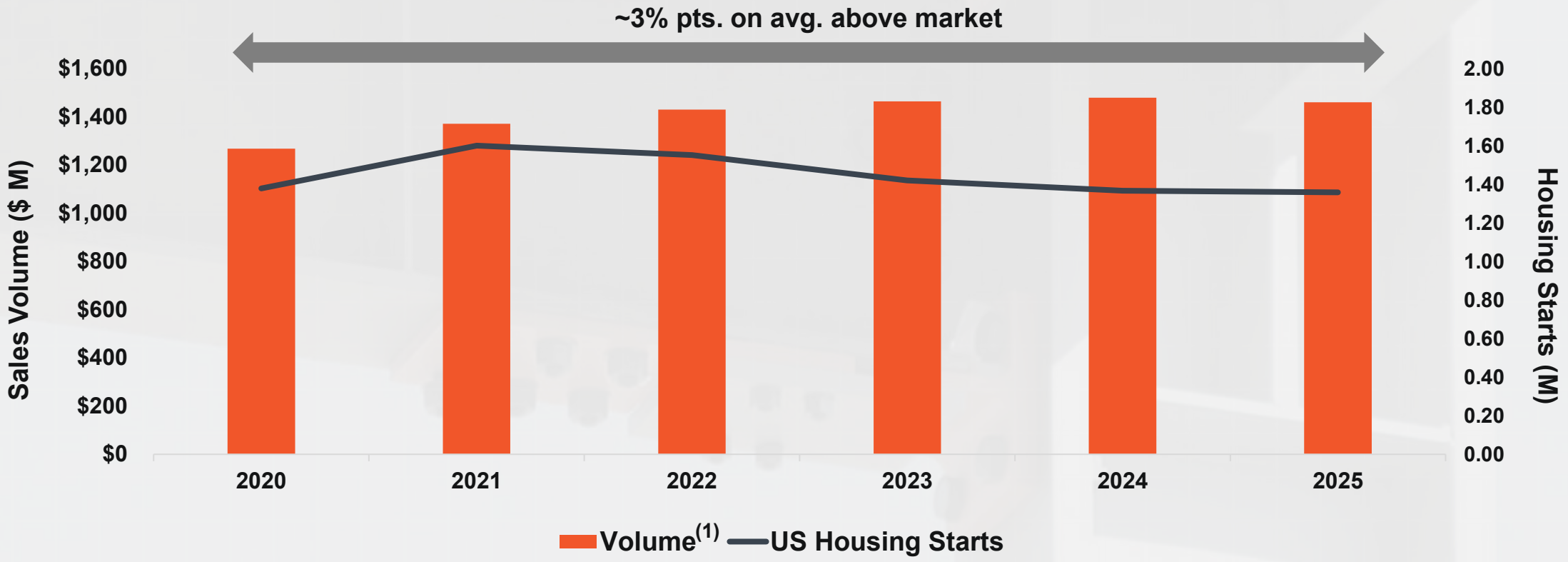


Historical Market and Financial Performance



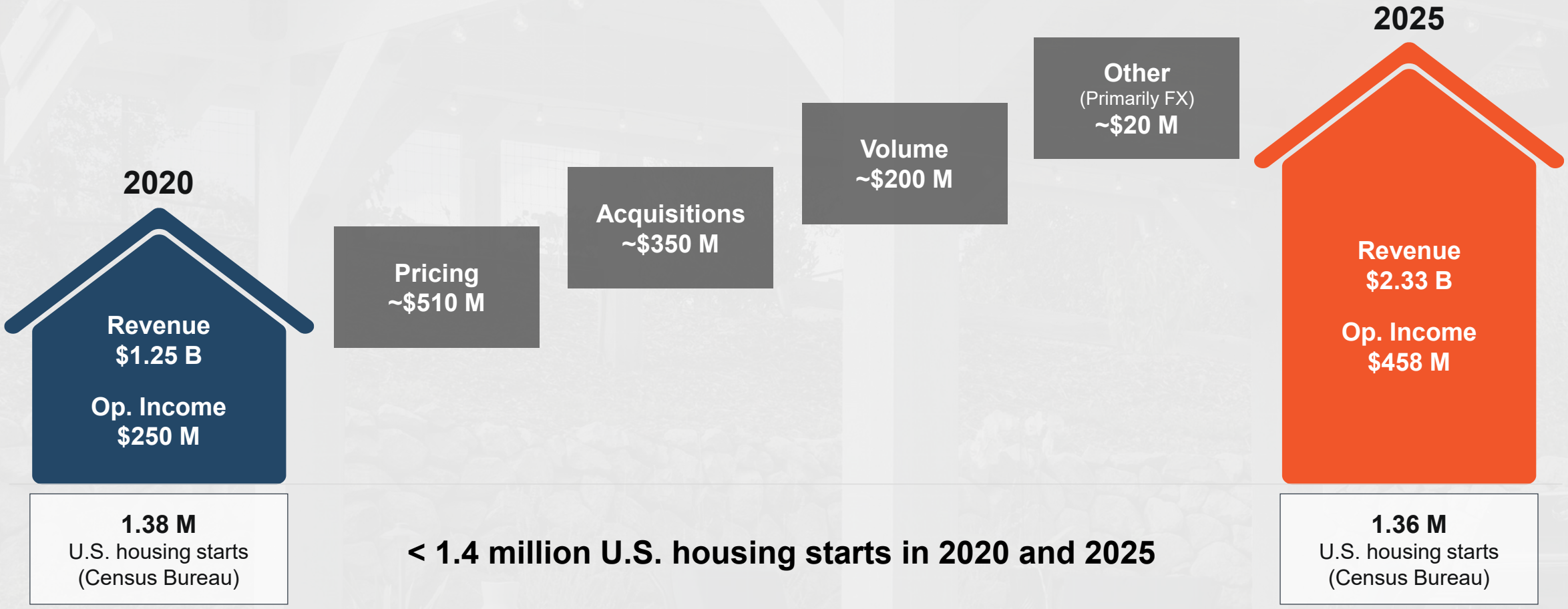
Track Record of Above Market Growth

Our global operations continue to **outperform U.S. housing**, and we are highly focused on driving above market volume growth while pursuing **strong profitability**.



(1) Volume represents underlying organic revenue growth, calculated by adjusting total revenue to exclude pricing, acquisitions (first-year), and other non-volume impacts such as foreign exchange.

Significant Progress in a Flat Market

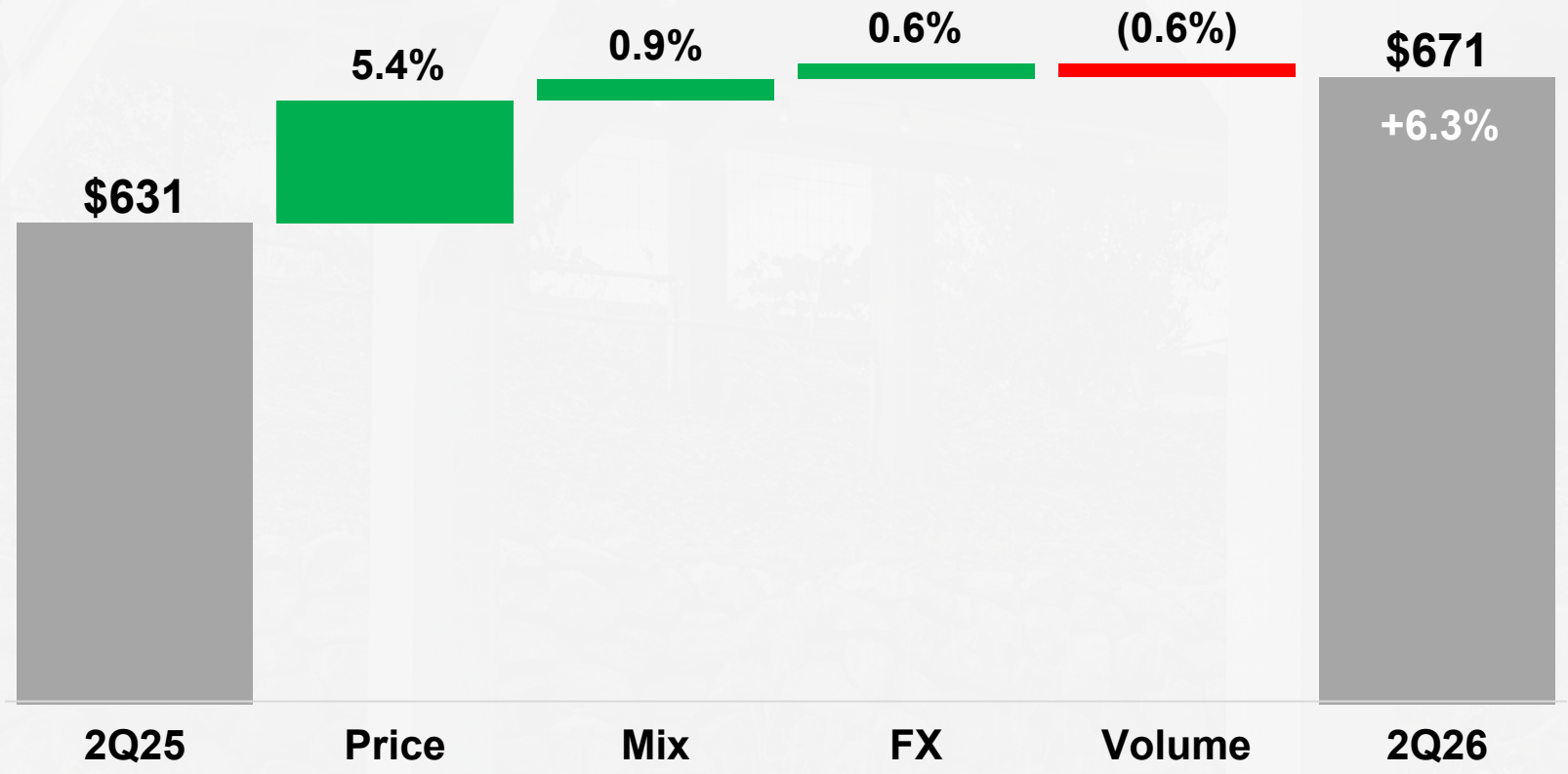


Progress Made from 2020 to 2025

Despite market headwinds, we entered 2026 from a **position of strength**.

- ✓ ~$1.1 B more revenue
- ✓ ~$200 M more operating profit
- ✓ Clearer targets and strategies
- ✓ Stronger market leadership in connectors, improved share in fasteners and anchors
- ✓ Shifted to market-focused sales
- ✓ Promoted high-potential talent and external experts to senior leadership
- ✓ Transitioned to direct sales, away from two-step distribution
- ✓ Streamlined processes and focused on high-impact products
- ✓ Improved M&A process for smoother integrations
- ✓ Grew European business and nearing right-sized footprint
- ✓ Investments in manufacturing, logistics, and software development

Q2 2026 Net Sales Performance Drivers

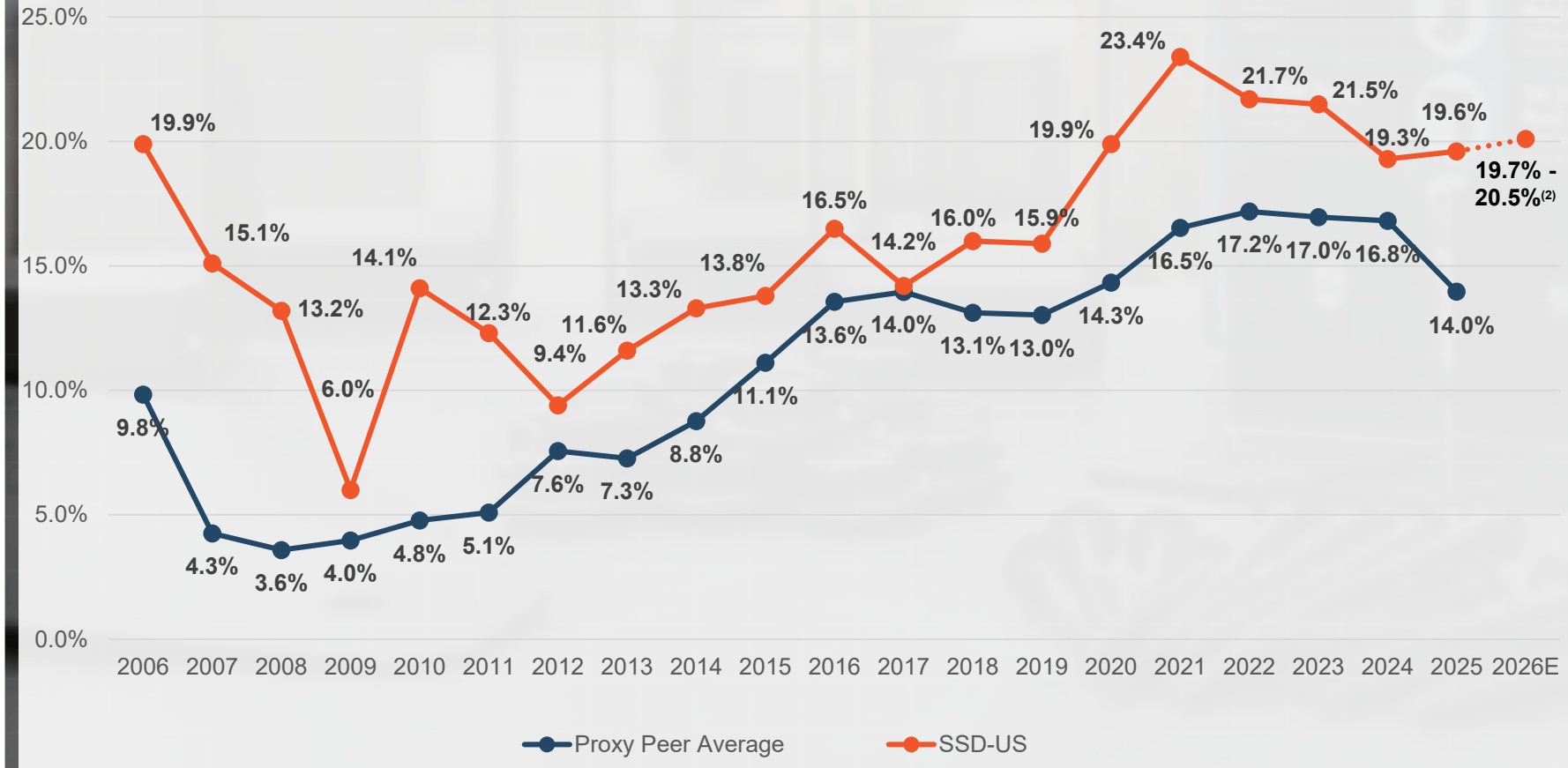


- Total company net sales increased 5.7% on a constant currency basis
- Targeted selling price increases and channel mix drove mid-single digits growth in the quarter
- New home construction remained depressed, especially in single-family units
- Product line exits reduced volume 0.7% from prior year

($ in millions)

Operating Income Margin Outperformance

Simpson Historical Operating Income Margin Versus Proxy Peer Average[1]



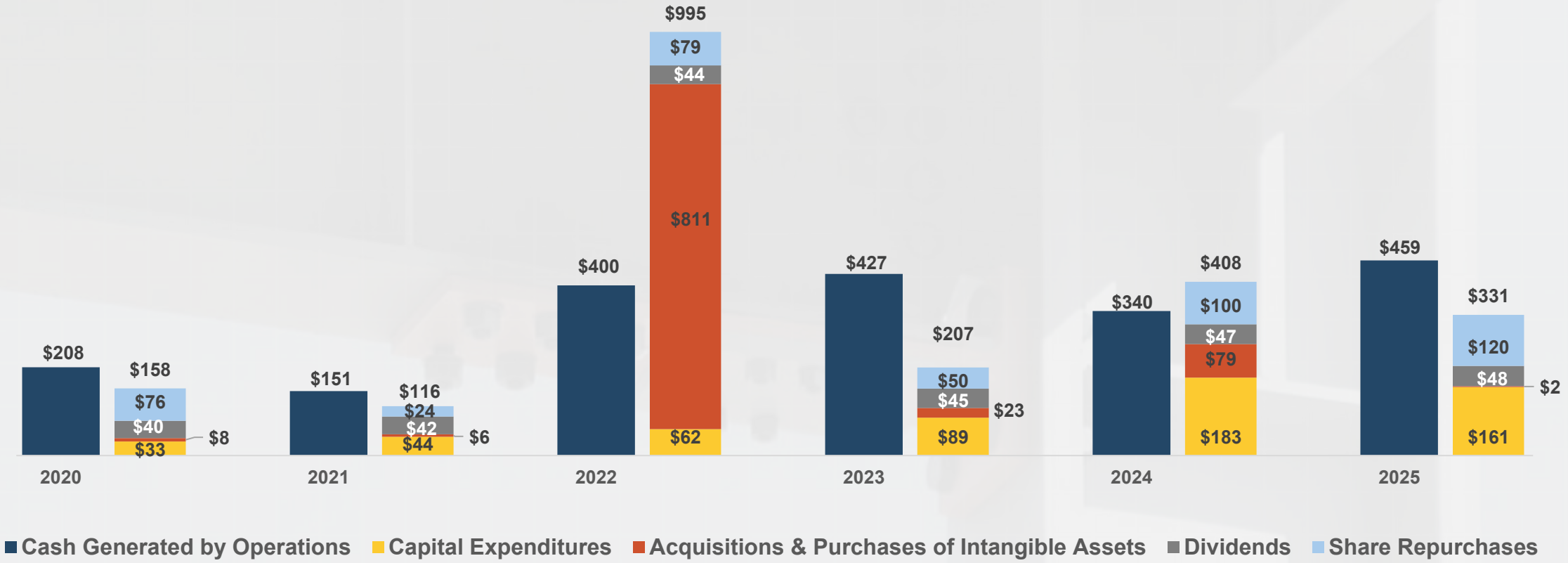
Operating Income Margin Average	2006 - 2019	2020-2021	2022-2025
Proxy Peer Average[1]	8.6%	15.4%	16.2%
SSD	13.7%	21.7%	20.5%

(1) *Proxy peer average includes: AOS, AAON, WMS, ALLE, AMWD, APOG, AWI, ATKR, AZEK, EXP, ROCK, JHX, LPX, DOOR, PATK, PGTI, NX, SUM, & TREX for the years 2006-2023. AOS, AAON, WMS, AMWD, APOG, ALLE, AWI, ATKR, EXP, ROCK, JHX, LPX, NX, PATK, and TREX for the period ended December 31, 2025.*

(2) *Fiscal 2026 operating margin outlook as of June 30, 2026. Please refer to the second quarter 2026 earnings press release issued on July 27, 2026 for additional details.*

Well-Positioned to Drive Growth

We are well-positioned to **execute our growth strategy** given our demonstrated commitment to **disciplined capital allocation**.



Capital Return History

$1.45 Billion

2021 – 2026[(1)] Cumulative Free Cash Flow defined as:

Cash flow from operations ($2.02 B) less Capital expenditures ($0.57 B)

Repurchases of Common Stock	Quarterly Cash Dividends
32.4%	17.1%

(1) Time frame represents January 1, 2021 to June 30, 2026.

Use of Cash Priorities

Cash Flow From Operations	Past and Potential Future Uses of Cash Flows
Organic Growth	▪ Prioritizing facility expansions (capacity, service, efficiencies, and safety) ▪ Investing in growth initiatives (engineering, marketing, sales personnel, testing capabilities, etc.)
Share Repurchases	▪ Selective and opportunistic share repurchases ▪ Repurchased $120 million of common stock in FY 2025 and ~$123 million YTD in 2026 through July 22 ▪ $200 million share repurchase authorization effective January 1, 2026 through December 31, 2026 ▪ Capital return target of 35% of free cash flow(1)
Dividends	▪ Maintain quarterly cash dividends(2) ▪ Consistently and moderately raise dividends ▪ Capital return target of 35% of free cash flow(1)
Acquisitions	▪ Evaluating potential M&A in the markets we operate (support key growth initiatives)
Debt Repayment	▪ Focused on repaying debt incurred to finance the acquisition of ETANCO

(1) The Company defines free cash flow as cash flow from operations less capital expenditures.
(2) On July 23, 2026, the Company's Board of Directors declared a quarterly dividend of $0.30 per share, to be paid on October 22, 2026 to stockholders of record on October 1, 2026.

Investments to Meet Growing Demand

Expansion of North American manufacturing operations to **better serve our customers**.

Expansion of Columbus, OH Facility



- **Future capacity to support growth**
- **Maintain safety standards**
- **Ensure excellent service levels**
- **Allow needed headcount growth**
- **Improve production costs**

Opened H1 2025

Greenfield Gallatin, TN Facility



- **Support fastener sales growth**
- **Reduce dependence on imported products**
- **Achieve company fill rate standards**
- **Vertically integrate manufacturing**

Opened Q3 2025

Acquisition Strategy

Accelerate our **strategic growth priorities** through M&A opportunities, maximizing **long-term value**.



Strengthen our business model by expanding our product lines to **develop complete solutions** for the markets in which we operate



Improve our manufacturing capabilities and supply chain efficiencies to **reduce lead-times** and bring production **closer to the end customer**



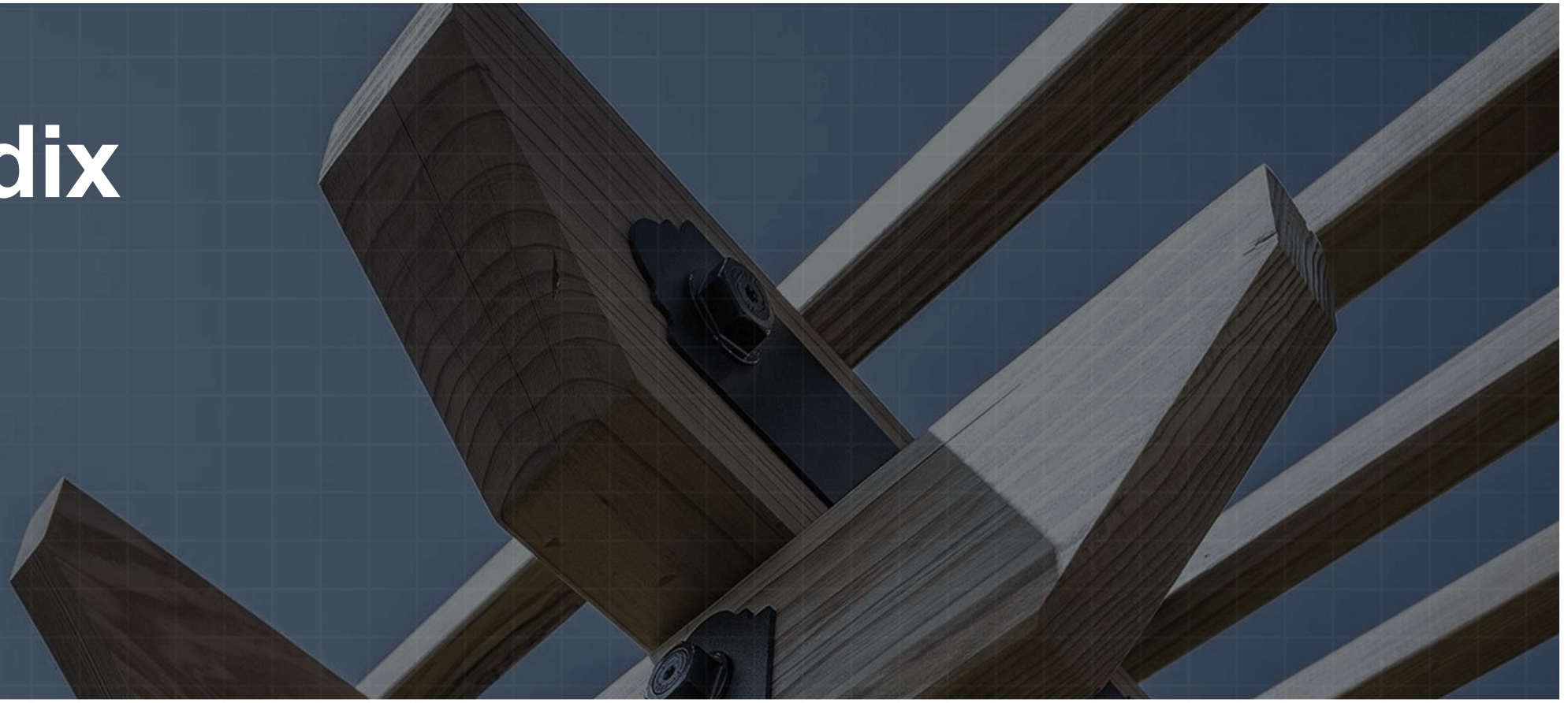
Build a **robust M&A pipeline**; most actionable opportunities are smaller / tuck-in type acquisitions

Company Ambitions

(1) Volume represents underlying organic revenue growth, calculated by adjusting total revenue to exclude pricing, acquisitions (first-year), and other non-volume impacts such as foreign exchange.

1	Strengthen our values-based culture
2	Be the business partner of choice
3	Strive to be an innovative leader in the markets we operate
4	Drive above market volume[1] growth relative to U.S. housing starts
5	Maintain operating income margin of >20%
6	Deliver EPS growth ahead of net revenue growth

Appendix



SIMPSON
Manufacturing
COMPANY
™

Innovation Leader

Simpson is a **pioneer** of construction solutions and the **industry standard for structural connectors**.

1956 — OUR FOUNDER BARC SIMPSON



1966 — FIRST CONNECTOR



1970 — FIRST HOLDOWN



1970 — CONNECTOR MARKET LEADER



1993 — EXPANSION INTO FASTENERS



1994 — NYSE LISTING (SSD)

SIMPSON Manufacturing COMPANY

1996 — EXPANSION INTO CONCRETE



1998 — EXPANSION INTO WOOD SHEAR WALLS



2003 — OPENED TYE GILB TEST LAB



2004 — EXPANSION INTO FASTENING SYSTEMS



2005 — EXPANSION INTO STEEL SHEAR WALLS



2008 — EXPANSION INTO STAINLESS STEEL FASTENERS



2011 — FURTHER EXPANSION INTO COLD-FORMED STEEL



2012 — EXPANSION INTO TRUSS SOFTWARE



2012 — EXPANSION INTO CARBON FIBER SOLUTIONS

S&P
A Simpson Strong-Tie® Company



Innovation Leader (continued)

Over the years, Simpson has remained an **innovation leader** in connectors, fasteners, lateral systems, anchors, and construction software.

2013 — EXPANSION INTO ENGINEERED WOOD PRODUCTS SOFTWARE

2016 — EXPANSION INTO OUTDOOR DECORATIVE HARDWARE



2017 — EXPANSION INTO BUILDER & LBM SOFTWARE



CONTINUED EXPANSION OF INNOVATIVE CONNECTOR FEATURES

2021 — EXPANSION INTO EUROPEAN COMMERCIAL BUILDING MARKET



FURTHER EXPANSION INTO WOOD SHEAR WALLS

2022

2023 — EXPANSION INTO EQUIPMENT SPACE

(ESTIFRAME)



(MONET DESAUW)





FURTHER EXPANSION INTO MASS TIMBER

2024

CSD DRAW DESIGN BUILD

FURTHER EXPANSION INTO ENGINEERED WOOD PRODUCT SOFTWARE

2025 — FURTHER EXPANSION INTO COMPONENT MANUFACTURER SOFTWARE



EXPANSION INTO DIY OUTDOOR DECORATIVE HARDWARE

Innovation Leader (continued)

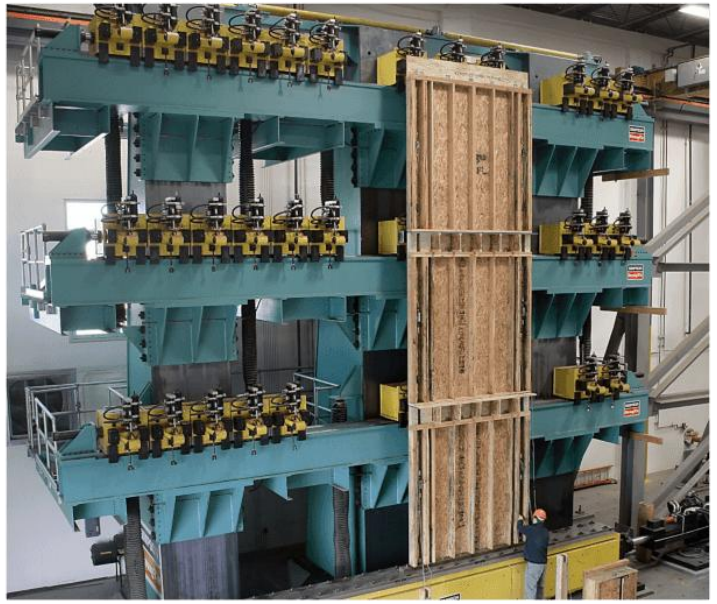
(1) Data as of February 2026.

A dedication to innovation through extensive **research and development**, academic **partnerships,** and state-of-the-art **structural testing**.

Innovation by the numbers[1]

~300 Engineers	**8** R&D Test Labs	**~100** Code Reports
~500 Patents Worldwide	**~200** Patents Pending	**~1,800** Trademarks Worldwide

Testing is in our DNA





Large scale structural testing and individual solution testing provides us with a better understanding of how structures perform, advances our design technology and improves building safety.

Residential End-Use Market

Key Market Focus Areas

- Single family construction
- Multifamily construction
- Outdoor living (e.g., decks, pergolas, fences)
- Repair, remodel, and retrofit applications
- National home builder relationships
- Lumber and building materials (LBM) relationships

Strategy

- Build and maintain strong relationships with Builders and pro-dealers
- Specify and create demand through national builders
- Ensure product availability through national pro-dealers
- Utilize connectors to grow other product lines
- Deliver digital solutions to accelerate building safer stronger structures

Key Product Lines

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
●	○	○	○	○







Commercial End-Use Market

Key Market Focus Areas

- Retail and office buildings
- Data center construction
- Institutional (education, healthcare)
- Manufacturing (factories, warehouses)
- Public and utilities (water treatment plants)
- Transportation (bridges, airports)

Strategy

- Call on and educate engineers and designers to drive specifications
- Provide training and support to contractors and distributors
- Deliver digital solutions that make it easy for engineers to specify and contractors to use our products
- Continue to build out solutions portfolio to increase breadth of line in anchors, fasteners, and products for cold-formed steel

Key Product Lines

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
○	○	○	---	○







OEM End-Use Market

Key Market Focus Areas

- Off-site construction (manufactured housing, modular construction, post-frame construction, prefab sheds)
- Mass timber construction
- Wood and steel fastening (crates, trailers, RV manufacturers, etc.)
- Material handling manufacturers

Key Product Lines

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
●	●	●	○	○

Strategy

- Aligned with our business model; identify opportunity for existing connectors, fasteners, anchors, and truss plates products into this market
- Engineer and launch value-added OEM-specific structural solutions
- Leverage our engineering testing capabilities
- Develop direct and distribution sales channels
- Utilize external innovation opportunities
- Offer custom connector fabrication for the Mass Timber industry







National Retail End-Use Market

Key Market Focus Areas

- Large home centers
- Co-ops / retail chains
- Farm & hardware supply retailers
- Pro customer strategy
- eCommerce growth
- DIY customers

Key Product Lines

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
○	○	○	---	○

Strategy

- Improve retail execution through merchandising, product development, and marketing
- Continue expanding availability of all product lines, and increase in-store training
- Enable consumers to customize, design and create bill-of-materials with software
- Partner with home center brand advocates, and invest in retail media to maximize e-commerce sales
- Utilize external innovation opportunities







Component Manufacturer End-Use Market

Key Market Focus Areas

- Component manufactures who build roof and floor trusses, offer EWP solutions and/or wall panel solutions
- Equipment solutions
- Large LBMs
- Offsite construction – i.e., fully integrated builders

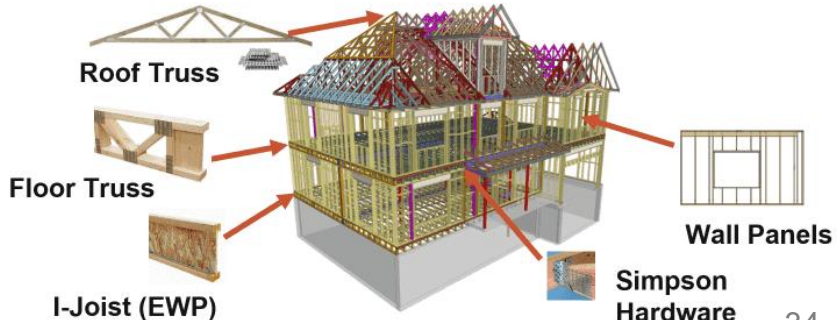
Strategy

- Continue to develop functional, stable, open software
- Continue to increase truss plate manufacturing capacity to support growth
- Further build internal talent pool for implementation, training, and high touch service and support
- Provide a modest equipment offering
- Industry involvement and strong relationships

Key Product Lines

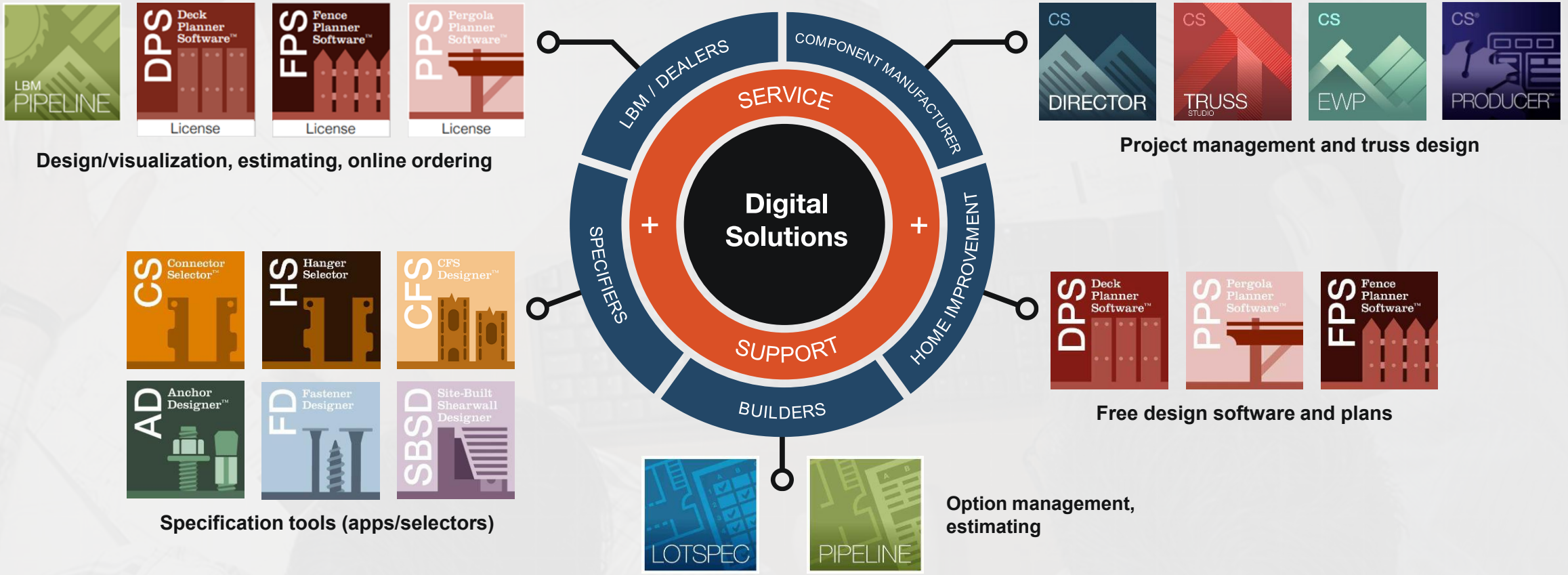
Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
○	○	---	○	○

Multi Module Software Offering



Digital Solutions

Building out our digital offerings to **serve customers** across the building industry.



Corporate Social Responsibility

Environmental: Committed to continuously improving the efficiency of our resource use to lessen our impact and designing and manufacturing products with environmental conservation in mind.

Manufacturing Facilities

- **GOAL**: Minimize amount of total waste generated by manufacturing processes through companywide lean practices
- ✓ In 2025, continued the work at each of our facilities to advance toward appropriate environmental stewardship practices

Energy Conservation

- **GOAL**: Improve energy efficiencies at facilities globally to ensure eco-friendly, cost-effective operations
- ✓ In 2025, continued various energy conservation initiatives across our operations

Waste Reduction and Recycling

- **GOAL**: Support the Circular Economy by minimizing our largest recognized waste stream and sending unused steel back upstream
- ✓ Continuously work to improve the design of our products to minimize scrap steel during the stamping process, reducing costs and energy

Sustainable Building Practices

- **GOAL**: Support sustainable business practices through use of green building technology and non-toxic materials
- ✓ Completed testing on a 10-story mass-timber structure, paving the way for increased adoption of regenerative construction materials



Corporate Social Responsibility

Social Responsibility: Dedicated to ensuring everyone at our Company feels included, valued, empowered, and equipped with the tools and confidence to improve, learn, and thrive personally and professionally.

Inclusion and Belonging

- **GOAL**: Foster diversity in our workforce and maintain representation of differing genders, ages, races, ethnicities, and abilities

✓ Partnered with DiversityJobs to promote our job postings, and recently established a promotion guide to ensure a fair and consistent approach

Leadership and Development

- **GOAL**: Ensure all employees have access to opportunities to grow and thrive in their careers with the Company

✓ Launched employee skills assessment and began creating meaningful development programs to ensure continued employee growth

Human Capital Management

- **GOAL**: Strengthen our values-based leadership and culture based on our Company value that Everybody Matters

✓ Formed a partnership with Gallup to conduct our biannual Global Employee Engagement Survey

Health and Safety

- **GOAL**: Provide the highest standard of safety and create a healthy working environment

✓ In 2025, improved the global Total Recordable Incident Rate to 0.79, reflecting top-tier safety performance versus industry benchmarks

Strong Foundation.
Stronger Future.



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