

STRONG FOUNDATION. STRONGER FUTURE.

Simpson Manufacturing Co., Inc.
Investor Presentation
March 2025

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, 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 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 global pandemics such as the COVID-19 pandemic or other widespread public health crisis and their effects on the global economy, the effects of inflation and labor and supply shortages, on our operations, and the operations of our customers, suppliers and business partners, as well as 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.

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



Industry leader with strong business model, above market volume growth(1), high brand recognition and trusted reputation



Diversified product offerings and geographies with ~50% exposure to the U.S. housing market



Leadership position in structural solutions for wood connections with significant opportunities in all addressable markets



Strong gross profit and operating margins with an EPS CAGR of 19% over the last 10 years



Strong balance sheet enables financial flexibility

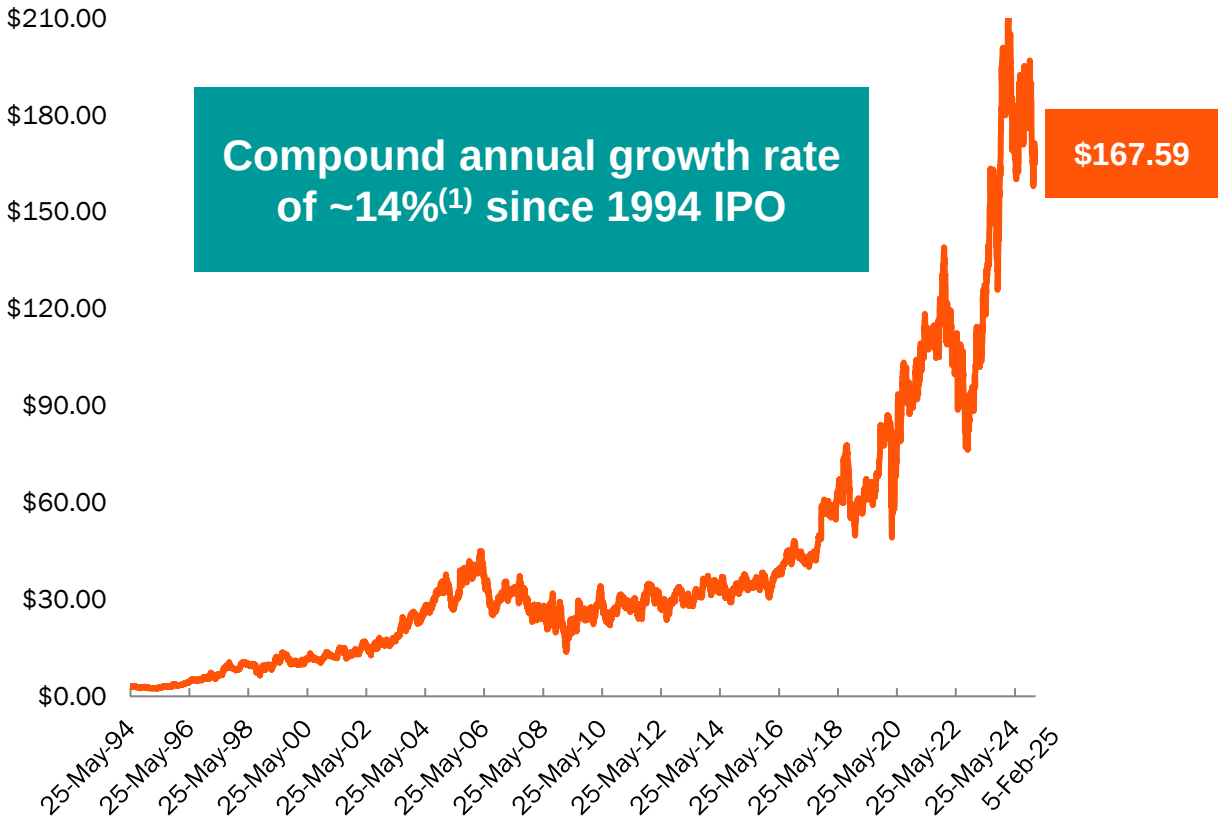


~46% of free cash flow returned to stockholders since 2021(2) exceeding 35% target

(1) Above market North America volume in pounds relative to U.S. housing starts.
(2) Time frame represents January 1, 2021 to December 31, 2024.

Celebrating 30 Years as a Public Company

Performance Since IPO



Compound annual growth rate of ~14%(1) since 1994 IPO



CEO, Mike Olosky, rings the NYSE Closing Bell on September 6, 2024 to commemorate the Company's 30th anniversary as a publicly traded company.

Revenue Growth (1994 – 2024)

$150 M → **~15x** → **$2.2 B**

EPS Growth (1994 – 2024)

$0.14 → **~54x** → **$7.60**

(1) Since its debut at $11.50 per share ($2.875 split-adjusted) at its initial public offering (IPO) on May 25, 1994. Thirty years and two stock splits later, shares of Simpson closed at $167.59 on February 5, 2025, which, together with quarterly dividends, has resulted in a total compound annual growth rate of approximately 14%.

Simpson's Brand and Culture

At Simpson, we describe the unique culture of our organization as our "Secret Sauce."

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. Be Humble, Have Fun

Our Strong Business Model

Our customer-centric approach and commitment to service differentiates us from other vendors and suppliers.

Innovation leader

- Pioneer of construction solutions
- **8** accredited test labs
- **~120** code evaluation reports
- **500+** patents worldwide

Comprehensive service

- **~700** field sales reps
- **Thousands** of jobsite visits
- Dedicated customer service and technical support

Longstanding relationships

- **26 of top 30 builders** on a program
- **~250 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 & 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
- **700+** training workshops per year
- Partnering with organizations to support construction trades education

Broad Portfolio of Solutions

Broad and deep product offering with 10,000+ standard and custom products for wood, concrete, and steel connections. Digital solutions to make it easier to specify and order our products.

Wood Connection Products



Wood connectors, shearwalls, connectors for cold-formed steel and structural steel

Fastening Systems



Fasteners for connectors, structural screws, decking screws, and productivity solutions

Concrete Connection Products



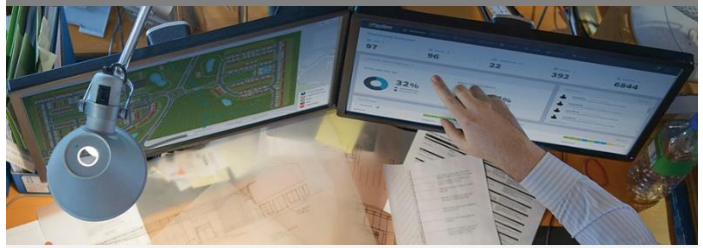
Mechanical and adhesive anchors, injection epoxies, carbon fiber strengthening products

Integrated Component Systems



Truss plates, engineered wood product connectors, truss and EWP design software

Digital Solutions

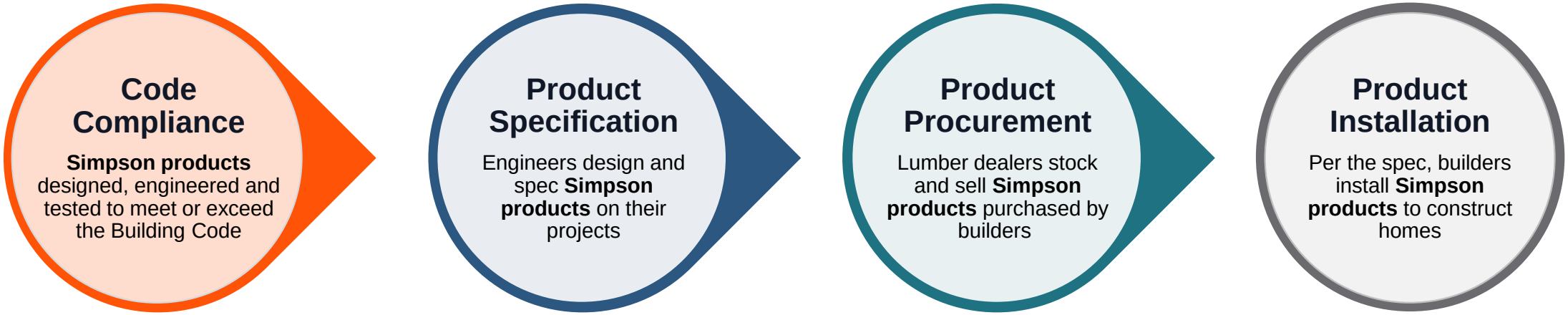


50+ software and web applications for design, specification and estimating

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

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.

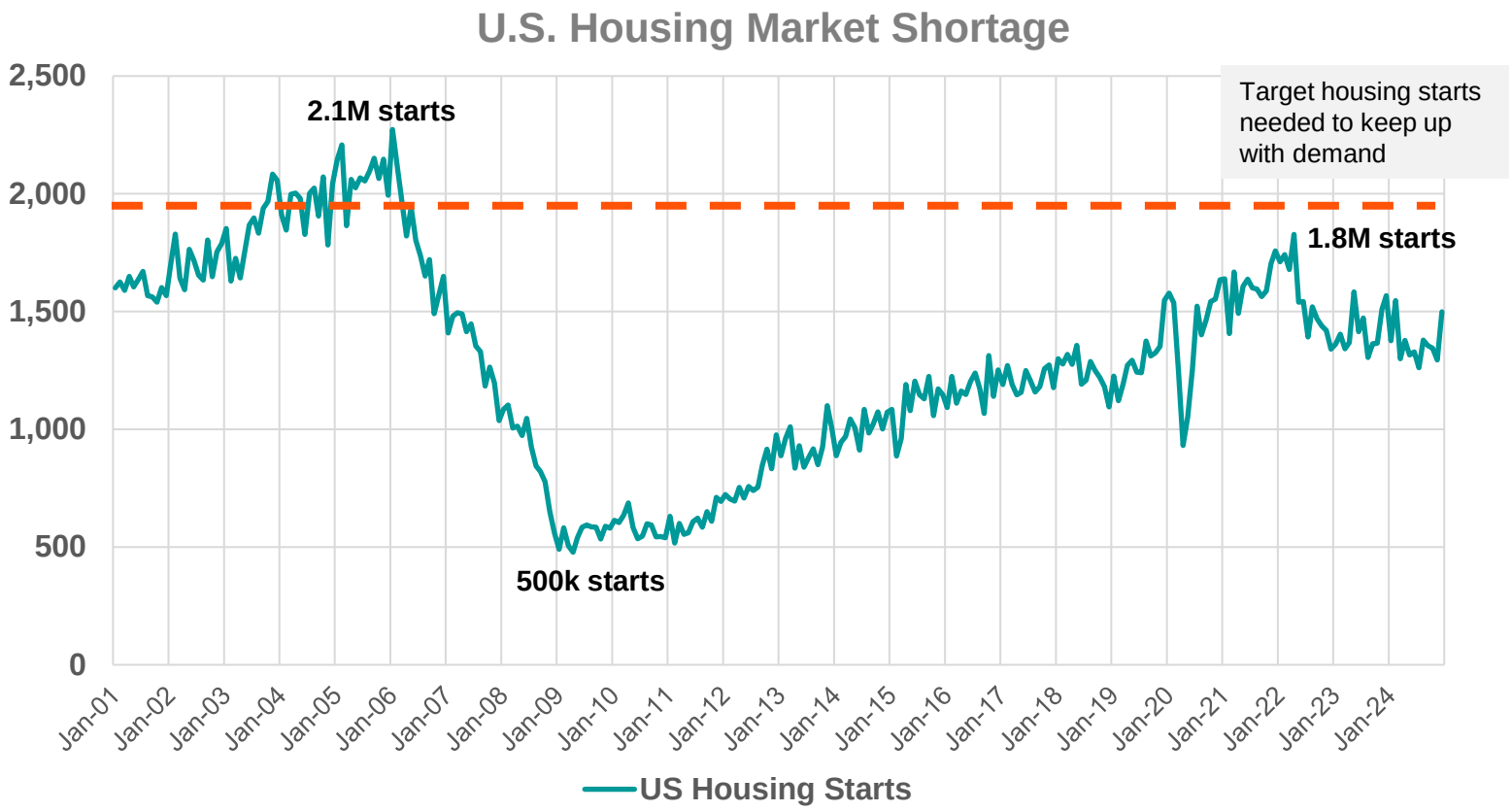


	Code Officials	Specifiers/Engineers	Suppliers/Dealers	Builders
Our Solutions	• Engineered and tested products in compliance with national building codes • Code evaluation reports for products	• Product load values, design guidance • Engineered and tested seismic/high-wind products • Design and product selection apps	• Highly specified connectors • Innovative anchors and fasteners • LBM management and estimating software • Rebates	• Easy-to-install products • Contractual relationships / rebates • Builder spec, management and estimating software • Deck software
Our Services	• Contribute to test protocols • Involvement with academia and full-scale building tests • Code awareness to improve enforcement	• Specification calls (Field Engineers and Sales) • Project specific testing • Delegated design support	• Direct relationships, dedicated team • Best-in-class customer service and online ordering • Merchandising • In-store inventory support	• Dedicated builder sales team • Technical/field support, jobsite visits • Problem solving (product testing) • Take-offs / value engineering • Project RFIs
Our Training	• Training for building officials and inspectors	• Formalized training with CEUs • Informational webinars	• Product knowledge training	• Training programs with PDHs (installation guides, workshops, videos, webinars)

Long-Term Housing Market

Reasons to believe in the market in the mid- to long-term:

- Sizable shortage of new homes after more than a decade of under-building relative to population growth
- Estimated shortage of ~2 million homes in the U.S.
- Rising population entering housing demand years
- Aging housing stock and insufficient resale inventory is supporting demand for new construction





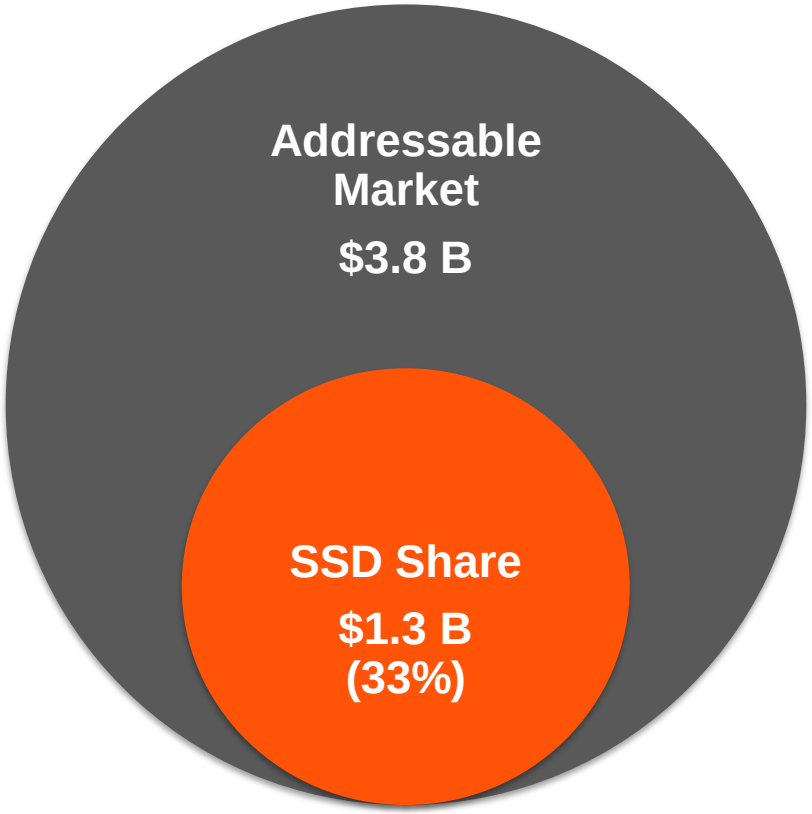
2024 to 2034 total projected US housing demand (for sale and for rent) to satisfy growth and undersupply is 18.6M

Total Need 1.86M per year

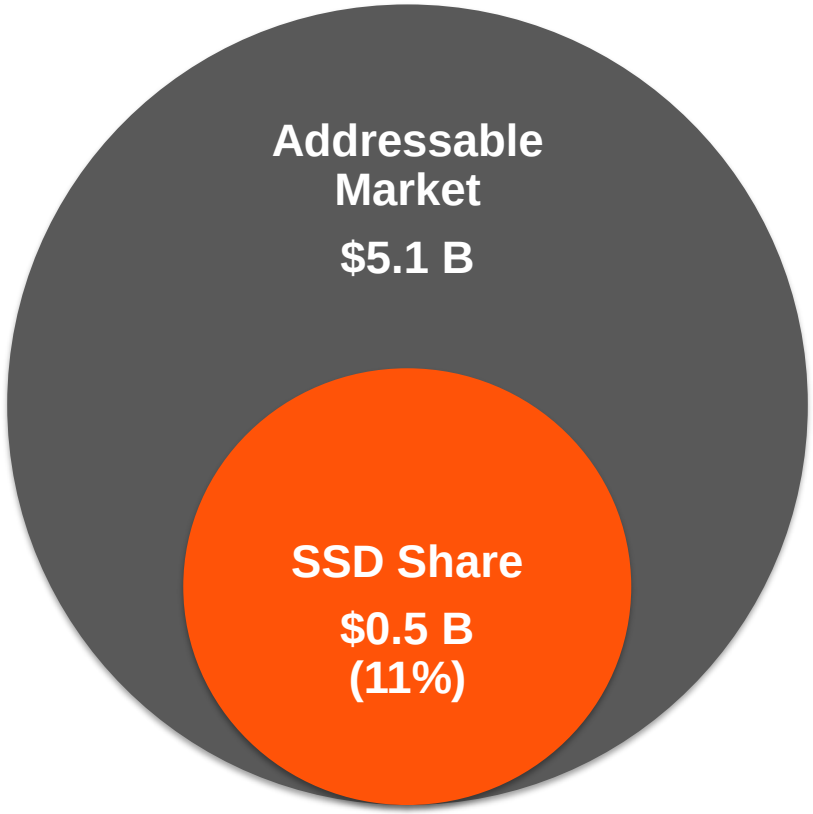
Source: John Burns Research and Consulting, U.S. Census Bureau

Core Addressable Market[(1)]

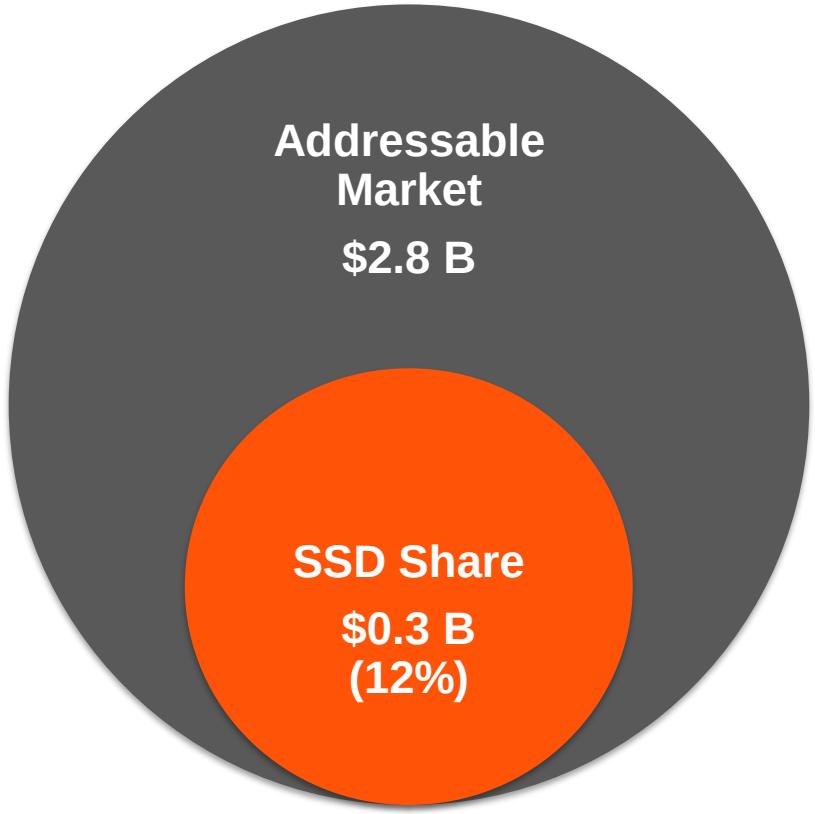
Wood Connectors, Truss & Lateral



Fasteners



Concrete & Steel Connections



Expanded view of our product lines across market segments shows many opportunities

(1) Market share based on net sales as of the full year ended December 31, 2024. Market sizes based on internal estimates using information as of October 2023. Includes North America, Europe and Pacific Rim.

5 Key End Use Markets in North America

Our market focused approach enables us to better serve current customers and identify opportunities to reach new customers and product opportunities.

Residential Construction



Commercial Construction



OEM



National Retail



Component Manufacturer



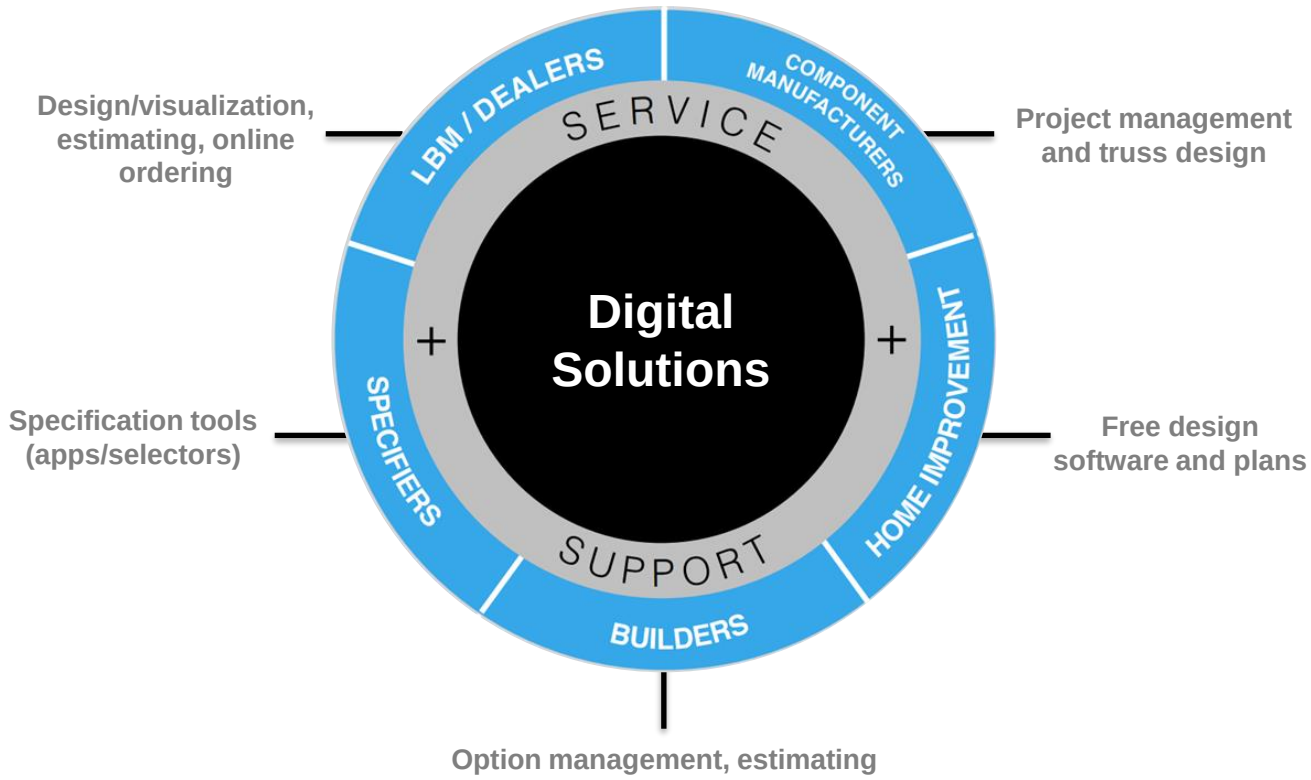
See Appendix for additional details.

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



#1 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

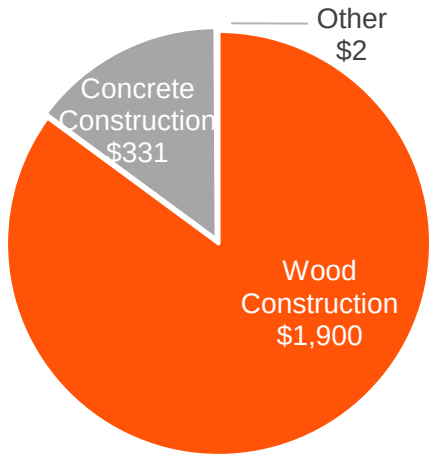


EXPLOIT THE MASS TIMBER TREND

Strong Business Drives Stockholder Value

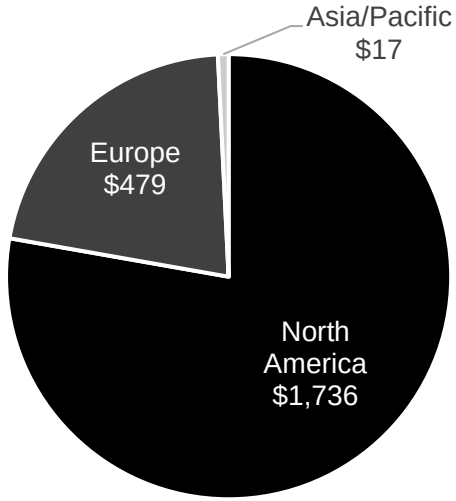
Our 2024 Sales by Product…

($ USD Millions)

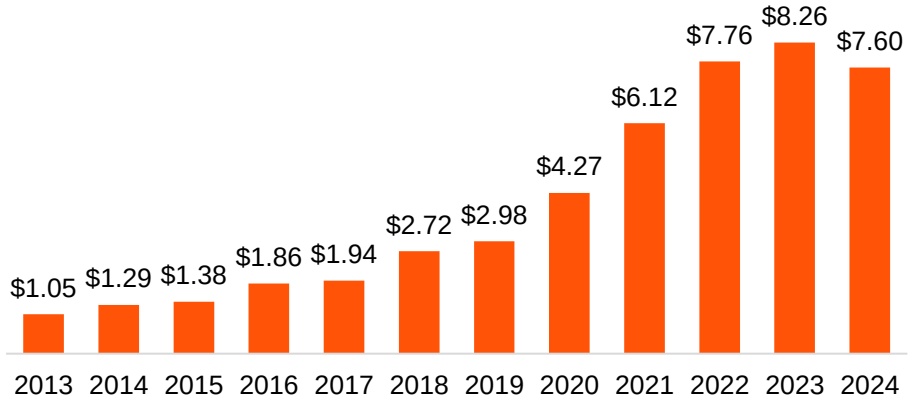


and Across Operating Segments

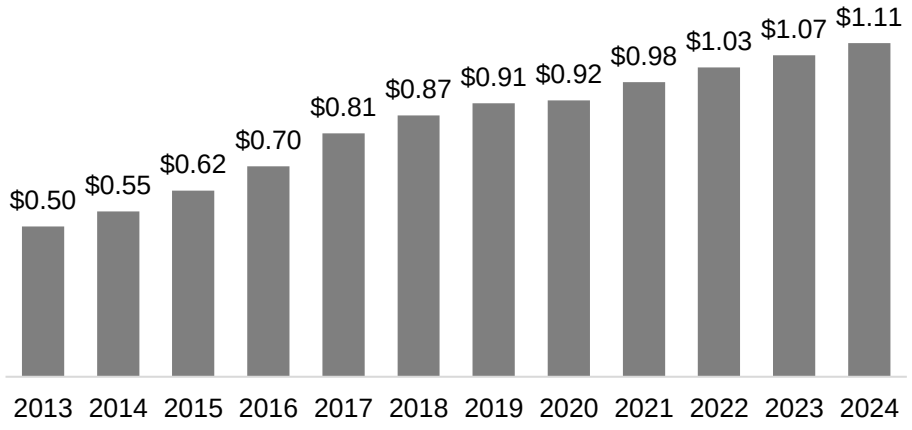
($ USD Millions)



EPS



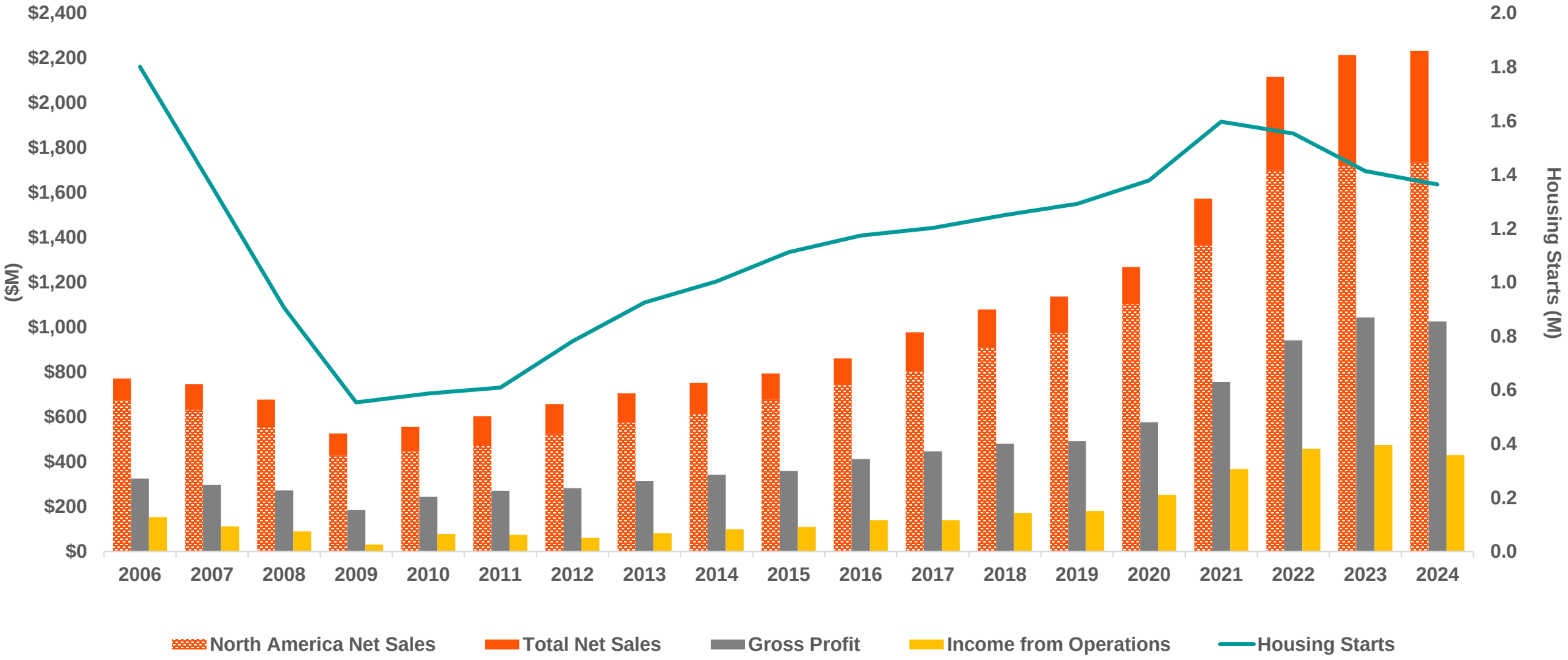
Dividends Per Share(1)



(1) Chart represents annual dividends declared. Part of the 2013 dividend was accelerated due to uncertainty of changes to tax code in 2013. The dividend paid in December 2012 is included in 2013.

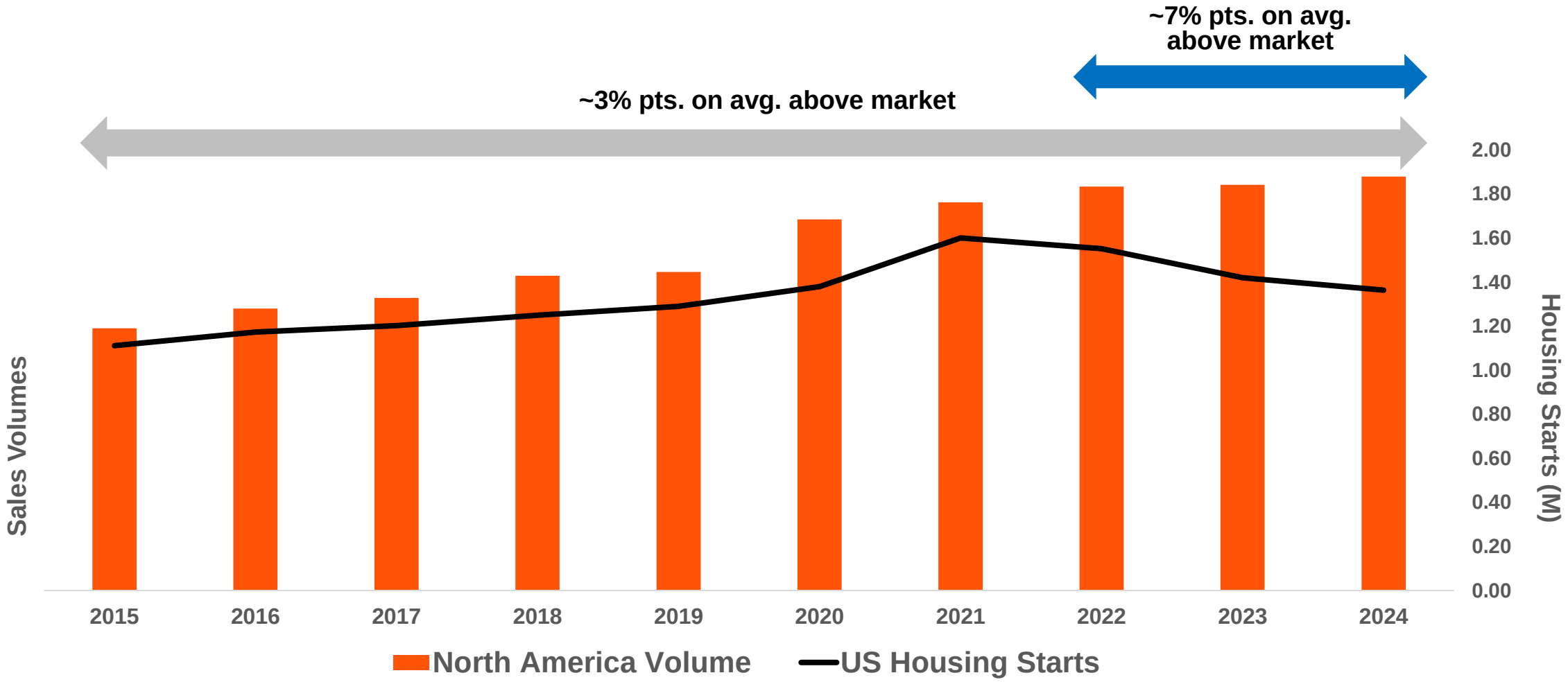
Historical Market and Financial Performance

Total Company Revenue & Profitability Relative to U.S. Housing Starts



Accelerating Above Market Growth

Our North America operations continue to outperform U.S. housing and we are highly focused on accelerating above market volume growth beyond historical average performance while continuing to pursue strong profitability.



2020 vs 2024: Significant Progress Made in a Flat Market

~ 1.4 million U.S. housing starts in 2020 and 2024



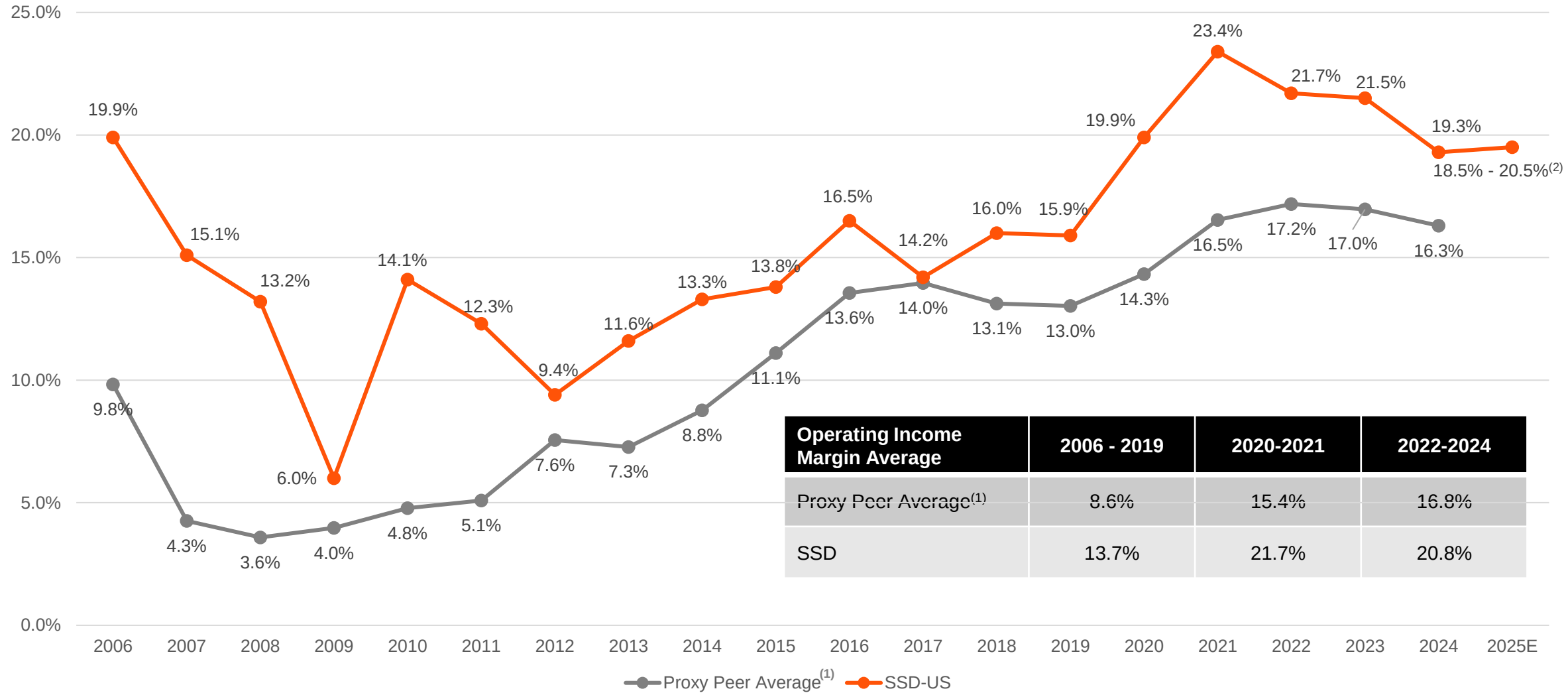
Our Business in 2020 vs. 2024

Despite market headwinds, entering 2025 from a position of strength

- ✓ ~$1B more revenue
- ✓ ~$180M 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

Operating Income Margin Outperformance

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

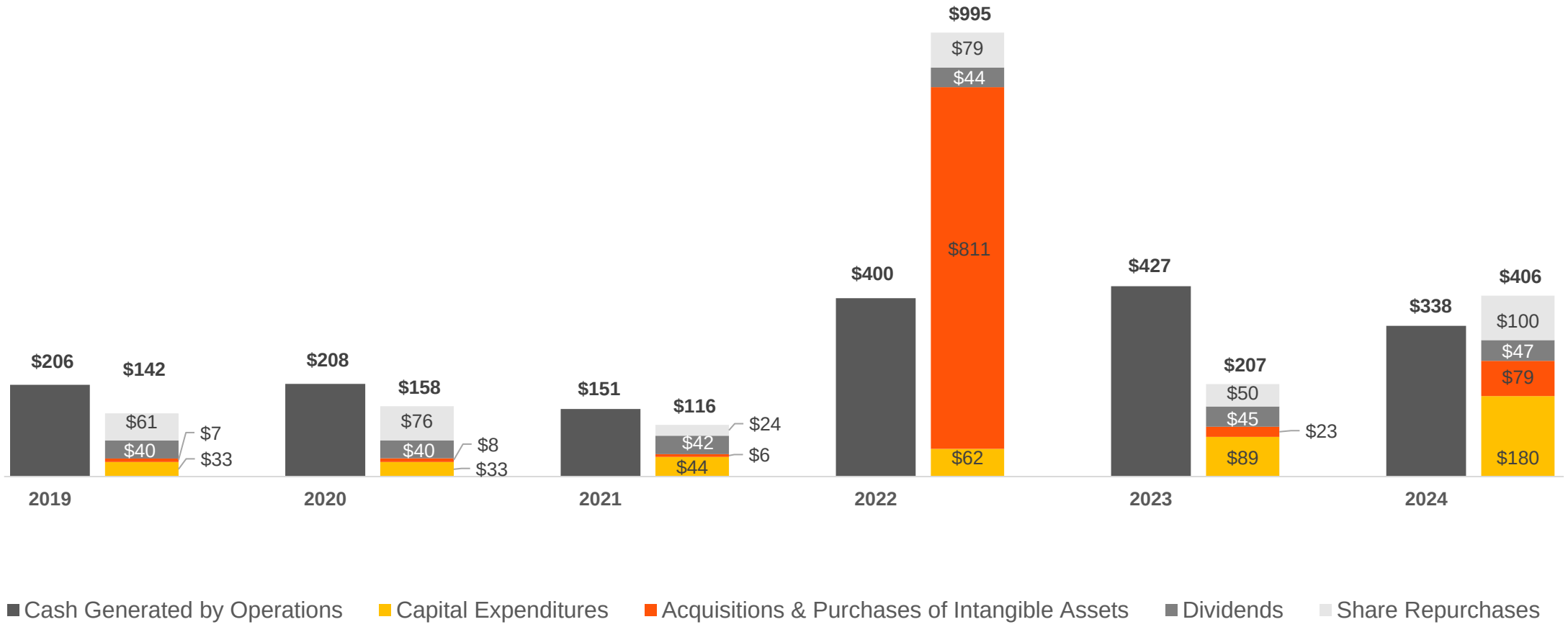


Operating Income Margin Average	2006 - 2019	2020-2021	2022-2024
~~Proxy Peer Average[1]~~	~~8.6%~~	~~15.4%~~	~~16.8%~~
SSD	13.7%	21.7%	20.8%

(1) Proxy peer average includes: AOS, AAON, WMS, ALLE, AMWD, APOG, AWI, ATKR, AZEK, EXP, ROCK, JHX, LPX, PATK, NX, SUM, TREX for the years 2006-2023. Includes AOS, AAON, ALLE, ROCK, LPX, PATK, TREX and WMS for the year ended December 31, 2024, WMS for the full year ended March 31, 2024, AMWD for the year ended March 31, 2024, AKEK and ATKR for the full year ended September 30, 2024 and NX for the year ended October 31, 2024. Fiscal 2025 operating margin outlook as of February 10, 2025. Please refer to the fourth quarter and full year 2024 earnings press release issued on February 10, 2025 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

$941.0 Million

2021 – 2024[1] Cumulative Free Cash Flow defined as:

Cash flow from operations ($1,316.3 M) less Capital expenditures ($375.3 M)

Repurchases of Common Stock[2]	Quarterly Cash Dividends
26.9%	18.8%

(1) Time frame represents January 1, 2021 to December 31, 2024.

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.)
Acquisitions	• Evaluating potential M&A in the markets we operate (support key growth initiatives) • Integrating ETANCO remains the priority
Dividends	• Maintain quarterly cash dividends(1) • Consistently and moderately raise dividends • Capital return target of 35% of free cash flow(2)
Debt Repayment	• Focused on repaying debt incurred to finance the acquisition of ETANCO
Share Repurchases	• Selective and opportunistic share repurchases • Board approved $100 M share repurchase authorization through December 2025 • Capital return target of 35% of free cash flow(2)

(1) On January 31, 2025, the Company's Board of Directors declared a quarterly dividend of $0.28 per share, payable on April 24, 2025 to stockholders of record on April 3, 2025.
(2) The Company defines free cash flow as cash flow from operations less capital expenditures.

Investments to Meet Growing Demand

Expansion of North American manufacturing operations to better serve our customers

Expansion of Columbus, OH Facility	Expected H1 2025

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



Greenfield Gallatin, TN Facility	Expected H2 2025

- Support fastener sales growth
- Balance supply chain and reduce risk
- Reduce lead times
- Achieve company fill rate standards
- Vertically integrate manufacturing



Acquisition Strategy

Evaluate potential M&A opportunities to accelerate our strategic growth priorities

- Focused on strengthening 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
- The majority of actionable opportunities are smaller / tuck-in type acquisitions

Company Ambitions[1]

1. Strengthening our values-based culture
2. Being the business partner of choice
3. Striving to be an innovative leader in the markets we operate
4. Continuing above market growth relative to U.S. housing starts
5. Maintain operating income margin of >20%
6. EPS growth ahead of net revenue growth

(1) Revised January 1, 2025.

Corporate Social Responsibility

We operate in an environmentally responsible manner to protect our employees, customers and communities while prioritizing an inclusive, equitable and diverse company

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 2024, 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 2024, 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 both 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

Social Responsibility

Striving to ensure everyone at our Company feels included and empowered, and equipping our employees with the tools and confidence to nurture themselves and their careers

Diversity, Equity and Inclusion

- **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 & 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

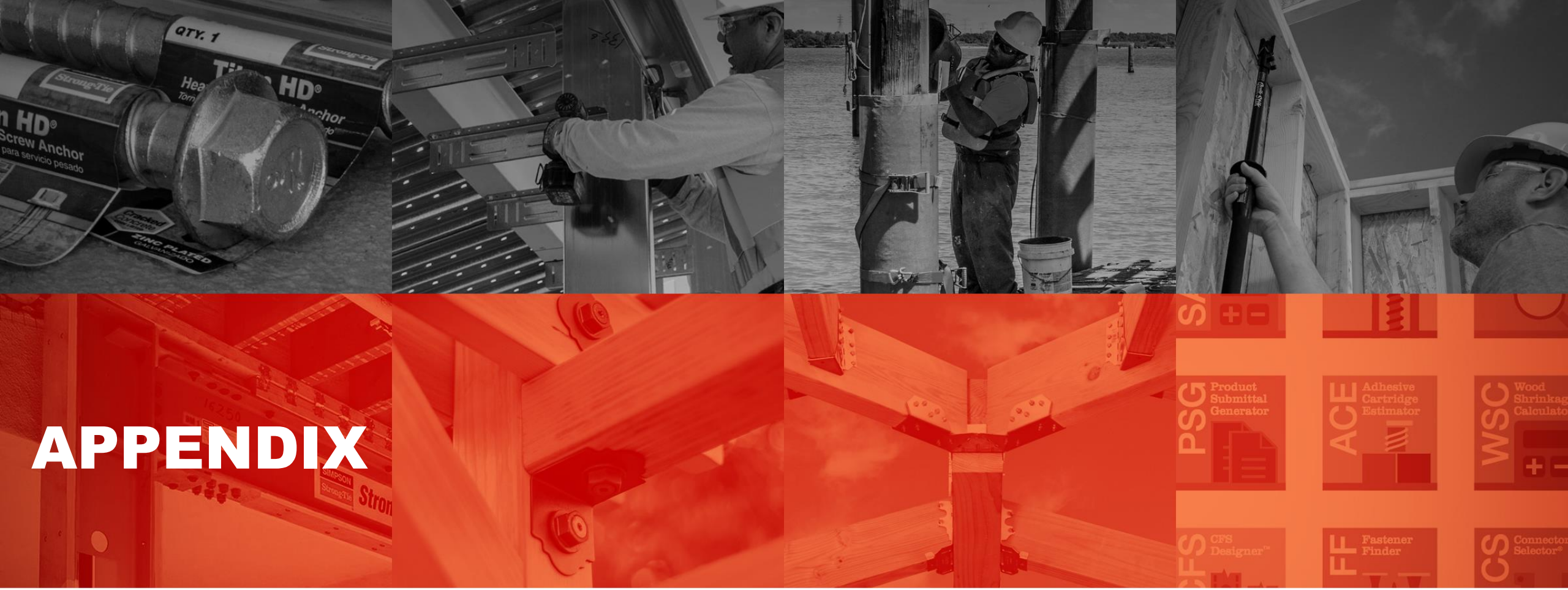
- **GOAL:** Strengthen our values-based leadership and culture based on our Company value that Everybody Matters

✓ 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 2024, improved the global Total Recordable Incident Rate to 0.98, below the gold standard of recognized international experts



APPENDIX

SIMPSON
Manufacturing
COMPANY
™

Innovation Leader

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

1956 — FIRST CONNECTOR





OUR FOUNDER BARC SIMPSON

1970 — CONNECTOR MARKET LEADER



1984 — FIRST HOLDOWN



1994 — NYSE LISTING (SSD)

1996 — EXPANSION INTO CONCRETE



1997 — EXPANSION INTO FASTENERS



1999 — EXPANSION INTO WOOD SHEAR WALLS



2001 — OPENED TYE GILB TEST LAB



2005 — EXPANSION INTO STEEL SHEAR WALLS





EXPANSION INTO FASTENING SYSTEMS

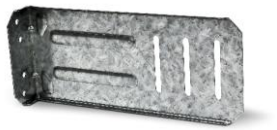
2008 — EXPANSION INTO STAINLESS STEEL FASTENERS



Innovation Leader (Continued)

Simpson is an innovation leader in fasteners, concrete repair, lateral systems, construction software and structural steel solutions.

2011 — FURTHER EXPANSION INTO COLD-FORMED STEEL



2012 — EXPANSION INTO TRUSS SOFTWARE



2013 — EXPANSION INTO ENGINEERED WOOD PRODUCTS SOFTWARE



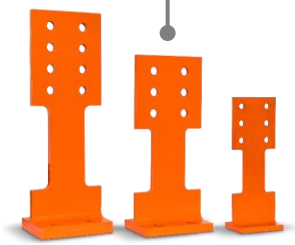
2016 — EXPANSION INTO BUILDER & LBM SOFTWARE



2017 — EXPANSION INTO OUTDOOR DECORATIVE HARDWARE



2019 — EXPANSION INTO STRUCTURAL STEEL



2021 — EXPANSION INTO EUROPEAN COMMERCIAL BUILDING MARKET



2022 — FURTHER EXPANSION INTO WOOD SHEAR WALLS



2023 — EXPANSION INTO EQUIPMENT SPACE

(ESTIFRAME)



(MONET DESAUW)



2024 — FURTHER EXPANSION INTO ENGINEERED WOOD PRODUCT SOFTWARE



FURTHER EXPANSION INTO MASS TIMBER





EXPANSION INTO CARBON FIBER SOLUTIONS

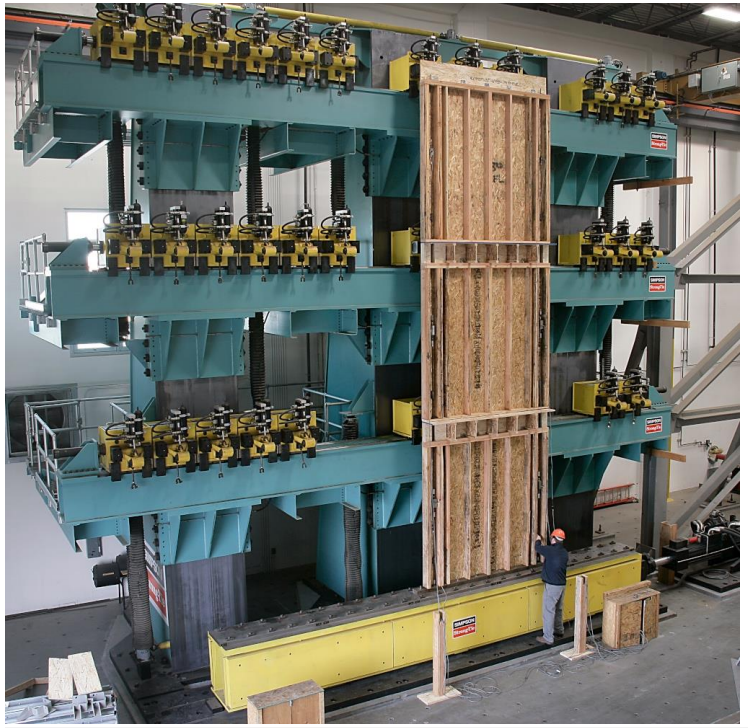
Innovation Leader (Continued)

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** Accredited Test Labs	**~120** Code Reports
~500 Patents Worldwide	**~200** Patents Pending	**~1,700** 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.

(1) Data as of February 2025.

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

KEY PRODUCT LINES

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

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







Commercial End Use Market

KEY MARKET FOCUS AREAS

- Retail and office buildings
- Institutional (education, healthcare)
- Public and utilities (water supply, pipelines, ports)
- Transportation (bridges, tunnels, airports)
- Manufacturing (factories, warehouses, data centers)
- Structural steel buildings

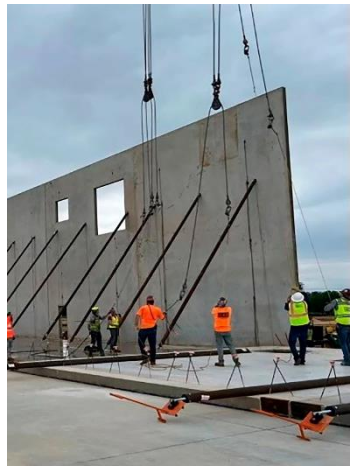
KEY PRODUCT LINES

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems	Digital Solutions
✓	✓	✓	---	✓

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 structural steel, anchors, fasteners, strengthening and products for cold-formed steel
- Strategic partnership with Structural Technologies – largest installer of carbon fiber products







OEM End Use Market

KEY MARKET FOCUS AREAS

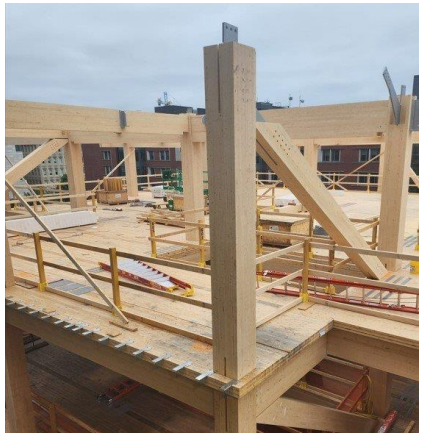
- Off-site construction (manufactured housing, modular construction, post-frame construction, prefab sheds)
- Mass timber construction
- Wood and steel fastening (crates, trailers, RV manufacturers, etc.)
- Concrete anchoring and kitting (material handling and precast concrete mfrs, private label & kitting)

KEY PRODUCT LINES

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems	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	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

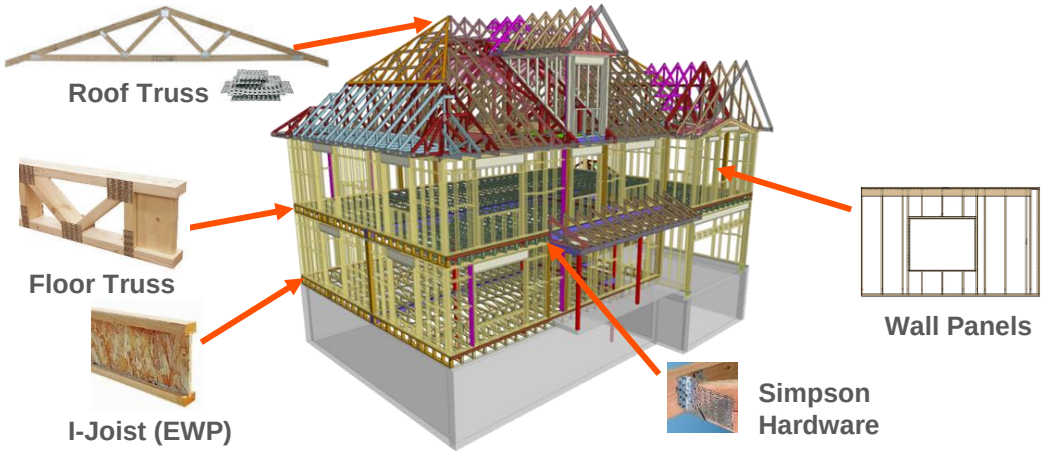
KEY PRODUCT LINES

Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems	Digital Solutions
✓	✓	---	✓	✓

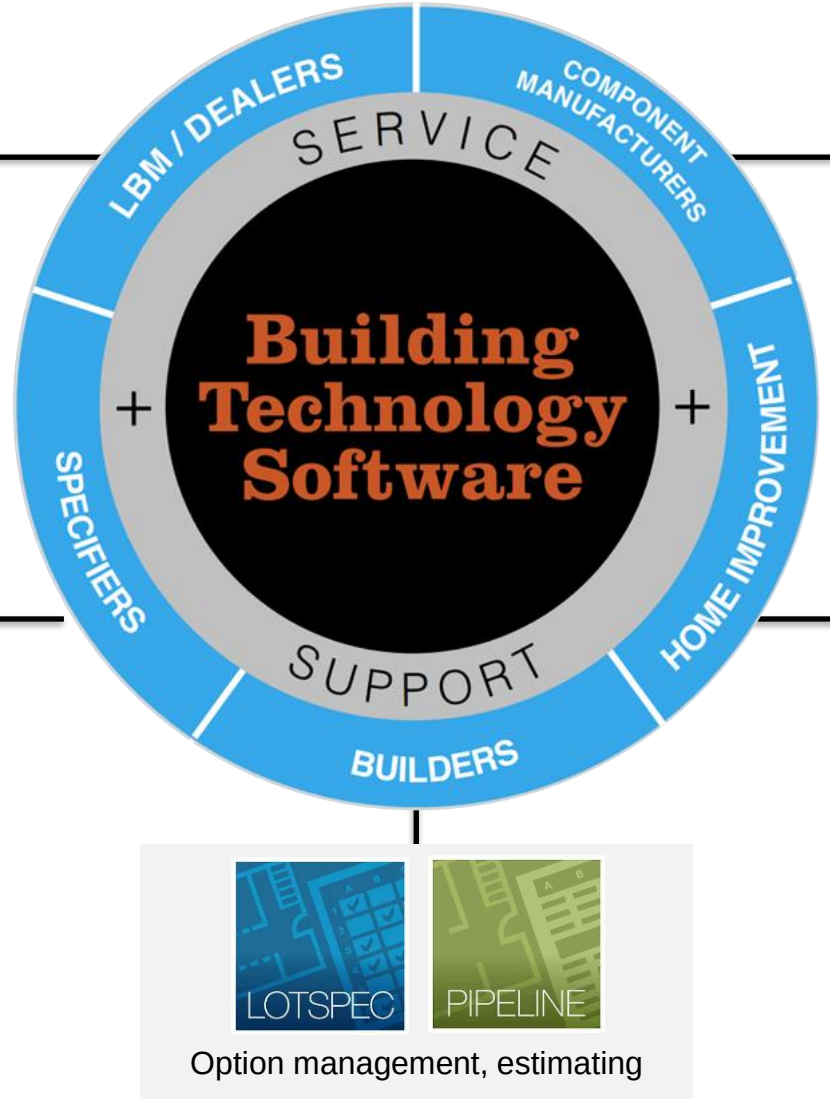
STRATEGY

- 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

Multi Module Software Offering



Digital Solutions



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CS TRUSS STUDIO
CS EWP

Project management and design

CS Connector Selector™
HS Hanger Selector
CFS CFS Designer™
AD Anchor Designer™
FD Fastener Designer
SBSD Site-Built Shearwall Designer

~30 specification tools (apps/selectors)

LOTSPEC
PIPELINE

Option management, estimating

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