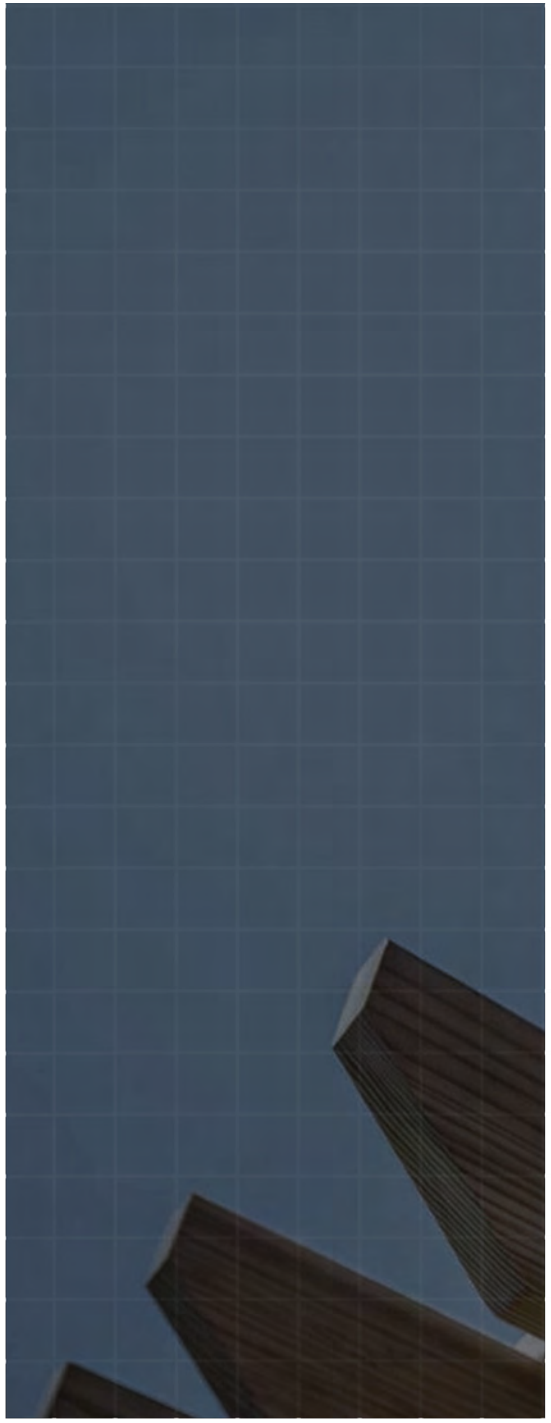


Strong Foundation.
Stronger Future.

Simpson Manufacturing Co., Inc.
Investor Presentation
July 2025



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

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

Customer-centric business model, **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%(2) over the last 10 years

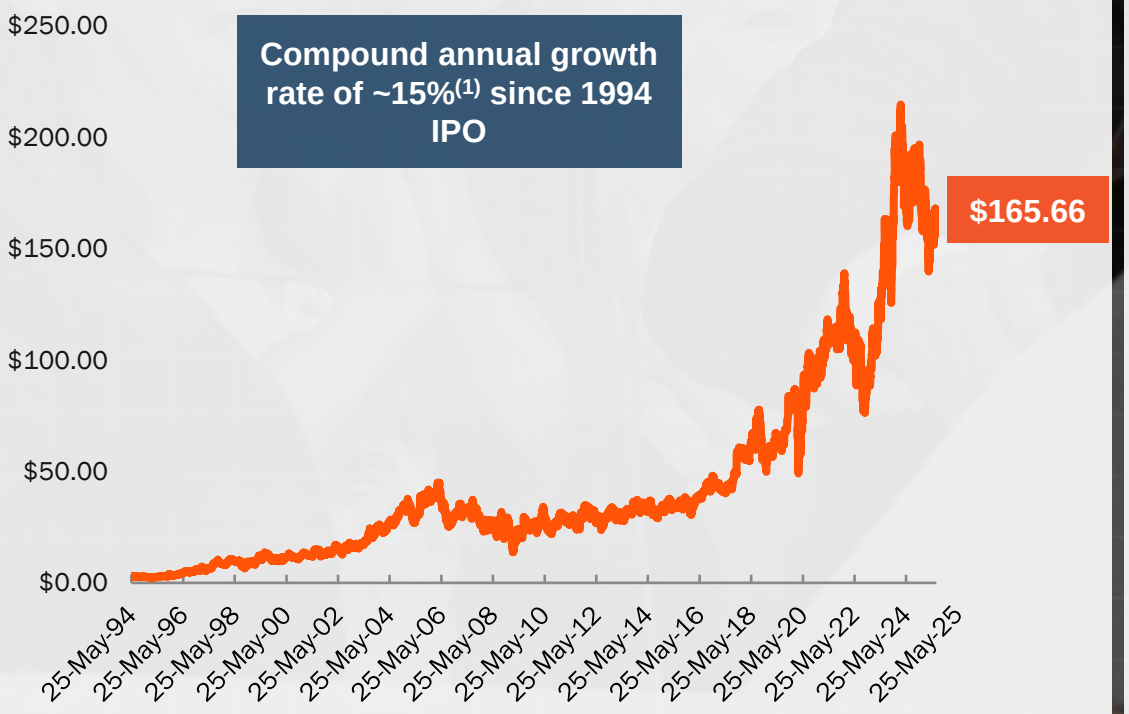
Strong balance sheet with less than 1x leverage

~52% of **free cash flow returned to stockholders** since 2021(3) exceeding 35% target

(1) Above market North America volume in pounds relative to U.S. housing starts.
(2) As of December 31, 2024.
(3) Time frame represents January 1, 2021 to June 30, 2025. Cash flow for the second quarter ended June 30, 2025 is preliminary.

Celebrating 30 Years as a Public Company

Performance Since IPO



On September 6, 2024, the Company commemorated its 30th anniversary as a publicly traded company by ringing the NYSE closing bell.

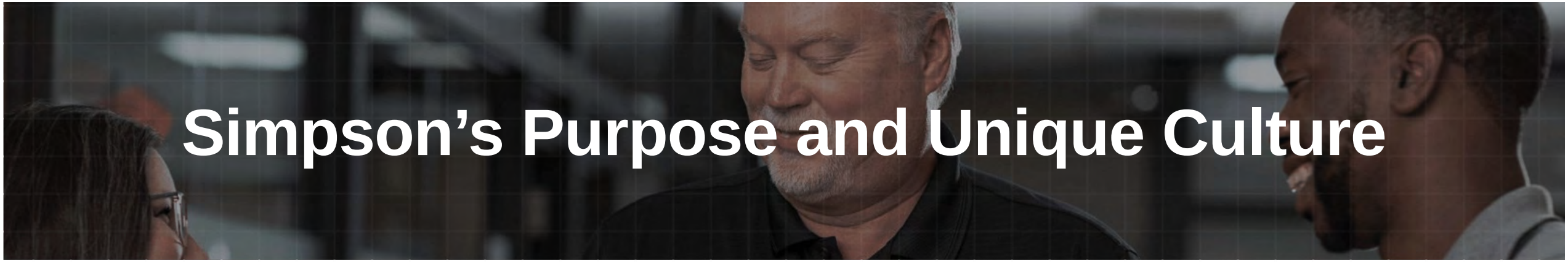
Revenue Growth (1994 – 2024)

$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. Nearly 31 years and two stock splits later, shares of Simpson closed at $165.66 on July 25, 2025, which, together with quarterly dividends, has resulted in a total compound annual growth rate of approximately 15%.



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

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 and delivery

~98% product fill rate

24-48 hour typical delivery

48-hour turnaround on specials

Same-day shipping availability

Impactful industry outreach

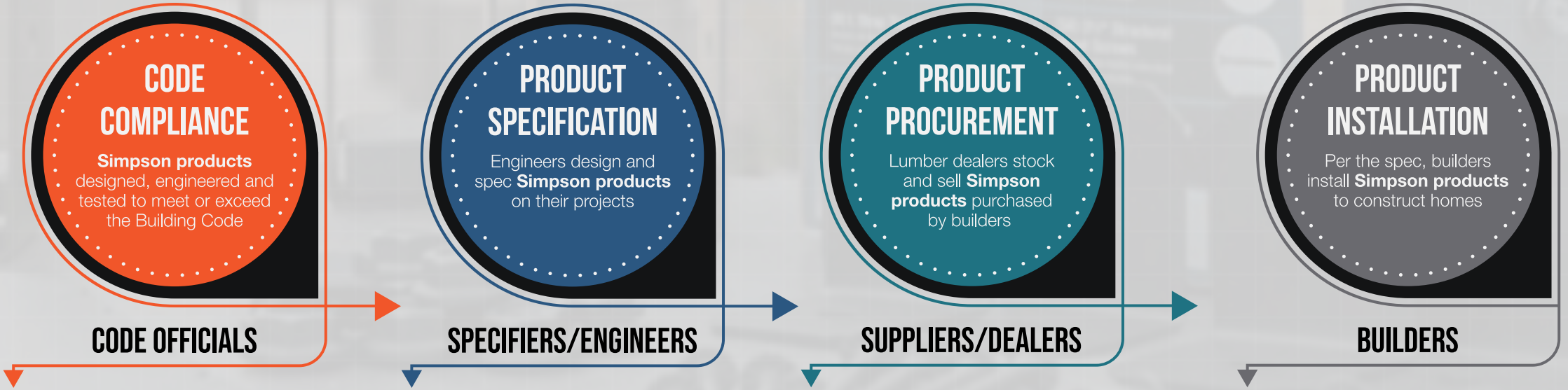
26 training centers

700+ 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**.



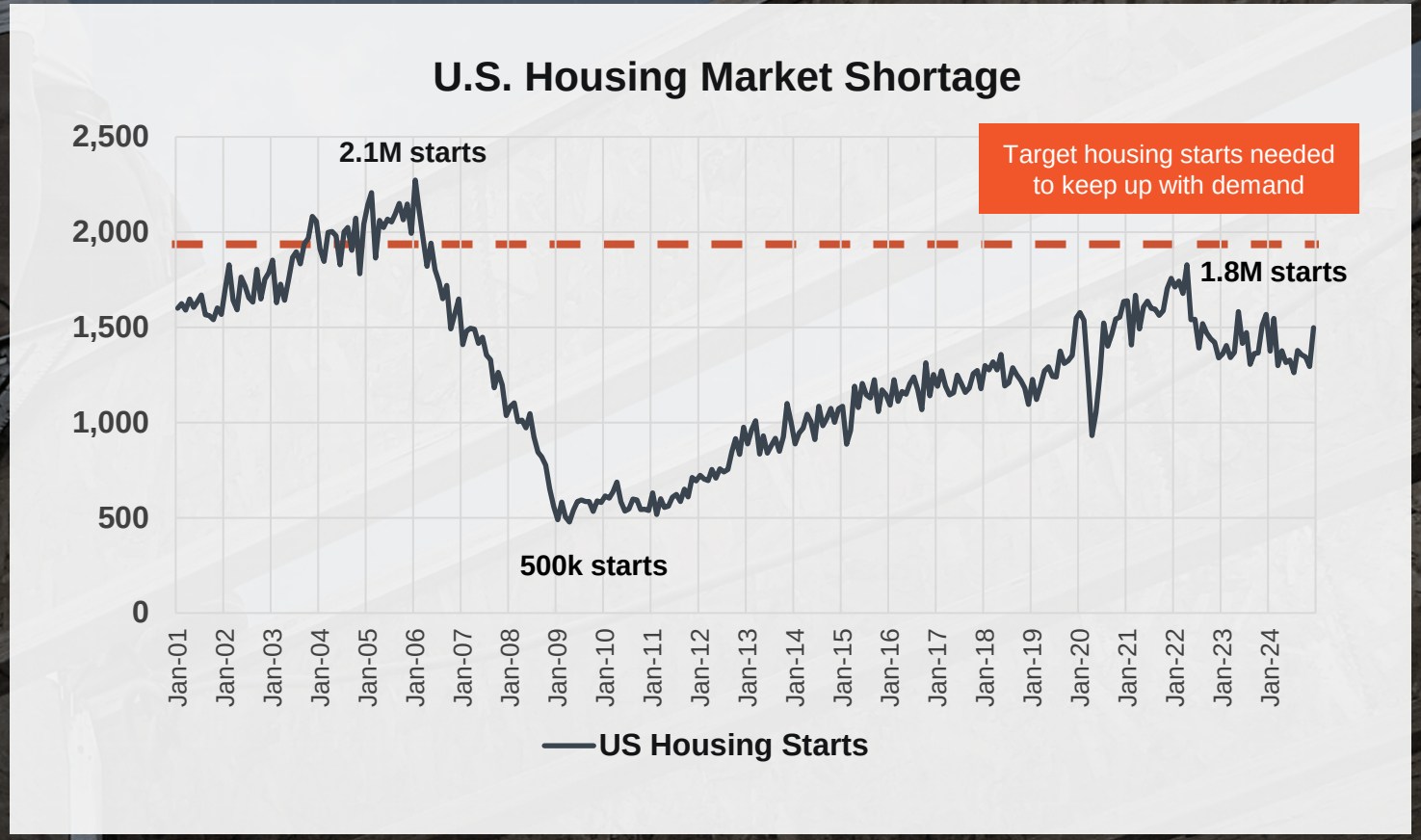
Our Solutions and Services	CODE OFFICIALS	SPECIFIERS/ENGINEERS	SUPPLIERS/DEALERS	BUILDERS
	▪ Code evaluation reports for products verify building code compliance ▪ Contribute to test protocols and involved with academia in full-scale building tests	▪ Engineered and tested seismic/high-wind products; 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

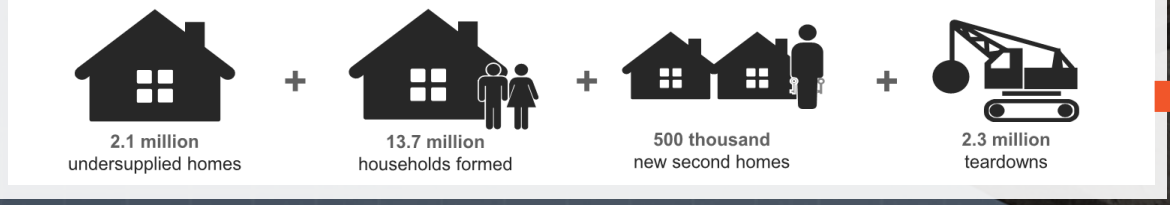
In-person and online product knowledge training and industry-specific educational workshops available, including classes with CEUs and PDHs for architects, engineers, and building officials.

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





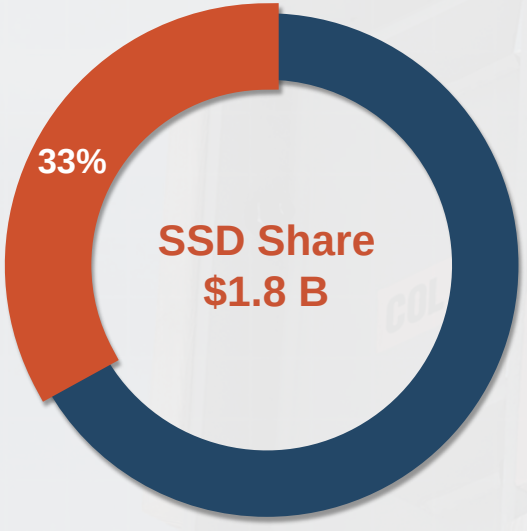
2024 to 2034 total projected US housing demand (for sale and for rent) to satisfy growth and undersupply is **18.6M**

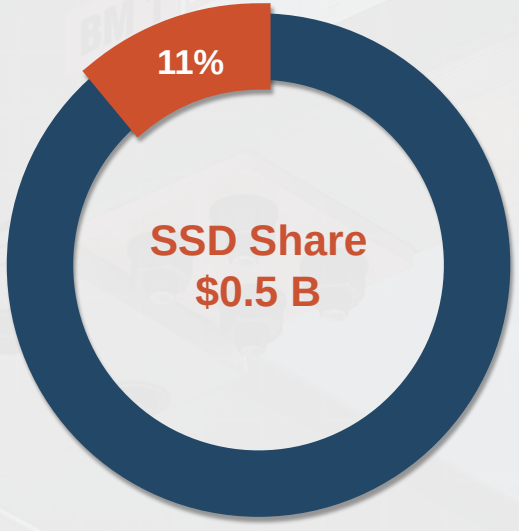
Total Need
1.86M per year

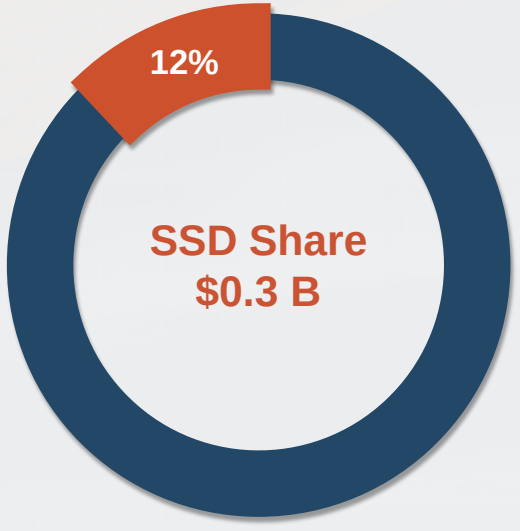
Source: John Burns Research and Consulting, U.S. Census Bureau

Core Addressable Market[1]

Wood Connectors, ICS (Truss) & Lateral Systems	Fastening Systems	Concrete & Steel Connections
Addressable Market $3.8 B	Addressable Market $5.1 B	Addressable Market $2.8 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, 2024. Market sizes based on internal estimates using information as of October 2023. 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, Structural)



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

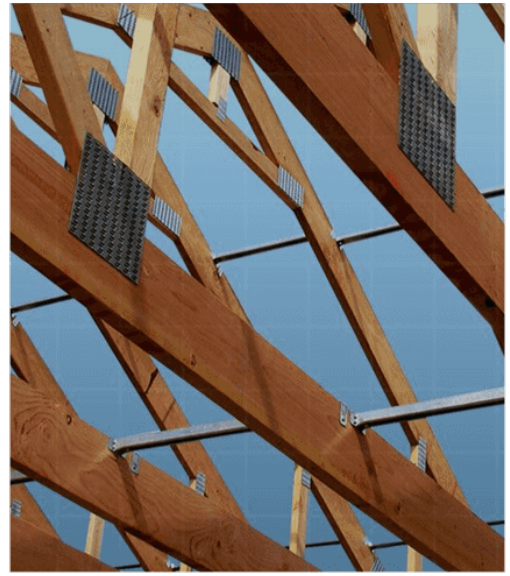
See Appendix for additional details.

Residential Construction	Commercial Construction	OEM	National Retail	Component Manufacturer









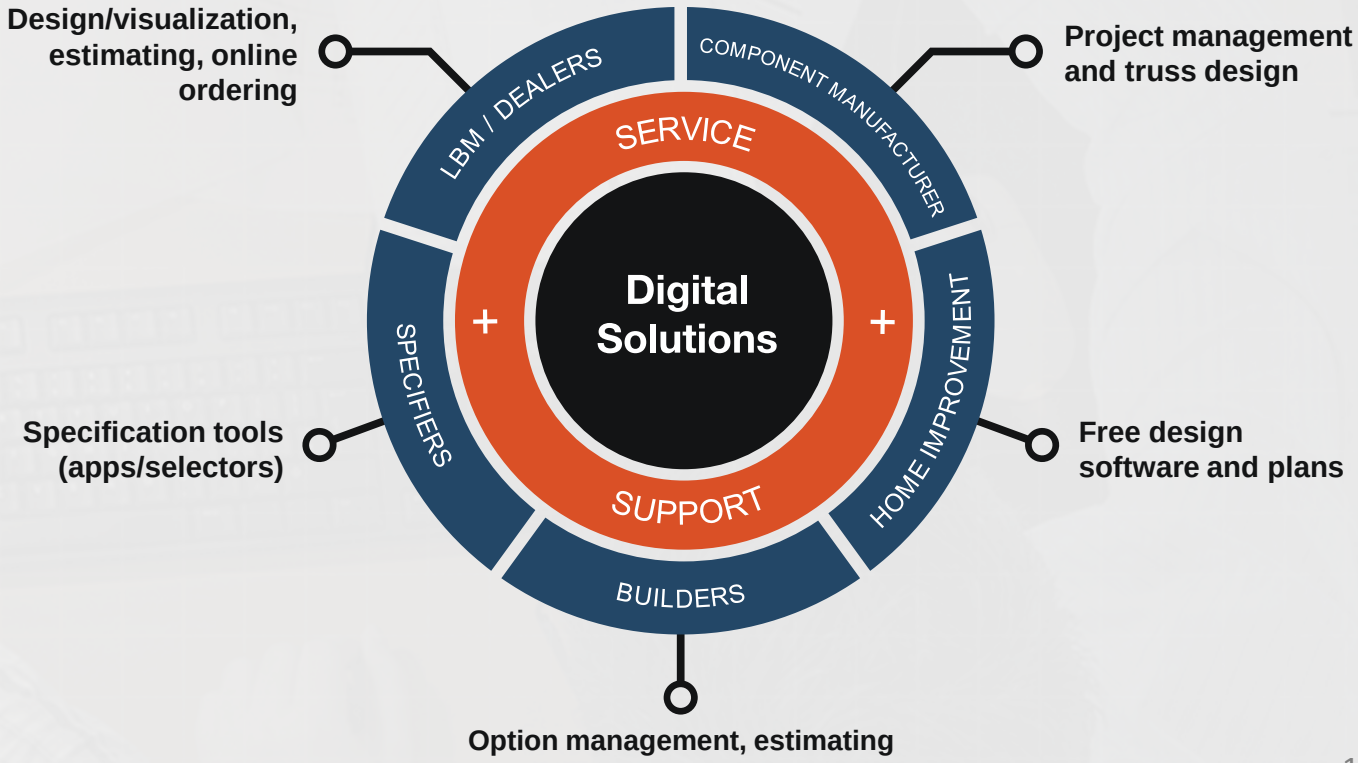
Our **market-focused approach** enables us to **better serve current customers** while identifying **opportunities to reach new customers** with **our product solutions**.

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

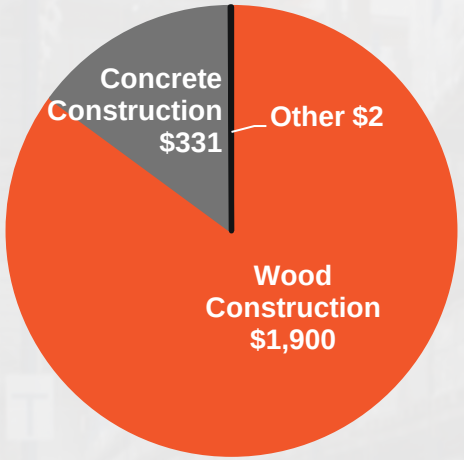
In Our Highest Potential Markets

- 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

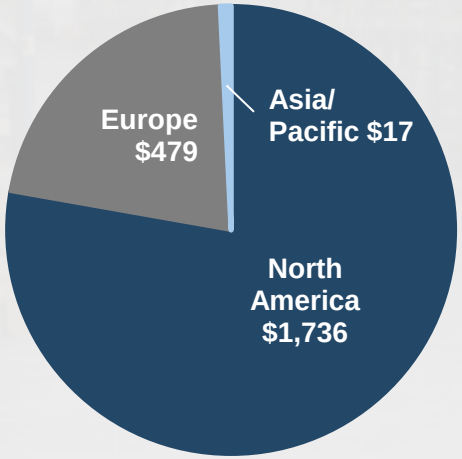
Our 2024 Sales by Product…

($ USD Millions)

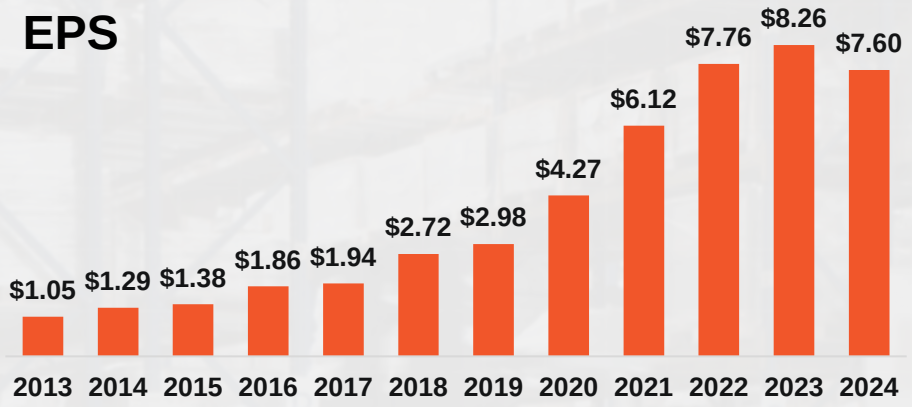


Across Operating Segments

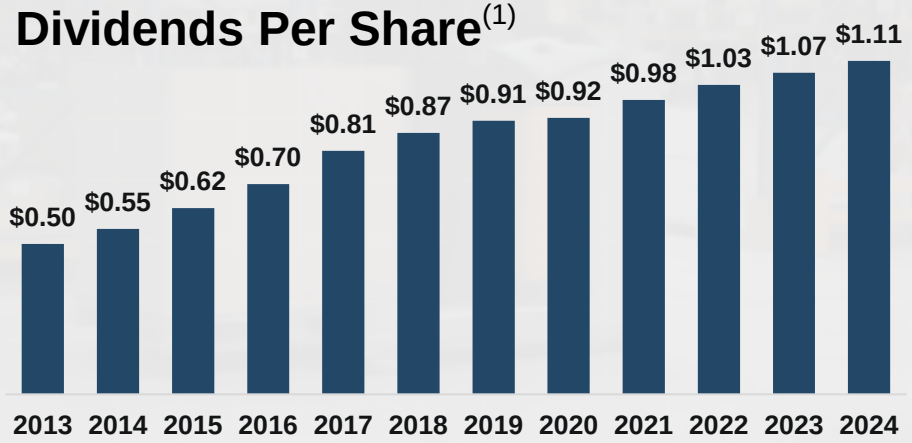
($ USD Millions)



EPS

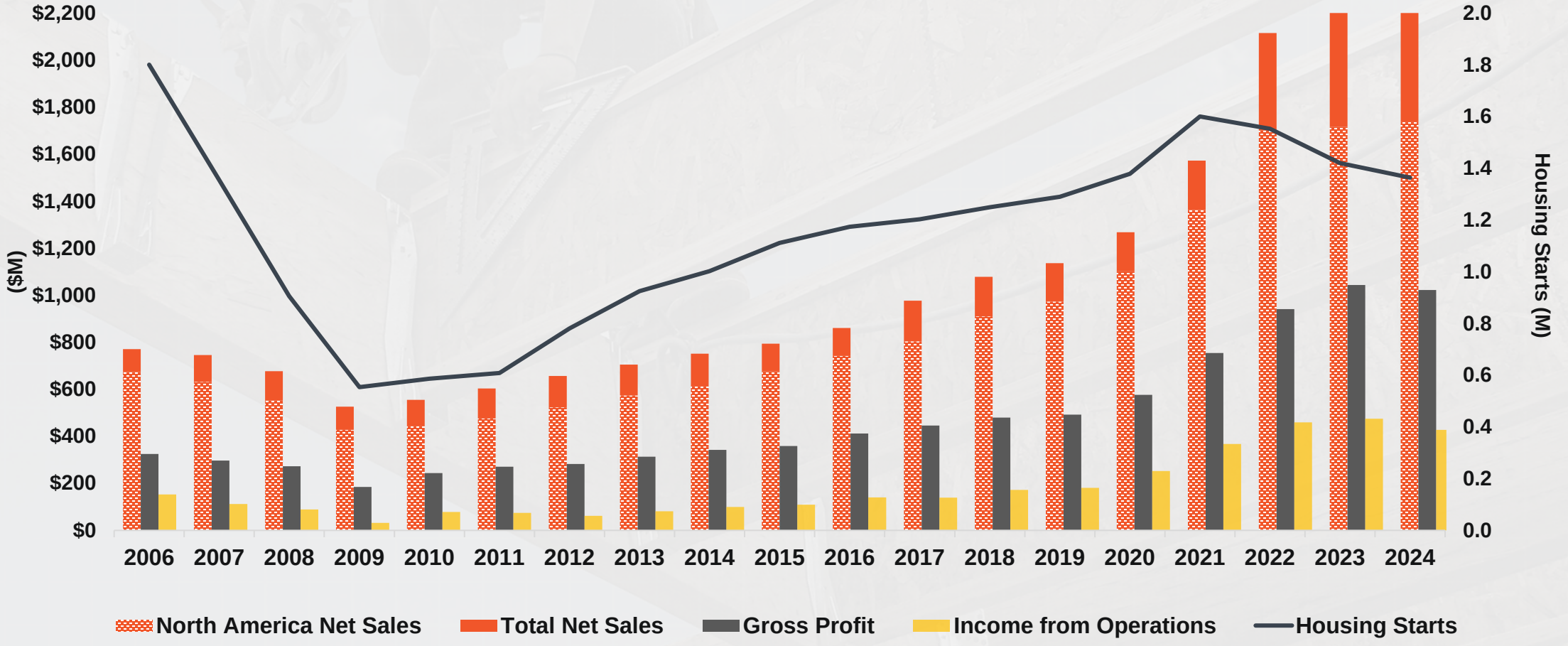


Dividends Per Share(1)



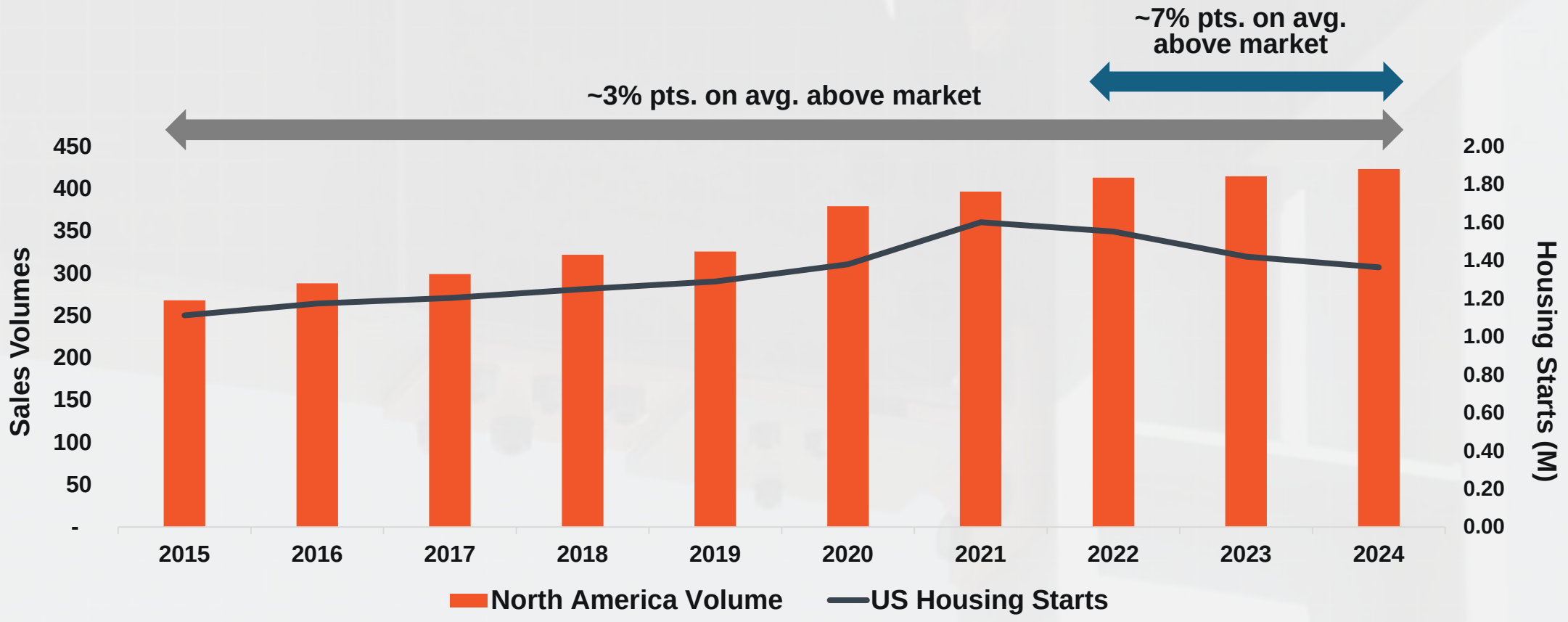
(1) Chart represents annual dividends declared. Part of the 2013 dividend was accelerated due to uncertainty of changes to tax code in 2013. The dividend paid in December 2012 is included in 2013.

Historical Market and Financial Performance



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**.



Significant Progress in a Flat Market



1.38 M
U.S. housing starts
(Census Bureau)

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

1.37 M
U.S. housing starts
(Census Bureau)

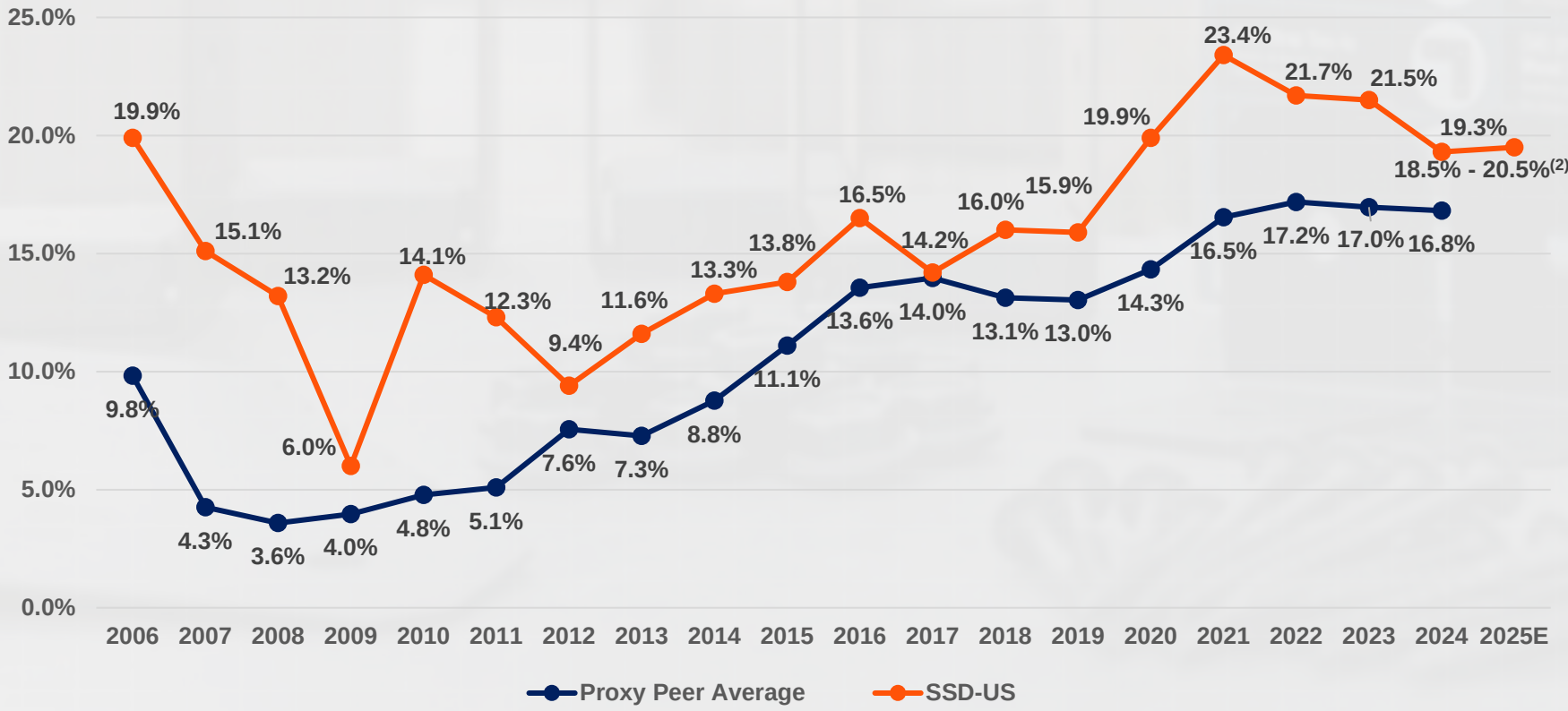
Progress Made from 2020 to 2024

Despite market headwinds, we entered 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]



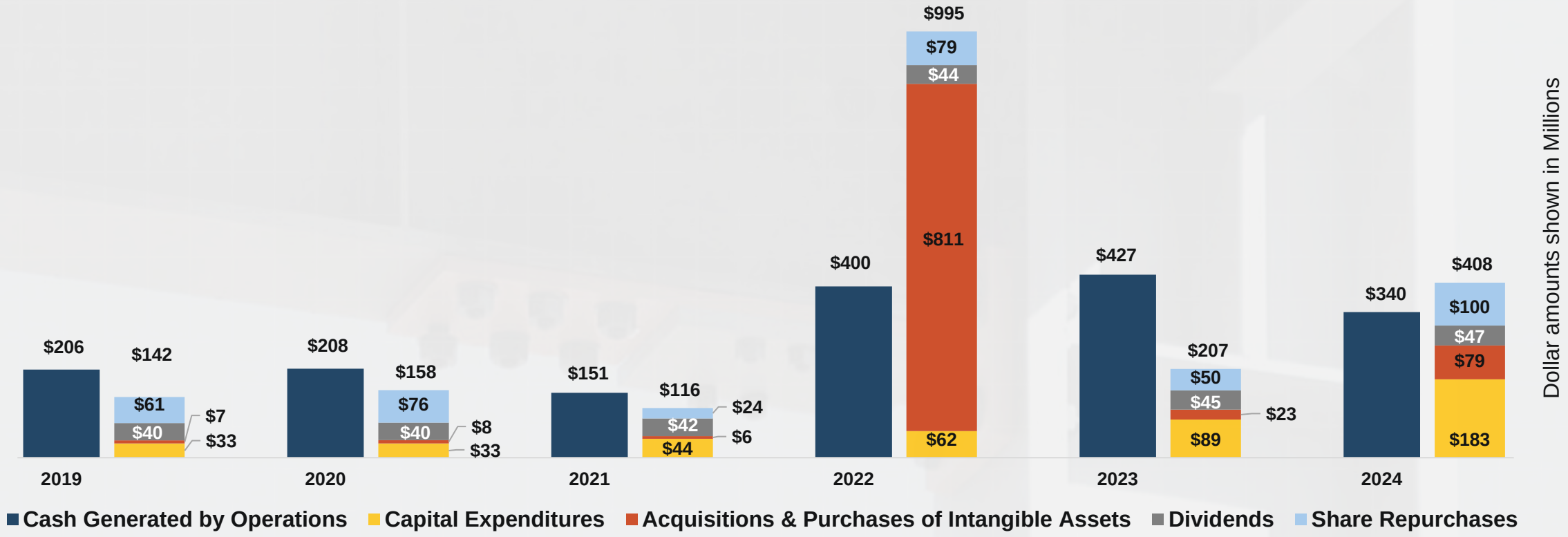
Operating Income Margin Average	2006 - 2019	2020-2021	2022-2024
Proxy Peer Average[1]	8.6%	15.4%	17%
SSD	13.7%	21.7%	20.8%

(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, PATK, and WMS for the year ended December 31, 2024, AKEK and ATKR for the full year ended September 30, 2024 and NX for the year ended October 31, 2024.

(2) Fiscal 2025 operating margin outlook as of July 28, 2025. Please refer to the second quarter 2025 earnings press release issued on July 28, 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

$983.2 Million

2021 – 2025[(1)] Cumulative Free Cash Flow defined as:

Cash flow from operations ($1,448.5 M) less Capital expenditures ($465.4 M)

Repurchases of Common Stock	Quarterly Cash Dividends
31.8%	20.4%

(1) Time frame represents January 1, 2021 to June 30, 2025. Cash flow for the second quarter ended June 30, 2025 is preliminary.

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 ▪ Board approved $100 M share repurchase authorization through December 2025 ▪ 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) ▪ Integrating ETANCO remains the priority
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 24, 2025, the Company's Board of Directors declared a quarterly dividend of $0.29 per share, payable on October 23, 2025 to stockholders of record on October 2, 2025.

Investments to Meet Growing Demand

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

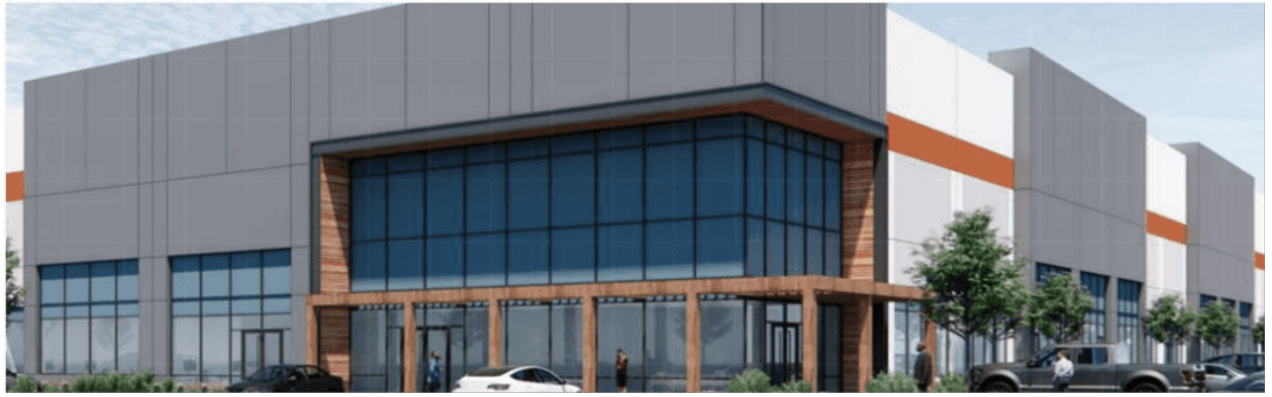
Expansion of Columbus, OH Facility



- **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**

Expected H2 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**



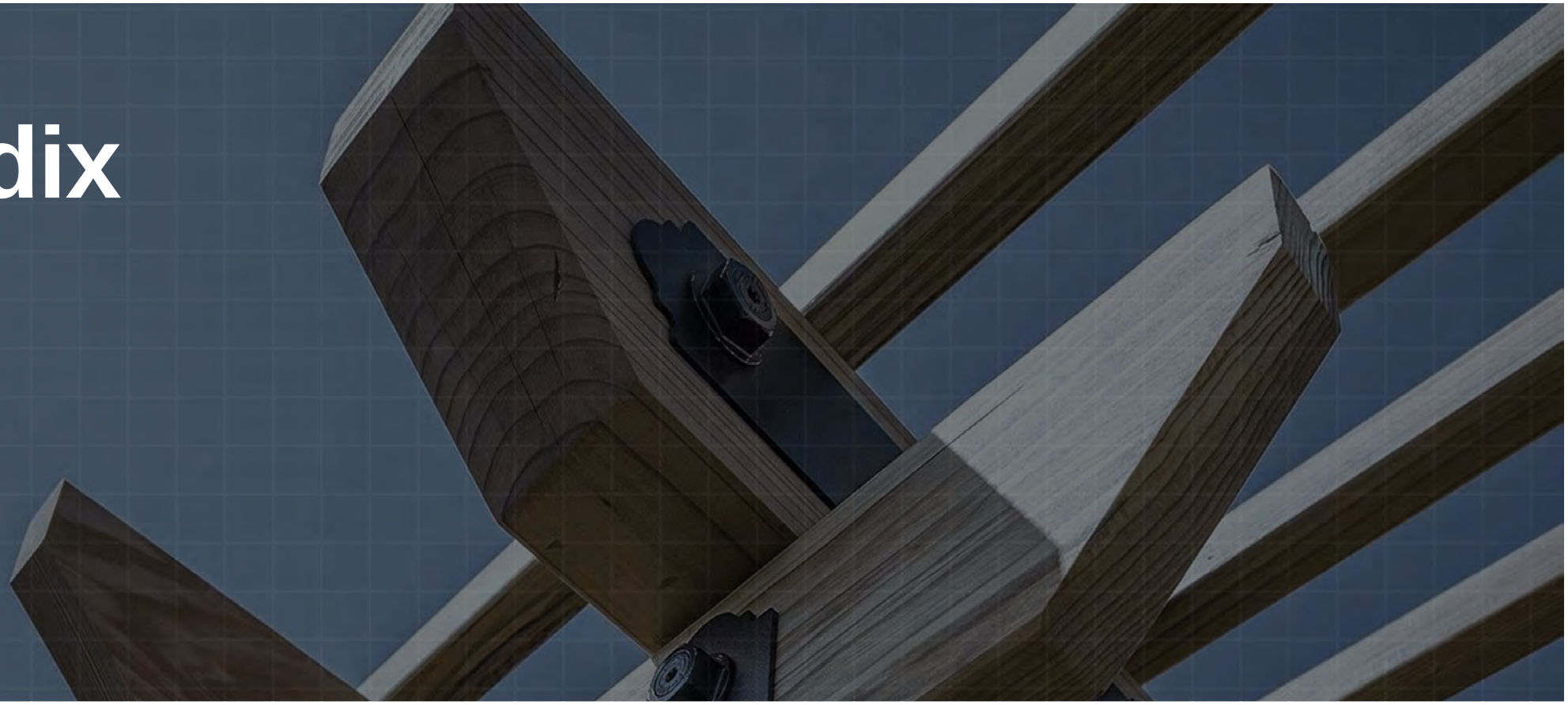
Build a **robust M&A pipeline**; most actionable opportunities are smaller / tuck-in type acquisitions

Company Ambitions[1]

(1) Revised January 1, 2025.

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	Continue above market volume growth relative to U.S. housing starts
5	Maintain operating income margin of >20%
6	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

FIRST
CONNECTOR



1970

CONNECTOR
MARKET LEADER



1984

FIRST
HOLDOWN



1994

SIMPSON
Manufacturing
COMPANY

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



2011



FURTHER
EXPANSION INTO
COLD-FORMED
STEEL

Innovation Leader (continued)

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

2012

EXPANSION INTO TRUSS SOFTWARE



2013

EXPANSION INTO ENGINEERED WOOD PRODUCTS SOFTWARE



2016

EXPANSION INTO BUILDER & LBM SOFTWARE



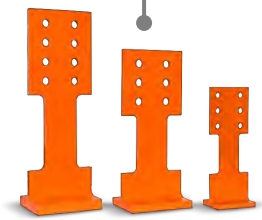
2017

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)



FURTHER EXPANSION INTO MASS TIMBER



2024

(MONET DESAUW)



FURTHER EXPANSION INTO ENGINEERED WOOD PRODUCT SOFTWARE

CSD | DRAW DESIGN BUILD

EXPANSION INTO CARBON FIBER SOLUTIONS

S&P
A Simpson Strong-Tie® Company



Innovation Leader (continued)

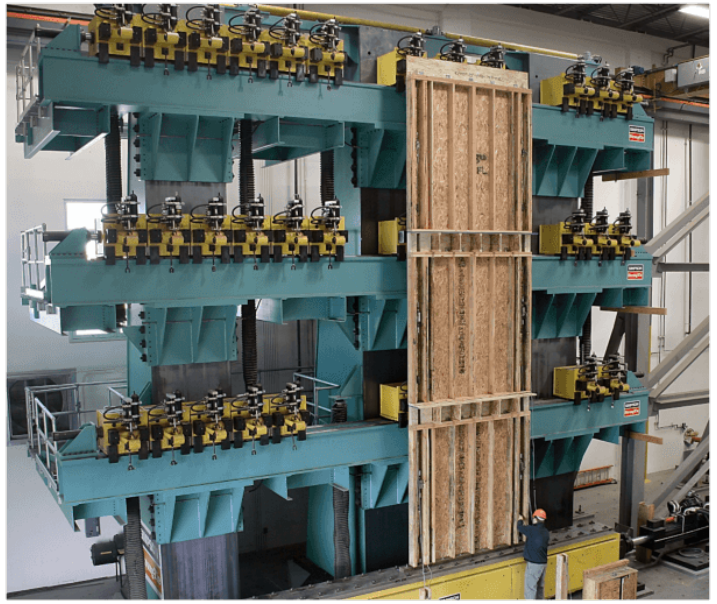
(1) Data as of February 2025.

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.

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

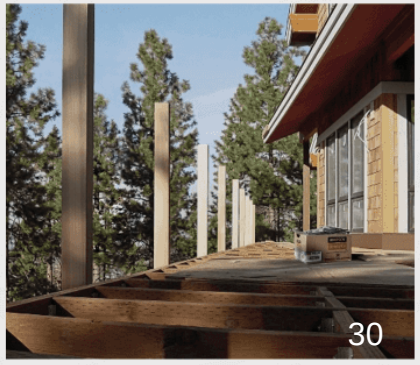
- Build and maintain strong relationships with Builders and pro-dealers
- Specify and create demand through national builders
- Ensure product availability through national pro-dealers
- Utilize connectors to grow other product lines
- Deliver digital solutions to accelerate building safer stronger structures

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
- 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 (Truss)	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

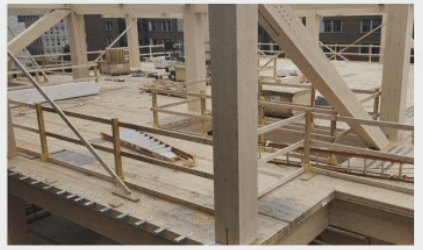
- Off-site construction (manufactured housing, modular construction, post-frame construction, prefab sheds)
- Mass timber construction
- Wood and steel fastening (crates, trailers, RV manufacturers, etc.)
- Concrete anchoring and kitting (material handling and precast concrete manufacturers, private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

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

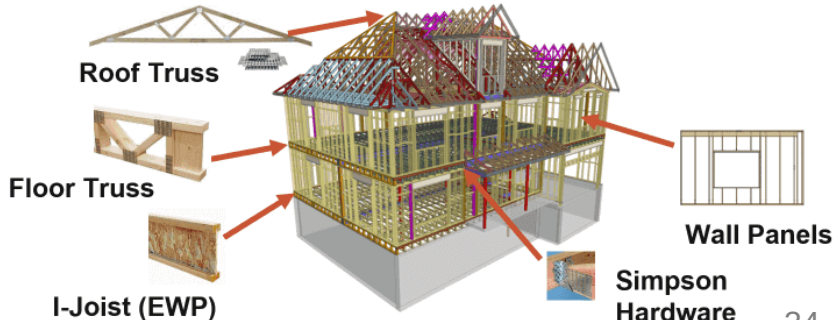
Strategy

- 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

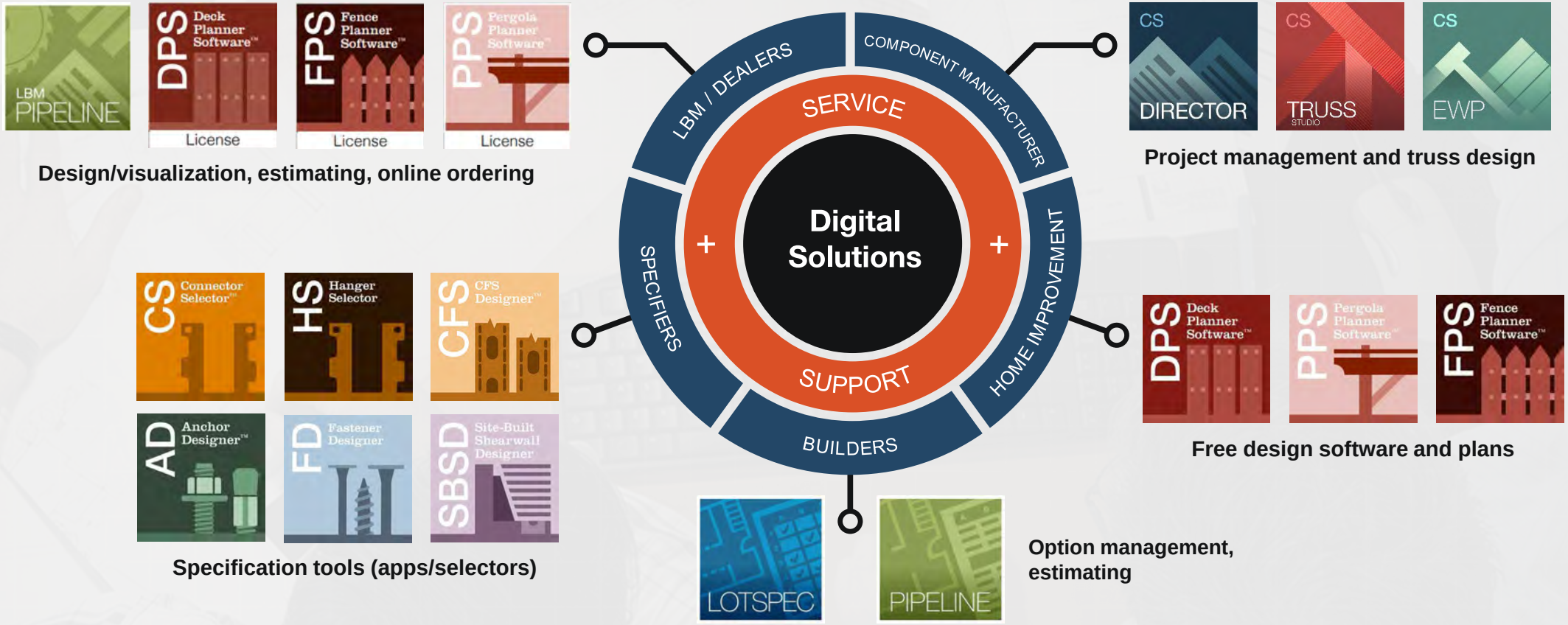
Wood Connection Products	Fastening Systems	Concrete Connection Products	Integrated Component Systems (Truss)	Digital Solutions
○	○	---	○	○

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



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