



Strong Foundation. Stronger Future.

Simpson Manufacturing Co., Inc.
Investor Presentation
February 2026

SIMPSON
Manufacturing
COMPANY

TM



Safe Harbor

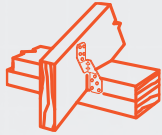
Note: The financial results in this presentation as of and for the fiscal year ended December 31, 2025 are unaudited.

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 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, and 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 19.6%⁽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

Note: Financials results as of and for the fiscal year ended December 31, 2025 are unaudited.

(1) Above market volume relative to U.S. housing starts.

(2) As of December 31, 2025.

(3) Time frame represents January 1, 2021 to December 31, 2025. Cash flow for the fourth quarter ended December 31, 2025 is preliminary.

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 \$161.47 on December 31, 2025, which, together with quarterly dividends, has resulted in a total compound annual growth rate of approximately 13.8%.

A photograph of three people in a professional setting. A woman with glasses is on the left, looking towards the center. A man with grey hair is in the center, looking down. A man with a beard is on the right, looking towards the center. They appear to be in a collaborative meeting.

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

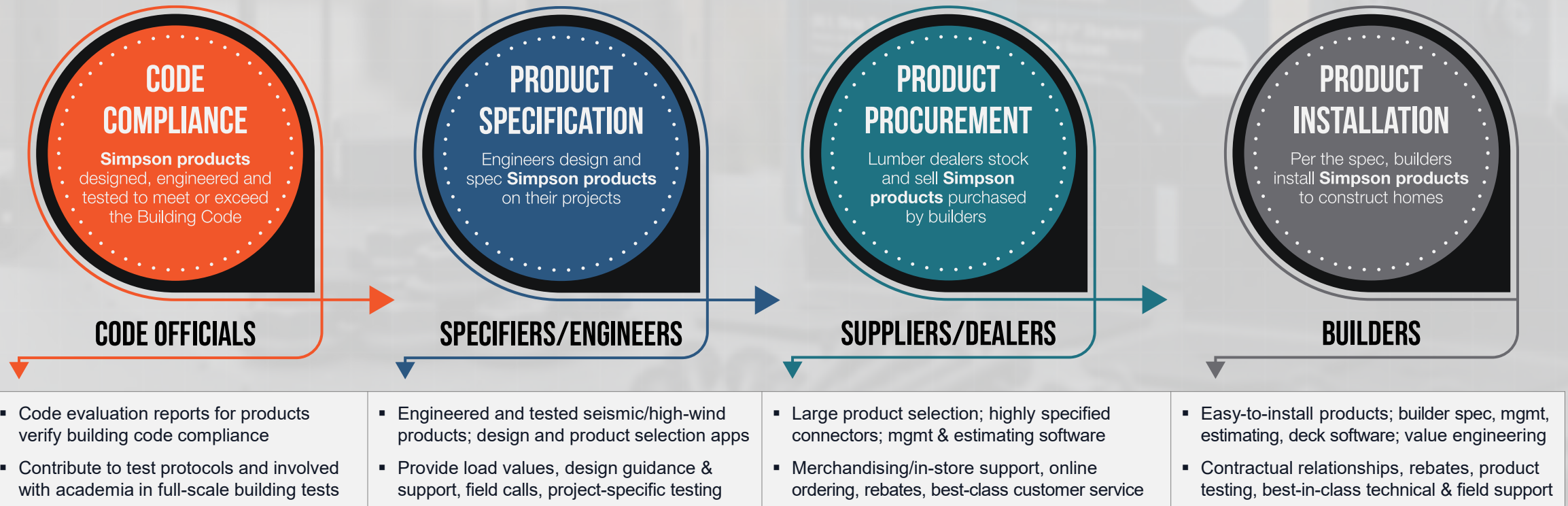
Our Strong Business Model

Data as of February 2026.



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**.

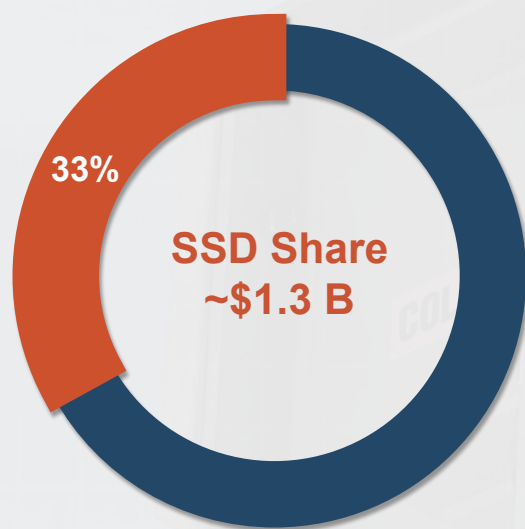


In-person and online product knowledge training and industry-specific educational workshops available, including classes with CEUs and PDHs for architects, engineers, and building officials.

Core Addressable Market⁽¹⁾

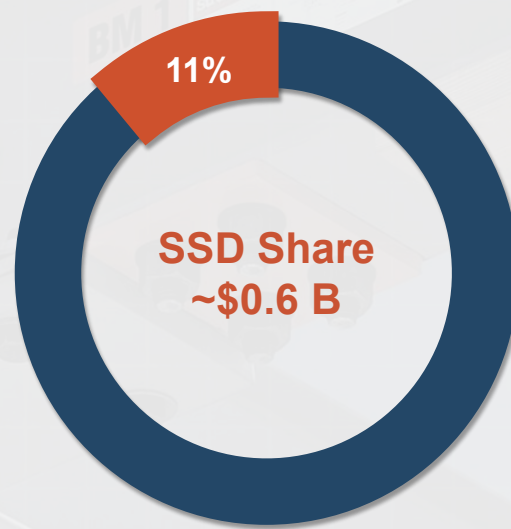
Wood Connectors, ICS (Truss) & Lateral Systems

Addressable Market ~\$3.8 B



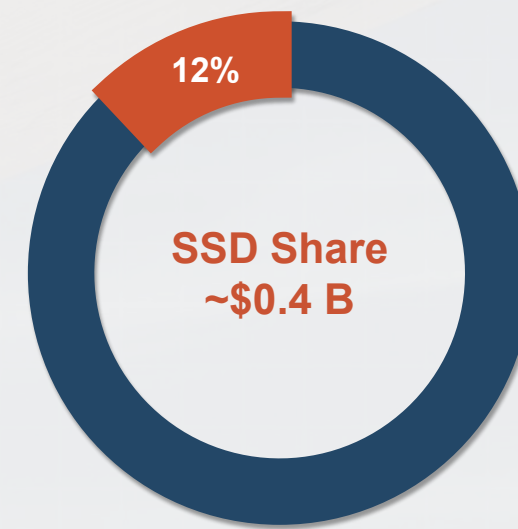
Fastening Systems

Addressable Market ~\$5.2 B



Concrete & Steel Connections

Addressable Market ~\$2.9 B



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

(1) Financials results as of and for the fiscal year ended December 31, 2025 are unaudited. 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)



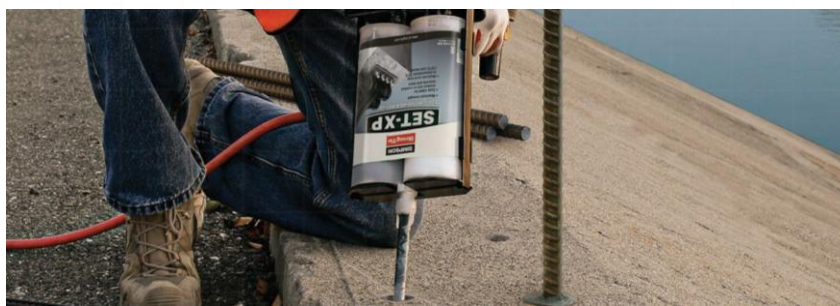
Lateral Systems (Shearwalls, Rod Systems)



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

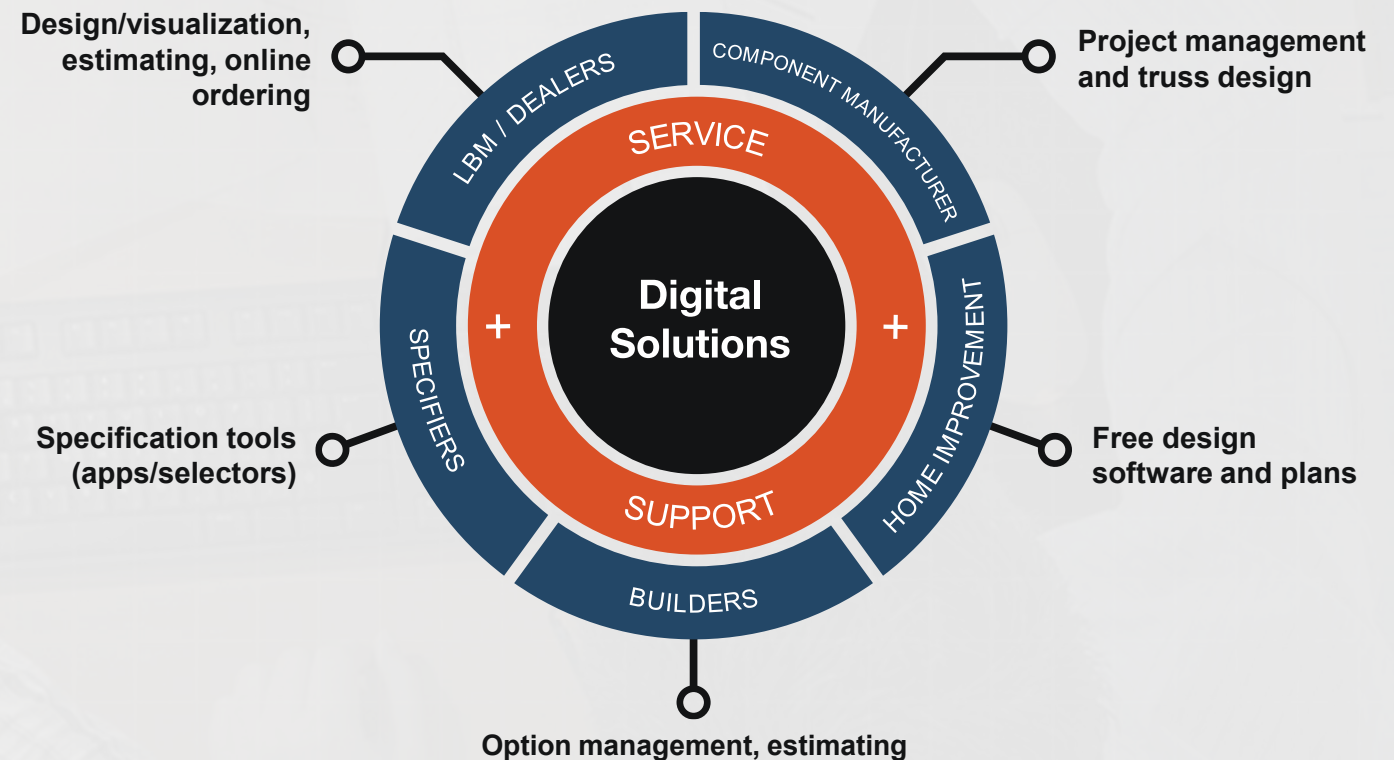
2

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

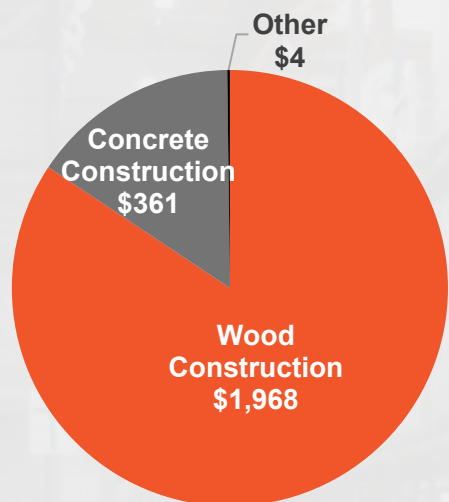
Stronger effort in
commercial new building
and residential renovation

Exploit the
mass timber trend

Strong Business Drives Stockholder Value

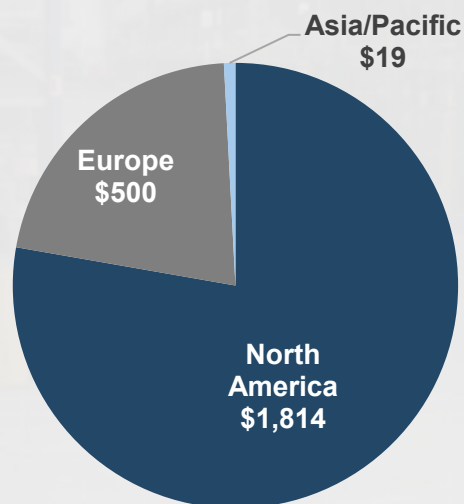
Our 2025 Sales by Product...

(\$ USD Millions)

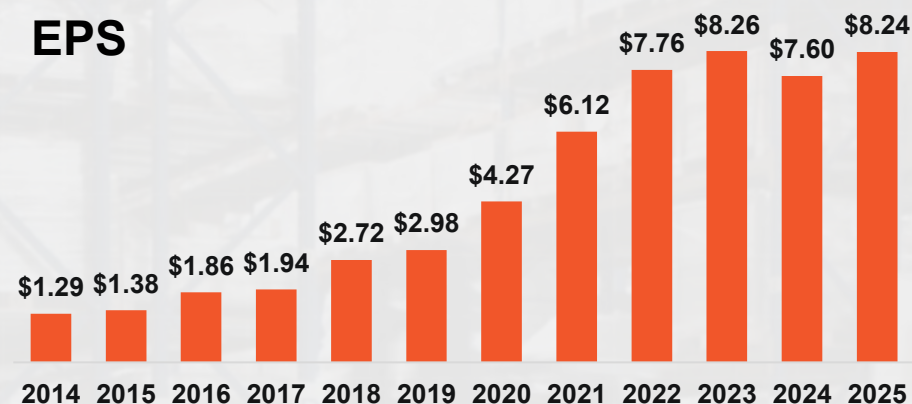


Across Operating Segments

(\$ USD Millions)



EPS



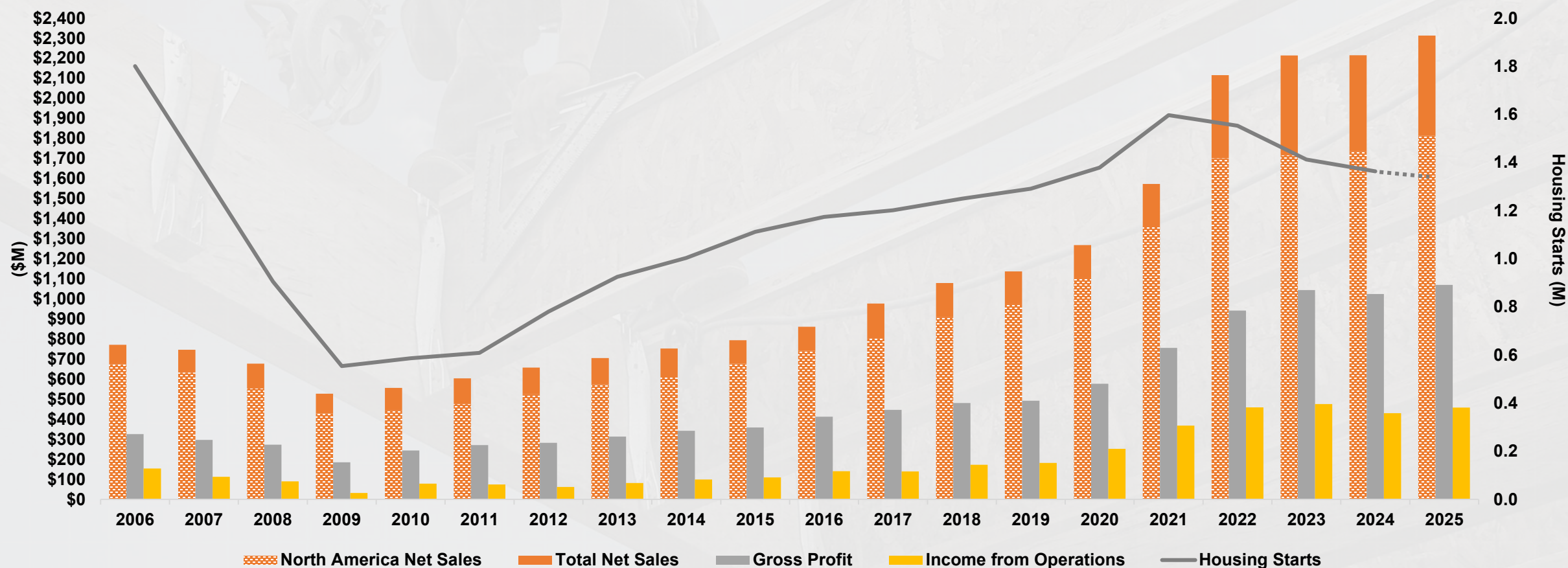
Dividends Per Share



Note: Financials results as of and for the fiscal year ended December 31, 2025 are unaudited.

Historical Market and Financial Performance

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

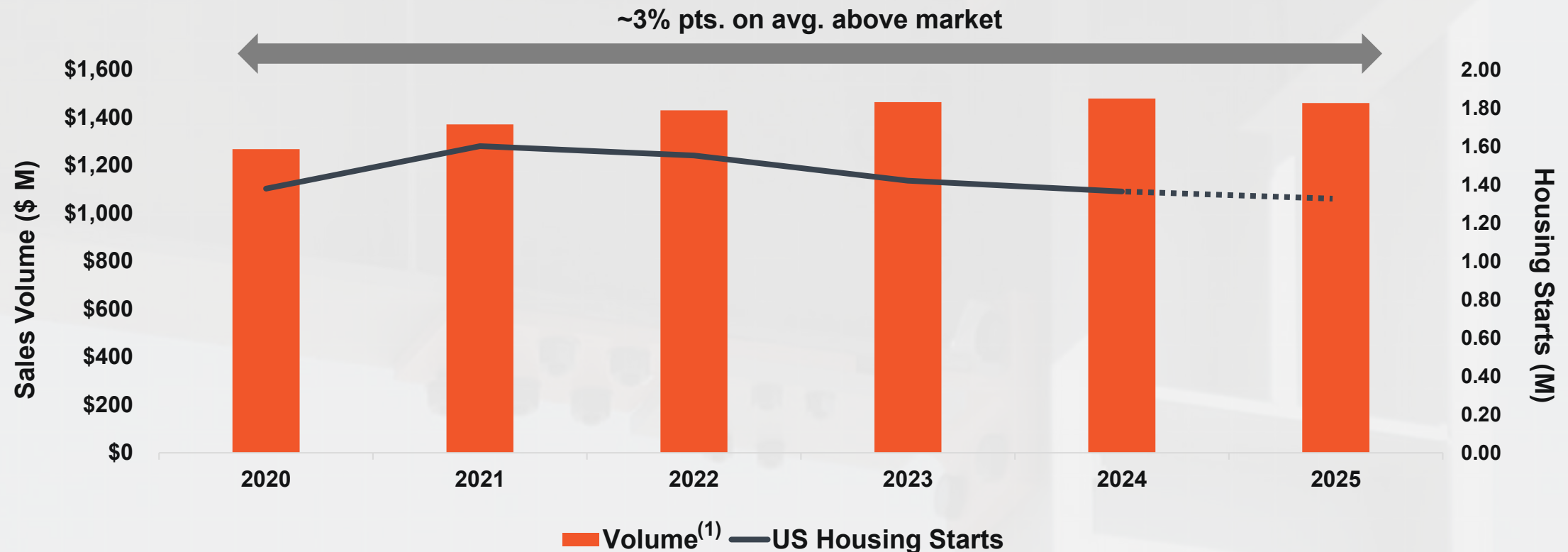


U.S. Housing starts Census data for 2025 delayed.

Note: Financials results as of and for the fiscal year ended December 31, 2025 are unaudited.

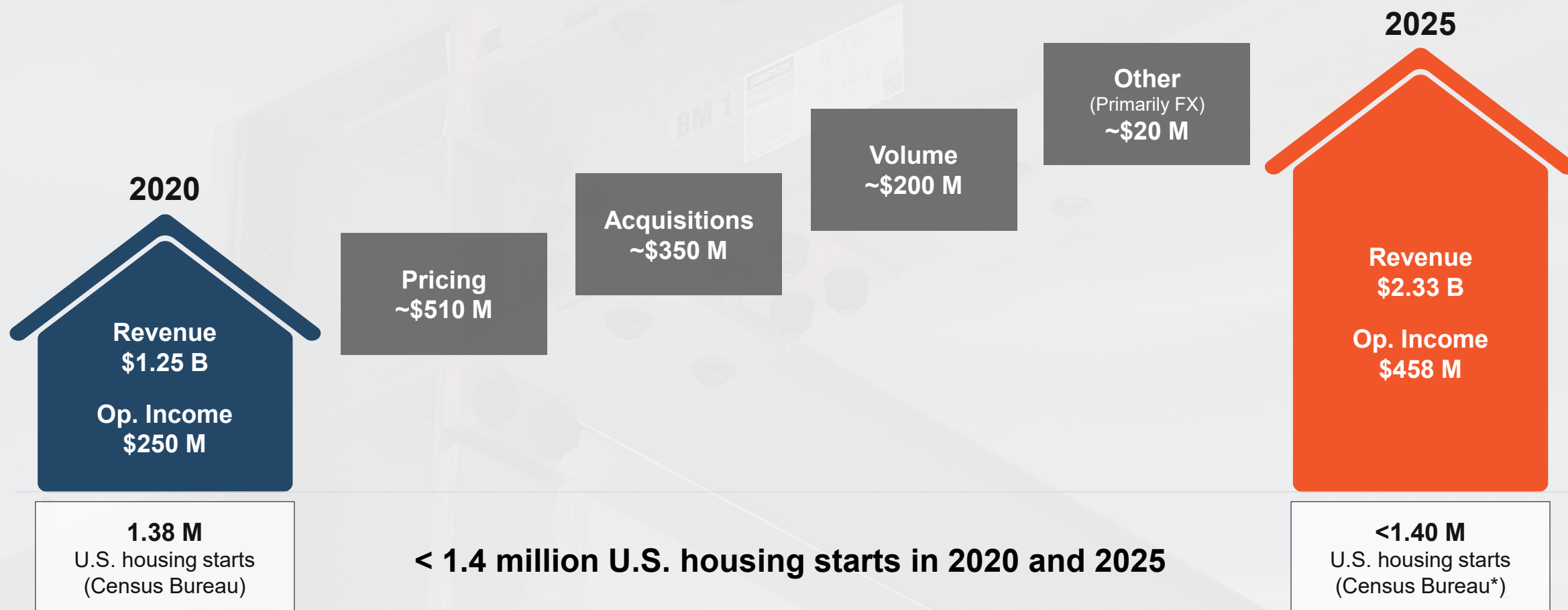
Track Record of Above Market Growth

Our global operations continue to **outperform U.S. housing**, and we are highly focused on continuing 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. U.S. Housing starts Census data for 2025 delayed.

Significant Progress in a Flat Market



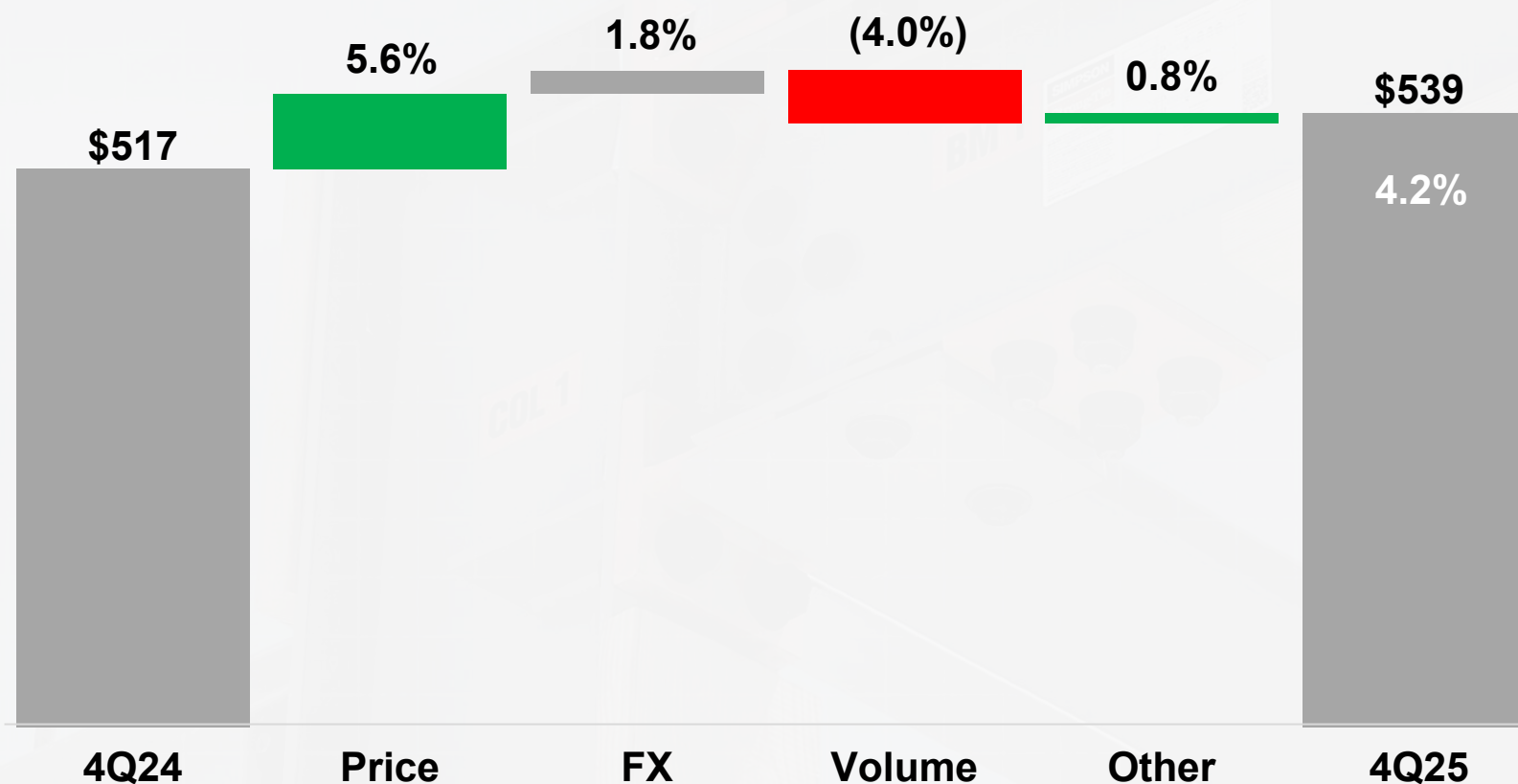
*Census data for 2025 delayed.

Progress Made from 2020 to 2025

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

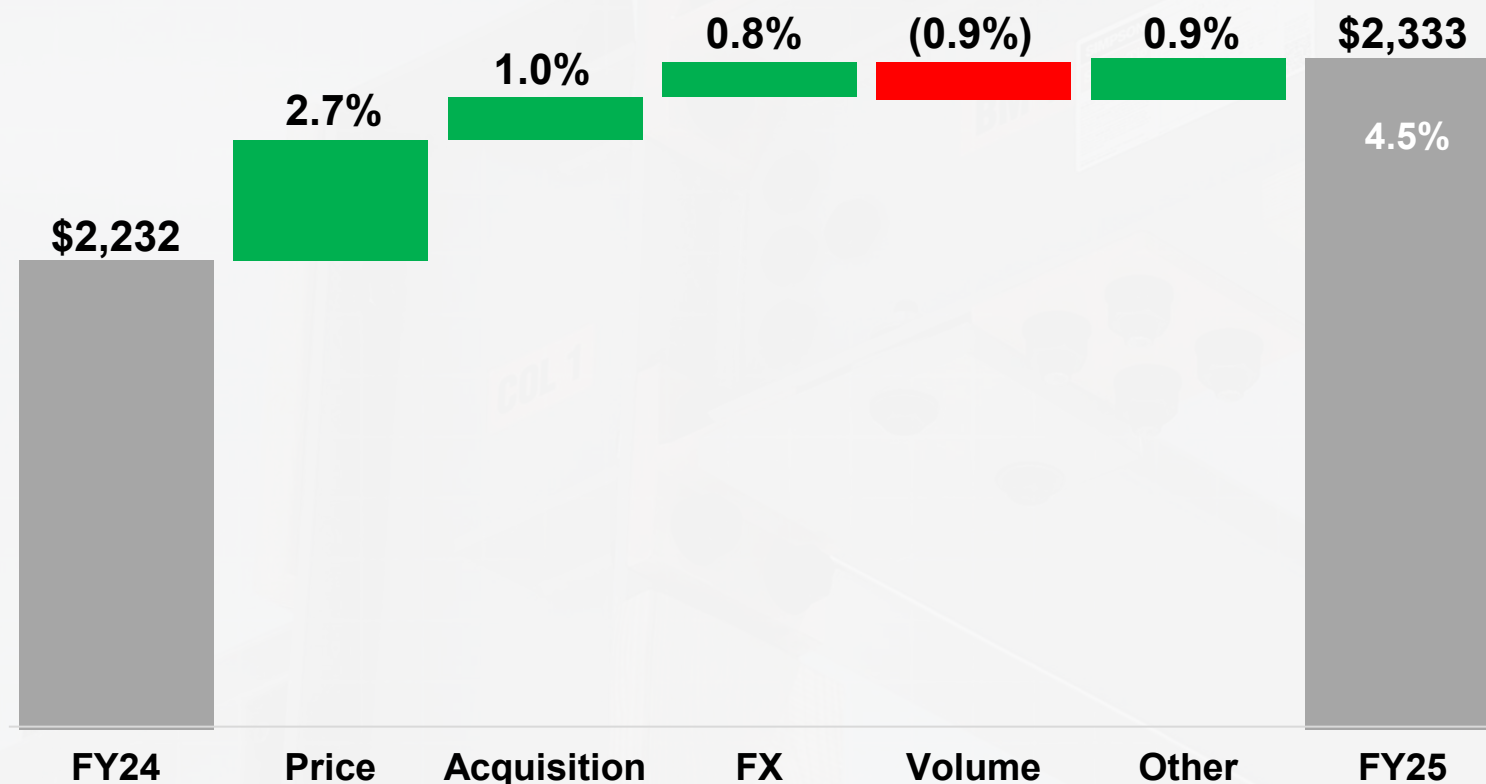
- ✓ ~\$1.1 B more revenue
- ✓ ~\$200 M more operating profit
- ✓ Clearer targets and strategies
- ✓ Stronger market leadership in connectors, improved share in fasteners and anchors
- ✓ Shifted to market-focused sales
- ✓ Promoted high-potential talent and external experts to senior leadership
- ✓ Transitioned 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

Q4 2025 Net Revenue Performance Drivers



- 4Q25 benefits from full realization of **price** increases implemented in 2Q & 4Q 2025
- **FX** primarily driven by EUR:USD exchange rate
- **Volume** adversely impacted by contracting U.S. housing market
- Adjustments to sales deductions (**Other**) increase net sales ~1% y/y, both in 4Q25 and FY25

FY 2025 Net Revenue Performance Drivers

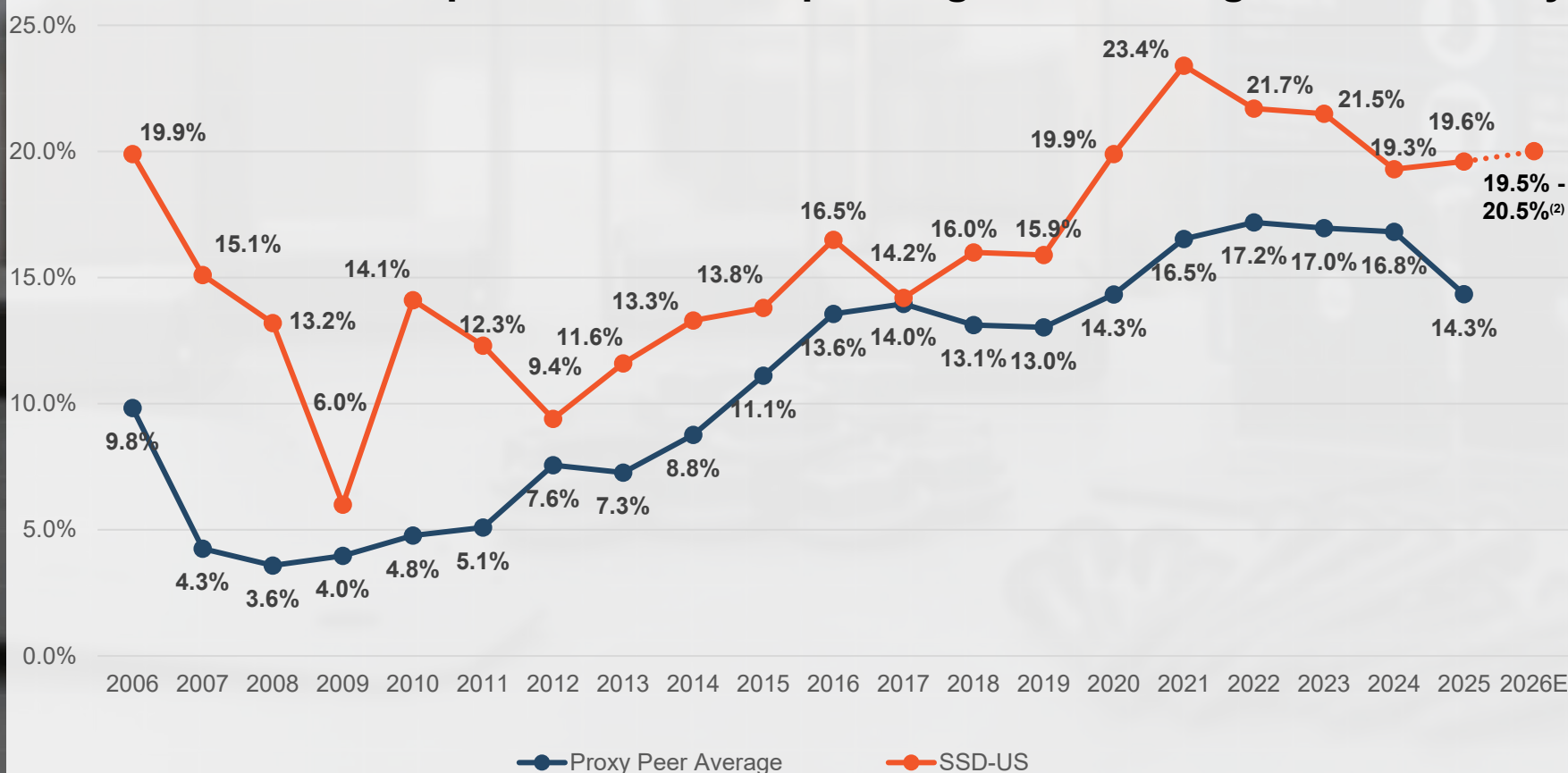


(\$ in millions)

- **Price** increases implemented in 2Q & 4Q 2025
- Monet DeSauw contributes ~75% of **acquisition** net sales
- **FX** primarily driven by EUR:USD exchange rate
- **Volume** adversely impacted by contracting U.S. housing market
- Adjustments to sales deductions (**Other**) increase net sales ~1% y/y, both in 4Q25 and FY25

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%	16.3%
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, NX for the year ended October 31, 2025, and AOS, WMS, ATKR & PATK for the period ended December 31, 2025. Remaining peers have not yet reported fiscal 2025 financial results as of the date of this presentation. Financials results for SSD as of and for the fiscal year ended December 31, 2025 are unaudited.

(2) Fiscal 2026 operating margin outlook as of February 9, 2026. Please refer to the fourth quarter and full year 2025 earnings press release issued on February 9, 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**.



Note: Financials results as of and for the fiscal year ended December 31, 2025 are unaudited.

Capital Return History

\$1.24 Billion

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

Cash flow from operations (\$1.78 B) less Capital expenditures (\$0.54 B)

**Repurchases of
Common Stock**

30.1%

**Quarterly Cash
Dividends**

18.2%

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
- \$150 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)
- 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 January 28, 2026, the Company's Board of Directors declared a quarterly dividend of \$0.29 per share, payable on April 23, 2026 to stockholders of record on April 2, 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

4 Continue above market volume⁽¹⁾ growth relative to U.S. housing starts

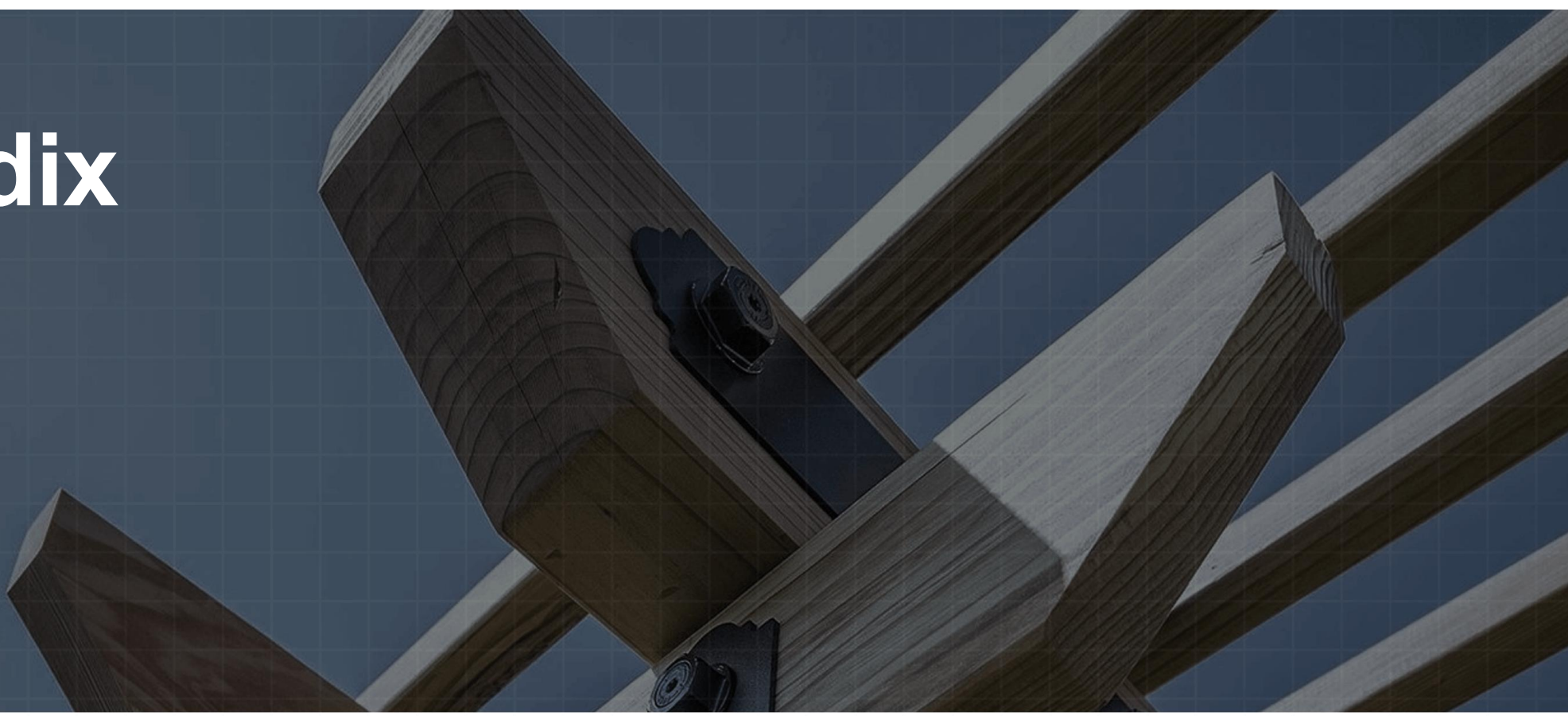
2 Be the business partner of choice

5 Maintain operating income margin of >20%

3 Strive to be an innovative leader in the markets we operate

6 Deliver EPS growth ahead of net revenue growth

Appendix

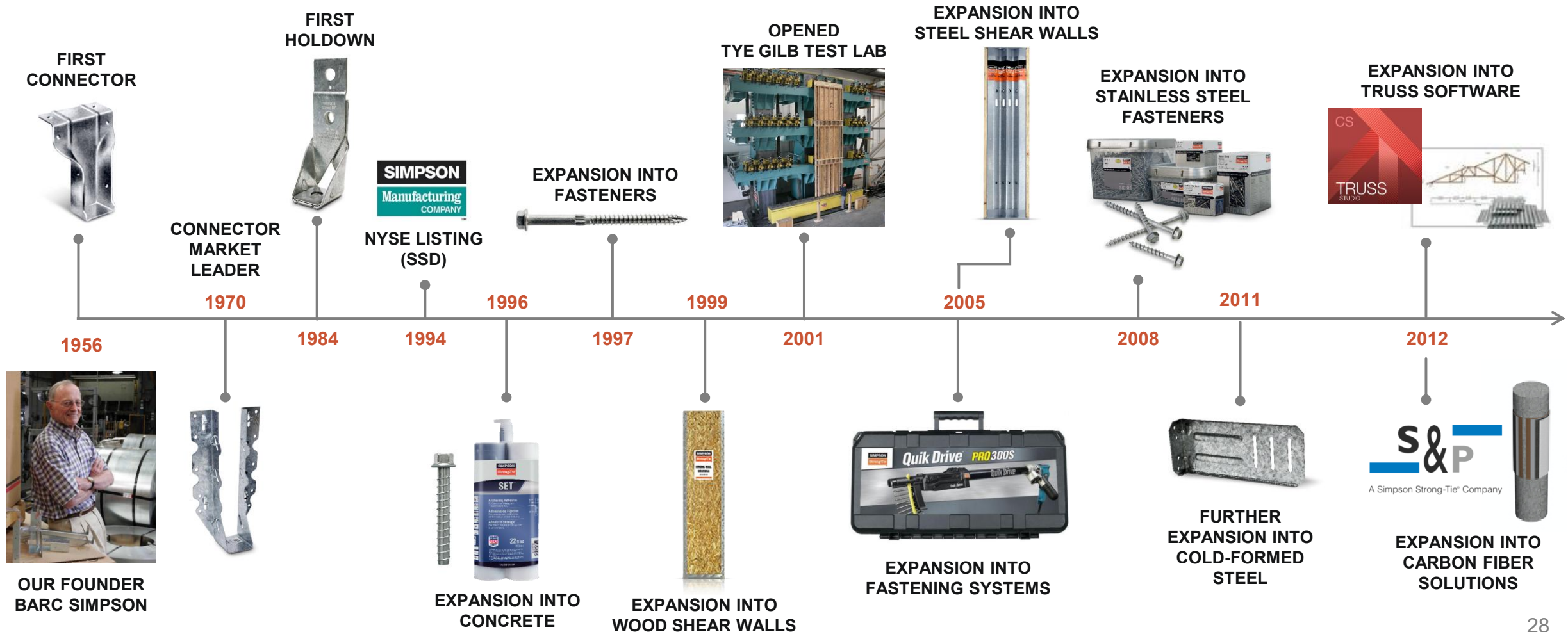


SIMPSON
Manufacturing
COMPANY

TM

Innovation Leader

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



Innovation Leader (continued)

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

EXPANSION INTO
ENGINEERED
WOOD PRODUCTS
SOFTWARE



2013



EXPANSION INTO
OUTDOOR
DECORATIVE
HARDWARE

2016

EXPANSION INTO BUILDER
& LBM SOFTWARE



2017



CONTINUED EXPANSION
OF INNOVATIVE
CONNECTOR FEATURES

EXPANSION INTO
EUROPEAN COMMERCIAL
BUILDING MARKET



2021



FURTHER
EXPANSION INTO
WOOD SHEAR
WALLS

2022



FURTHER
EXPANSION INTO
MASS TIMBER

EXPANSION INTO
EQUIPMENT SPACE

(ESTIFRAME)



(MONET DESAUW)



2023

2024



FURTHER
EXPANSION INTO
ENGINEERED WOOD
PRODUCT
SOFTWARE

FURTHER EXPANSION INTO
COMPONENT MANUFACTURER
SOFTWARE



2025



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

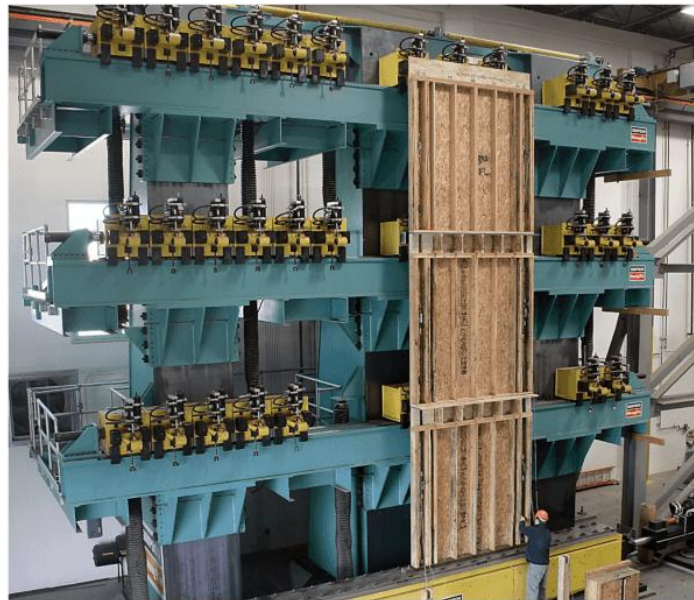
~100
Code
Reports

~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



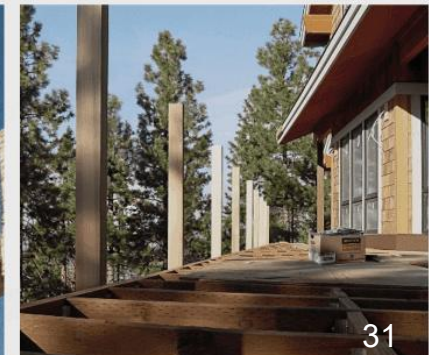
Concrete
Connection
Products



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

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

Key Product Lines

Wood
Connection
Products



Fastening
Systems



Concrete
Connection
Products



Integrated
Component
Systems (Truss)



Digital
Solutions



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

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

Key Product Lines

Wood
Connection
Products



Fastening
Systems



Concrete
Connection
Products



Integrated
Component
Systems (Truss)



Digital
Solutions



Component Manufacturer End-Use Market

Key Market Focus Areas

- Component manufacturers 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

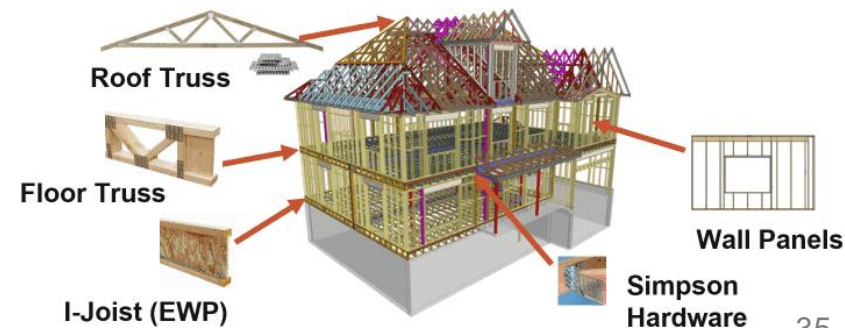
Integrated
Component
Systems (Truss)



Digital
Solutions

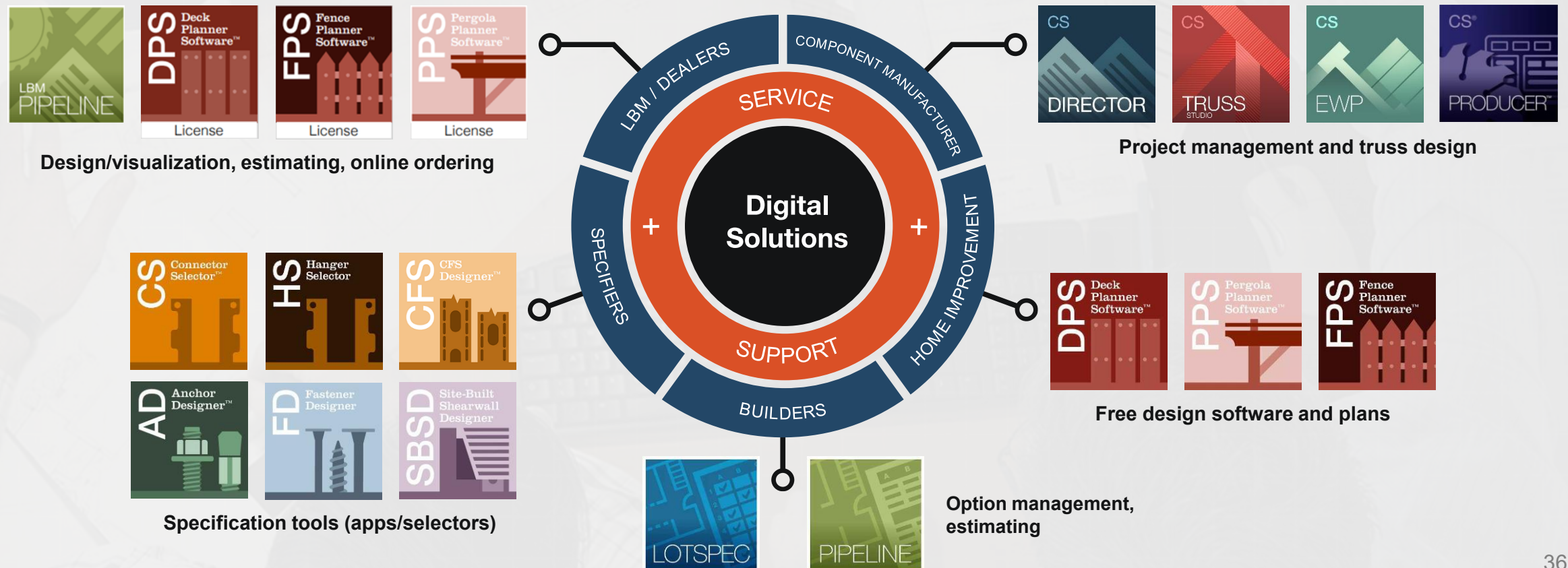


Multi
Module
Software
Offering



Digital Solutions

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

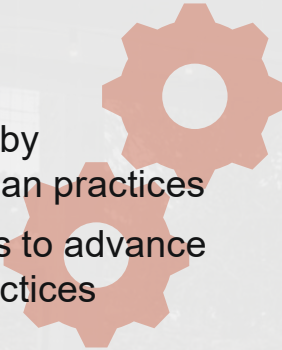


Corporate Social Responsibility

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



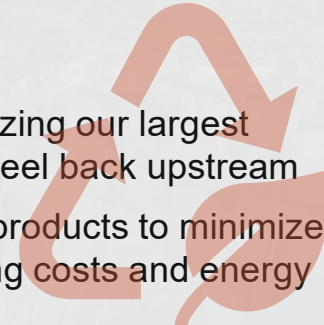
Energy Conservation

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



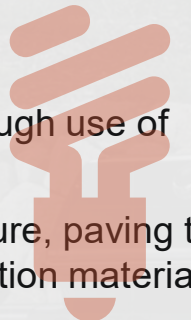
Waste Reduction and Recycling

- **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

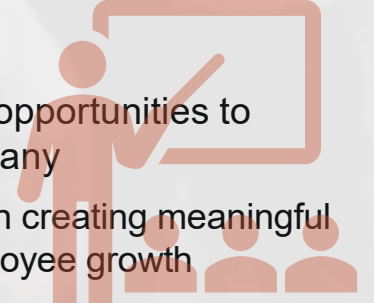
Inclusion and Belonging

- **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.

SIMPSON
Manufacturing
COMPANY

TM