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," "target," "continue," "predict," "project," "change," "result," "future," "will," "could," "can," "may," "likely," "potentially," or similar expressions that concern our strategy, plans, expectations or intentions. Forward-looking statements 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 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 and other statements that are not historical facts. Although we believe that the expectations, opinions, projections and comments reflected in these forward-looking statements are reasonable, such statements involve risks and uncertainties and we can give no assurance that such statements will prove to be correct. Actual results may differ materially from those expressed or implied in such statements.

Forward-looking statements are subject to inherent uncertainties, risk 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 our forward-looking statements include the impact of COVID-19 on our operations and supply chain, and the operations of our customers, suppliers and business partners and those discussed under Part I – Item 1A. Risk Factors and Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations in our most recent Annual Report on Form 10-K, Part II – Other Information – Item 1.A. Risk Factors in our Form 10-Qs for the quarters ended March 31, 2020 and June 30, 2020 and subsequent filings with the SEC. To the extent that COVID-19 adversely affects our business and financial results, it may also have the effect of heightening many of such risk and other factors. 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. 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 unique business model, strong brand recognition and trusted reputation

Diversified product offerings and geographies mitigates exposure to cyclical U.S. housing market

Leadership position in wood products with significant opportunities in all addressable markets

Industry-leading gross profit and operating margins

Strong balance sheet enables financial flexibility and stockholder returns

74% of cash flow from operations returned to stockholders since 2017\(^{(1)}\)

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\(^{(1)}\) Time frame represents January 1, 2017 to September 30, 2020.
Company Overview

Simpson Manufacturing Co. designs, engineers and manufactures structural connectors, anchors, fasteners, software solutions and other products for new construction, repair and remodel, and do-it-yourself markets.

Key Facts and Figures

- **Ticker:** NYSE: SSD
- **Market Cap**\(^{(1)}\): $4.34 B
- **Year Founded:** 1956
- **Year Public:** 1994
- **2019 Revenue:** $1.14 B
- **Headquarters:** Pleasanton, CA
- **Operations in 50 locations globally**
- **Employees:** 3,337

Unique Business Model …

- Simpson has spent over **60 years** providing the highest-quality structural building solutions, and has built a strong foundation of **product innovation, customer service and industry leadership**
- Simpson is seen as a **thought leader in supporting the process of building safer, stronger structures** in collaboration with customers, specifiers and code officials
- Simpson continues to **differentiate from competitors across operating segments by designing and marketing end-to-end construction product systems**
- Simpson **promotes a culture of employee ownership** focused on the value and contributions of every employee

...Drives Stockholder Value

- **Balanced capital allocation strategy** utilizes free cash flow to **grow the business** and to provide returns to stockholders\(^{(2)}\):
  - \(~\text{12}\%~\) Increase in quarterly dividend
  - \(~$304\ M~\) Share repurchases
  - \(~\text{74}\%~\) Cash flows from operations returned to stockholders

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\(^{(1)}\) As of January 8, 2021.

\(^{(2)}\) Data represents January 1, 2017 to September 30, 2020.
Products for Construction

Wood Construction Products

- Produce and market over 10,000 standard and custom products
- Typically made of steel and are used primarily to strengthen, support and connect wood joints

SAMPLE PRODUCT LINES: Truss plates, screw-delivery systems, holdowns, fasteners, joist hangers, wood & steel shearwalls, moment frames

Product Applications

Single Family | DIY: Decks | Multi-Family | Outdoor Accents® Hardware
**Products for Construction (continued)**

**Concrete Construction Products**

- Produce and market over 1,000 standard and custom products
- Composed of various materials including steel, chemicals and carbon fiber used to anchor, protect and strengthen concrete

**SAMPLE PRODUCT LINES:** Powder-actuated tools, mechanical anchors, adhesives, concrete repair systems, fiberglass jackets, carbon fiber

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### Six Key End Markets

<table>
<thead>
<tr>
<th>Light-Framed Construction</th>
<th>Retrofit</th>
<th>Waste Water Treatment Plants</th>
<th>Direct OEM</th>
<th>Commercial Cold-Formed Steel</th>
<th>Bridge and Marine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligns with core competency and allows leveraging of resources</td>
<td>Strong product mix and historical success with customer group</td>
<td>Historical success with stainless steel and crack injection offerings</td>
<td>Strong product offering &amp; new opportunity to sell direct</td>
<td>Investments have developed a strong, high margin product mix</td>
<td>FX-70 and CSS product lines are top in industry</td>
</tr>
</tbody>
</table>
Addressable Market Opportunity

Addressable Market:
- Fasteners (Addressable): $1.3 B (9%)
- Concrete (Addressable): $5.8 B
- Wood Connectors & Truss (Addressable): $730 M (13%)
- Total Addressable Market: $1.5 B (100%)

Note: Market sizes and market shares based on internal estimates using information as of December 31, 2019. Includes North America, Europe and Pacific Rim.
Simpson’s Share of Addressable Market(1)

- **SSD’s Share**
  - $187 M (14%)
  - $161 M (22%)
  - $786 M (52%)

(1) Note: Market share based on net sales as of the full year ended December 31, 2019. Market sizes based on internal estimates using information as of December 31, 2019. Includes North America, Europe and Pacific Rim.
Our investments in adjacent products and markets have helped mitigate our exposure to a cyclical U.S. housing market over time...
**Strategic Growth Initiatives Rationale**

...while also allowing us to provide a complete product solution to our customers and to improve sales and margins in our core wood connector business.

<table>
<thead>
<tr>
<th>EUROPE</th>
<th>CONCRETE</th>
<th>SOFTWARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attractive opportunity to grow wood connectors, fasteners and concrete products with tailwinds from improved economic conditions</td>
<td>• Sharpening focus on higher-margin product lines to drive profitability and increase market share</td>
<td></td>
</tr>
<tr>
<td>• Helps diversify from significant exposure to U.S. housing starts</td>
<td>• Complementary to wood construction product offering</td>
<td></td>
</tr>
<tr>
<td>• Expands trusted brand reputation through extensive testing and education capabilities</td>
<td>• Able to perform throughout all industry cycles given less reliance on U.S. housing starts for growth</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Supports retaining our leadership position in wood connector products through availability of end-to-end product and software solution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development of best-in-class truss software solution, specifically, enhances technological capabilities to remain competitive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Over 40% of our core wood connector sales are to customers with software needs</td>
</tr>
</tbody>
</table>
Simpson Strong-Tie Software Strategy

Over 40% of our core wood connector sales are to customers with software needs

**STRATEGIC RATIONALE**

- Without software solutions, we believe a meaningful portion of our core wood connector products business would be at risk.
- Investments in software have enhanced our technological capabilities to remain competitive in wood construction space.
- Simpson’s proprietary software allows data to transfer into “estimation workflows”, where customers can:
  - Review blueprints and provide builders with a required bill of materials, specified with Simpson products.
  - Submit the bill of materials into their back-office systems to save and process the order.
Competitive Advantages

Aside from our strong brand recognition and trusted reputation, Simpson is unique due to:

- Strong customer support and education for engineers, builders, contractors and code officials
  - Provide on-site customer installation training and support
- Extensive product testing capabilities at our state-of-the-art test lab
  - We lead the industry in developing higher load values, faster product installations and increased building safety standards to better serve the needs of our customers
- Product availability with delivery in typically 24 – 48 hours or less
- Active involvement with code officials and agencies to improve building construction practices
### Operating Income Margin Outperformance

<table>
<thead>
<tr>
<th>Year</th>
<th>SSD</th>
<th>Proxy Peer Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>19.9%</td>
<td>13.7%</td>
</tr>
<tr>
<td>2007</td>
<td>15.1%</td>
<td>15.1%</td>
</tr>
<tr>
<td>2008</td>
<td>13.2%</td>
<td>13.2%</td>
</tr>
<tr>
<td>2009</td>
<td>14.1%</td>
<td>14.1%</td>
</tr>
<tr>
<td>2010</td>
<td>12.3%</td>
<td>9.4%</td>
</tr>
<tr>
<td>2011</td>
<td>9.4%</td>
<td>11.6%</td>
</tr>
<tr>
<td>2012</td>
<td>13.3%</td>
<td>7.8%</td>
</tr>
<tr>
<td>2013</td>
<td>13.8%</td>
<td>9.9%</td>
</tr>
<tr>
<td>2014</td>
<td>16.4%</td>
<td>12.0%</td>
</tr>
<tr>
<td>2015</td>
<td>14.1%</td>
<td>12.6%</td>
</tr>
<tr>
<td>2016</td>
<td>16.0%</td>
<td>11.5%</td>
</tr>
<tr>
<td>2017</td>
<td>15.9%</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

Simpson Historical Operating Income Margin Versus Proxy Peer Average

(1) Proxy peer average includes: AAON, AMWD, APOG, AWI, EXP, ROCK, IIIN, DOOR, PATK, PGTI, NX, SUM, TRELX, USCR and WMS.
Strong Business Drives Stockholder Value

From 2010 – 2019, Simpson has grown EPS by 414% and increased its annual dividend by 118%

Our 2019 Sales by Product…

<table>
<thead>
<tr>
<th>Product</th>
<th>($ USD Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete Construction</td>
<td>$187</td>
</tr>
<tr>
<td>Wood Construction</td>
<td>$949</td>
</tr>
</tbody>
</table>

and Across Operating Segments

<table>
<thead>
<tr>
<th>Region</th>
<th>($ USD Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>$973</td>
</tr>
<tr>
<td>Europe</td>
<td>$155</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>$9</td>
</tr>
</tbody>
</table>

EPS<sup>(1)</sup>

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS ($ USD Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$0.58</td>
</tr>
<tr>
<td>2011</td>
<td>$1.04</td>
</tr>
<tr>
<td>2012</td>
<td>$0.87</td>
</tr>
<tr>
<td>2013</td>
<td>$1.05</td>
</tr>
<tr>
<td>2014</td>
<td>$1.29</td>
</tr>
<tr>
<td>2015</td>
<td>$1.38</td>
</tr>
<tr>
<td>2016</td>
<td>$1.86</td>
</tr>
<tr>
<td>2017</td>
<td>$1.94</td>
</tr>
<tr>
<td>2018</td>
<td>$2.72</td>
</tr>
<tr>
<td>2019</td>
<td>$2.98</td>
</tr>
</tbody>
</table>

Dividends Per Share<sup>(2)</sup>

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend Per Share ($ USD Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$0.40</td>
</tr>
<tr>
<td>2011</td>
<td>$0.50</td>
</tr>
<tr>
<td>2012</td>
<td>$0.50</td>
</tr>
<tr>
<td>2013</td>
<td>$0.55</td>
</tr>
<tr>
<td>2014</td>
<td>$0.62</td>
</tr>
<tr>
<td>2015</td>
<td>$0.70</td>
</tr>
<tr>
<td>2016</td>
<td>$0.81</td>
</tr>
<tr>
<td>2017</td>
<td>$0.87</td>
</tr>
<tr>
<td>2018</td>
<td>$0.91</td>
</tr>
<tr>
<td>2019</td>
<td></td>
</tr>
</tbody>
</table>

<sup>(1)</sup> The enactment of the Tax Cuts and Jobs Act in December 2017 resulted in a provisional net charge of $2.2 million in the fourth quarter of 2017, or an impact of $0.04 per fully diluted share.

<sup>(2)</sup> 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.
Q3 2020 Highlights

PERFORMANCE SUMMARY

• Solid net sales of $364.3 million increased 17.5% year-over-year
  • Improved volume from home center and co-op customers due to shift in consumer behavior towards home renovations stemming from COVID-19
  • Sales volumes supported by return of Lowe’s as a home center customer in Q2 2020

• Strong gross margin of 47.6%
  • Improved 320 basis points year-over-year due to lower material and labor costs

• Income from operations of $91.3 million; earnings of $1.54 per diluted share
  • Driven by strong gross profit margin and effective expense management
  • 220 basis points year-over-year improvement in operating expense as a percent of sales

• Strategic growth initiatives
  • Software: Acquired small software application for builders to expand technology offering
  • Europe: Acquired small U.K. connector manufacturer subsequent to quarter end to improve market share

• Announced Michael Olosky as Chief Operating Officer subsequent to quarter end
  • Effective November 30, 2020; will primarily be responsible for overseeing Simpson’s sales and operations globally

• Business operations in COVID-19 environment
  • Simpson operates as an essential business and key supplier of other essential businesses
  • Health and safety of employees is top priority

<table>
<thead>
<tr>
<th>Net Sales ($ in millions)</th>
<th>Gross Margin</th>
<th>EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 2019 $309.9</td>
<td>44.4%</td>
<td>$0.97</td>
</tr>
<tr>
<td>Q2 2020 $326.1</td>
<td>45.9%</td>
<td>$1.22</td>
</tr>
<tr>
<td>Q3 2020 $364.3</td>
<td>47.6%</td>
<td>$1.54</td>
</tr>
</tbody>
</table>
Simpson has returned 74% of cash flow from operations returned to stockholders since 2017\(^{(1)}\) through both dividends and repurchases of its common stock.

### Cash Flow from Operations
- Improve cash flow through better management of working capital and overall balance sheet discipline

### Share Repurchases
- Repurchased $62.7 million of Simpson common stock in the nine months ended September 30, 2020
- $37.3 million available for share repurchases (of $100 million authorization through 2020)

### Investments in Growth
- Focus primarily on organic growth opportunities through strategic capital investments in the business
- Q3 2020 strategic asset purchase of small software application to strengthen value proposition
- Q4 2020 strategic asset purchase of small connector manufacturer in the United Kingdom to expand market share in Europe

### Dividends
- Maintained and grown quarterly cash dividends consistently since 2004

\(^{(1)}\) Time frame represents January 1, 2017 to September 30, 2020.
Thoughtful Deployment of Capital

Since 2017\(^{(1)}\) we have…

- Increased our quarterly dividend per share by approximately 12%
- Repurchased more than $304 million in shares, including a record $111 million in fiscal 2018

…resulting in returns of our cash flow from operations to stockholders of approximately 74%

Recent stock price performance reflects clarity surrounding business strategy and durability, growth prospects and operational efficiencies.

Note: Proxy peer average includes: AAON, AMWD, APOG, AWI, EXP, ROCK, IIIN, DOOR, PATK, PGTI, NX, SUM, TREX, USCR and WMS.
Note: As of December 31, 2020.
# Robust Sustainability Programs

We believe in doing what’s right for our people, customers and community

## Environmental Efforts

<table>
<thead>
<tr>
<th><strong>Manufacturing Process</strong></th>
<th>Our value engineering process optimizes design while maximizing performance for construction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Efficiencies</strong></td>
<td>We strive to increase energy efficiencies at our facilities for environmentally friendly, cost-effective operations</td>
</tr>
<tr>
<td><strong>Sustainable Building Practices</strong></td>
<td>We support established national and local sustainable building practices</td>
</tr>
<tr>
<td><strong>Recycling</strong></td>
<td>We recycle most key materials to reduce our impact on the environment</td>
</tr>
<tr>
<td><strong>Innovative Product Use</strong></td>
<td>Our products strengthen structures they are installed in, making them more able to resist natural forces</td>
</tr>
<tr>
<td><strong>Quality Programs</strong></td>
<td>We follow a quality system that manages defined procedures to ensure consistent product quality</td>
</tr>
<tr>
<td><strong>Environmental Health &amp; Safety</strong></td>
<td>We conduct safety audits at our manufacturing facilities around the world</td>
</tr>
</tbody>
</table>

## Social Programs

<table>
<thead>
<tr>
<th><strong>Employee Involvement</strong></th>
<th>Our employees dedicate hundreds of volunteer hours each year in their local communities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Inclusive Workplace</strong></td>
<td>Our Boulstrop, Denmark, branch was named “Inclusive Workplace of the Year” in 2014</td>
</tr>
<tr>
<td><strong>Scholarships</strong></td>
<td>Our program provides financial assistance to employees’ children, and to engineering and architecture students</td>
</tr>
<tr>
<td><strong>Sponsorships</strong></td>
<td>We sponsor a variety of campaigns to help support those in our industry</td>
</tr>
<tr>
<td><strong>Disaster Relief</strong></td>
<td>Simpson supports disaster relief and recovery efforts around the globe</td>
</tr>
<tr>
<td><strong>Industry Recognition</strong></td>
<td>We collaborated with academia on the NEESWood Capstone project</td>
</tr>
<tr>
<td><strong>Careers</strong></td>
<td>We value the individuals and the creativity that individuals can bring to the workplace</td>
</tr>
</tbody>
</table>

For more information, visit [www.simpsonmfg.com/sustainability/](http://www.simpsonmfg.com/sustainability/)
Wood Construction — Product Spotlight

Outdoor Accents® Decorative Hardware

- Outdoor Accents wood connectors and fasteners offer decorative appeal and structural strength to outdoor living areas such as pergolas, gazebos and patio covers.
- The hardware accommodates various lumber sizes, providing flexibility for designing and building custom outdoor structures.

Select Outdoor Accents Products

- APB Adjustable Post Base for Columns and Posts
- APT Flat Straps for 90° Angles
- Outdoor Accents Structural Wood Screw and Hex-Head Washer
### Wood Construction — Product Spotlight

#### Truss Products

- Truss plates are made from light-gauge galvanized steel and are pressed into lumber to join wood members together, which create a structural roof truss.
- Our manufacturing facilities incorporate state-of-the-art technology to consistently produce top-quality truss connector plates with some of the highest loads in the industry.

#### Select Truss Products and Software

- **TRUSS PLATES**
- **ROOF TRUSS CLIPS**
- **SEISMIC AND HURRICANE TIES**

#### Truss Software

- Our truss software supports our core wood product offering by providing a complete system.
- Our Component Solutions® truss software suite offers comprehensive project management and design tools in a real-time 3D experience.
- Truss Studio® provides simple, robust tools for truss design that enable Designers to become proficient in less time.
- CS Director® streamlines project management by scheduling and tracking tasks, creating truss libraries, managing workflows and providing access to remote team members.
- EWP Studio® is a layout, design and analysis solution for engineered wood products that complements our component software offering.
Concrete Construction — Product Spotlight

Mechanical Anchors

- Our mechanical anchors are designed to install easily and securely into a variety of base materials — including concrete, brick and stone
- For applications where there is a risk of concrete cracking, specific anchors have been designed and tested to offer reliability under these conditions
- Engineers and contractors trust Simpson Strong-Tie anchors for optimum performance under the most demanding structural applications

Select Mechanical Anchors Products

- TITEN HD® HEAVY DUTY SCREW ANCHOR
- TITEN TURBO™ CONCRETE AND MASONRY SCREW
- STRONG-BOLT® 2 WEDGE ANCHOR
Software Critical to Preserve & Grow Core Business

Technology strengthens our value proposition as the industry trusted partner in construction solutions and building software systems.

INVESTMENTS IN SOFTWARE

**Acquired CG Visions (January 2017)**
- Provides expertise and resources to offer software solutions and services to builders and lumber building material dealers
- Supports efforts to further develop integrated software component solutions for the building industry

**Proprietary Truss Software**
- Ongoing development to support truss component manufacturers
- Small and medium-sized component manufacturers represent >40% of truss market
  - Focused on converting medium-sized customers
  - Enabled by increased software capabilities and sophistication of our solutions

THREE PILLARS

**DEVELOPMENT**
- Truss Studio design
- Director management
- Web apps

**PARTNER**
- Hyphen back office ERP
- CSD I joist floor design
- Wall panel design

**ACQUIRE**
- CG Visions
- LotSpec Acad & Revit options
## Track Record of Stockholder Engagement and Responsiveness

**2015**
- Members of our management and Board engaged with stockholders, representing ~51% of our shares, regarding compensation and governance topics, which resulted in the following changes:
  - Introduced long-term incentive award with three year relative TSR performance modifier
  - Increased percentage of NEO’s compensation that is delivered in equity and vests over multiple years
  - Added stock ownership guidelines for each of our Named Executive Officers and directors
  - Improved disclosure of our compensation programs

**2016**
- In direct response to stockholder feedback and following a deep review of our executive compensation and governance practices, the Board approved several significant changes including:
  - Transformed our executive compensation program to enhance long-term performance orientation
    - Increased the proportion of total NEO compensation delivered in equity with multi-year vesting
    - Established three year performance measurement period in long-term incentive awards
    - Adopted operational metrics in long-term incentives that align with our strategy
    - Modified compensation targeting practices to target the median for compensation elements
  - Eliminated the stockholder rights plan
  - Shortened director term limits to 15 years for new directors that are elected to the Board (*current directors’ term limits will remain at 20 years*)
  - Adopted compensation risk policies; clawback, anti-hedging and anti-pledging

**2017**
- Called a special meeting to provide stockholders with an opportunity to vote on Board declassification and the elimination of cumulative voting
- Committed to adopt proxy access after the special meeting of stockholders
- Unveiled “2020 Plan” to improve operational performance and enhance stockholder value

**2018**
- Peter Louras served as the Company’s chairman until December 31, 2018 and will continue to serve on the Board until the 2019 annual meeting. In accordance with the Board’s Corporate Governance Guidelines on director tenure, which provides that no non-employee director who was on the Board prior to 2016 will be nominated for reelection after 20 years of board service, the Board does not plan to nominate Mr. Louras for re-election at the 2019 annual meeting of the Company’s stockholders.

**2019 - 2020**
- Announced the election of current board member James Andrasick as chairman of the Board, effective January 1, 2019
- Enhanced focus on Environmental, Social and Governance (“ESG”) reporting company-wide
- Issued inaugural sustainability report, accessible via the Sustainability section of the Company’s website

*The Board has a track record of engaging with and seeking the feedback of our stockholders as well as taking action on the feedback received.*
SIMPSON’S PEOPLE MAKE THE DIFFERENCE

simpsonmfg.com/financials