SIMPSON
Manufacturing
COMPANY
™



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STRENGTH BUILT IN

May | 2020

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 2 IE 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 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 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



87% of cash flow from operations returned to stockholders since 2017(1)

(1) Time frame represents January 1, 2017 to March 31, 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)]: $**3.11 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)]:**

~12%	$304 M	~87%
Increase in quarterly dividend	Share repurchases	Cash flows from operations returned to stockholders

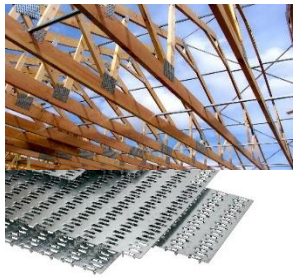
(1) As of May 4, 2020.
(2) Data represents January 1, 2017 to March 31, 2020.

Products for Construction

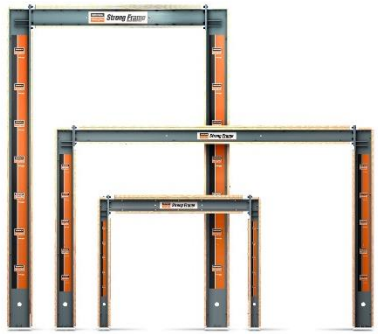
303 Engineers	56 Engineering & Lab Technicians	659 Patents & Trademarks	128 Patents Pending	186 Code Reports

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

Six Key End Markets

Light-Framed Construction



Aligns with core competency and allows leveraging of resources

Retrofit



Strong product mix and historical success with customer group

Waste Water Treatment Plants



Historical success with stainless steel and crack injection offerings

Direct OEM



Strong product offering & new opportunity to sell direct

Commercial Cold-Formed Steel



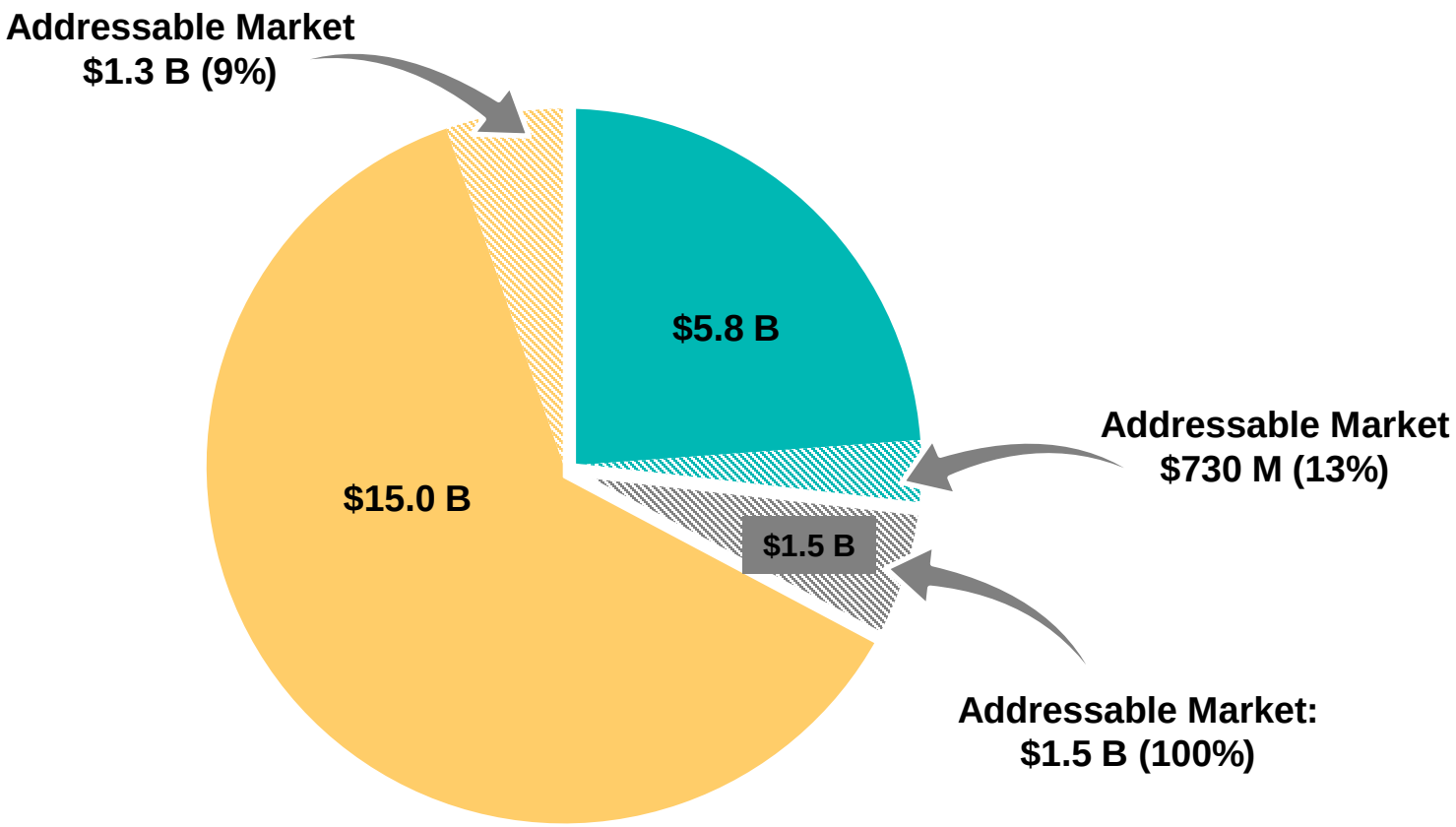
Investments have developed a strong, high margin product mix

Bridge and Marine



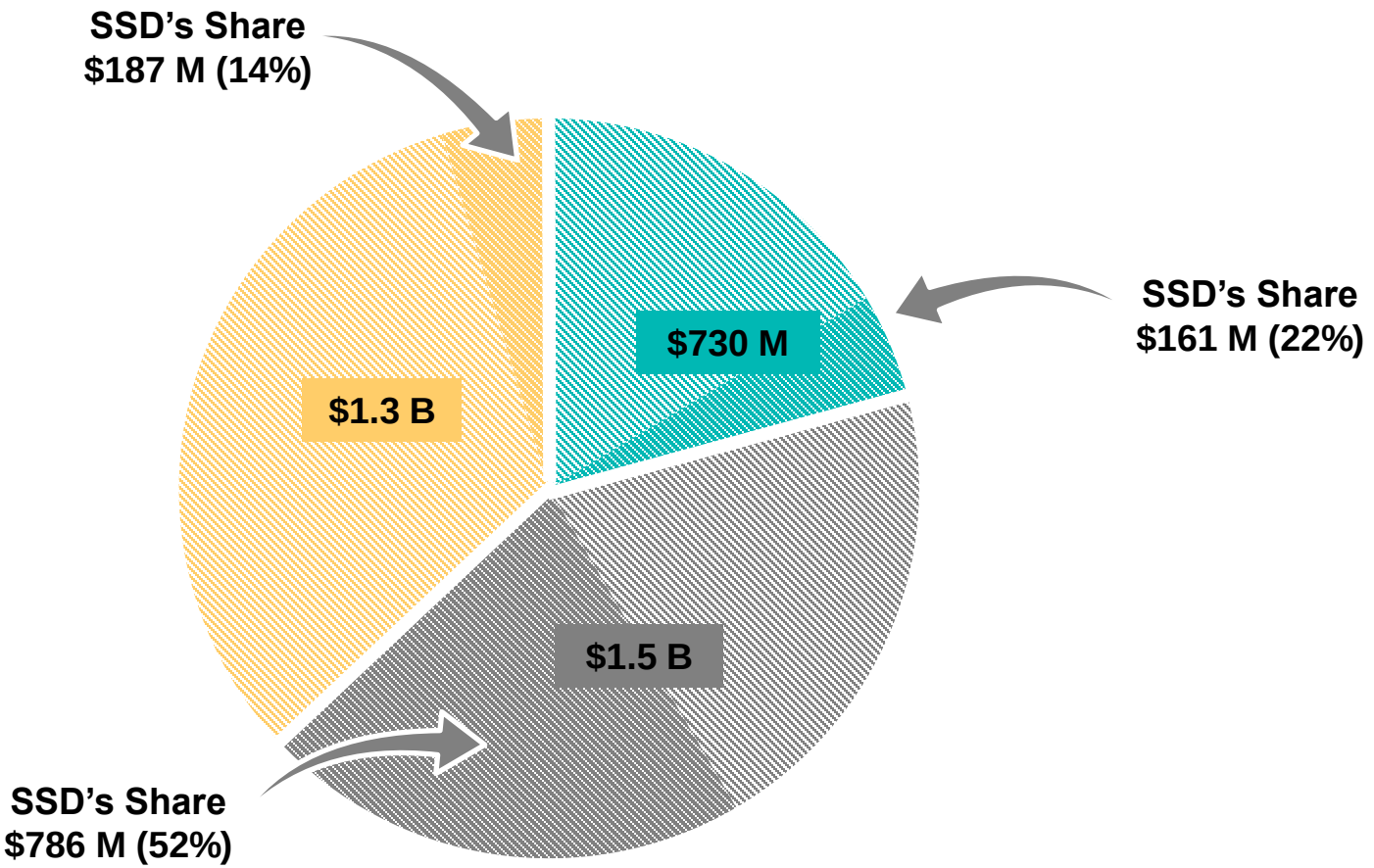
FX-70 and CSS product lines are top in industry

Addressable Market Opportunity(1)



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

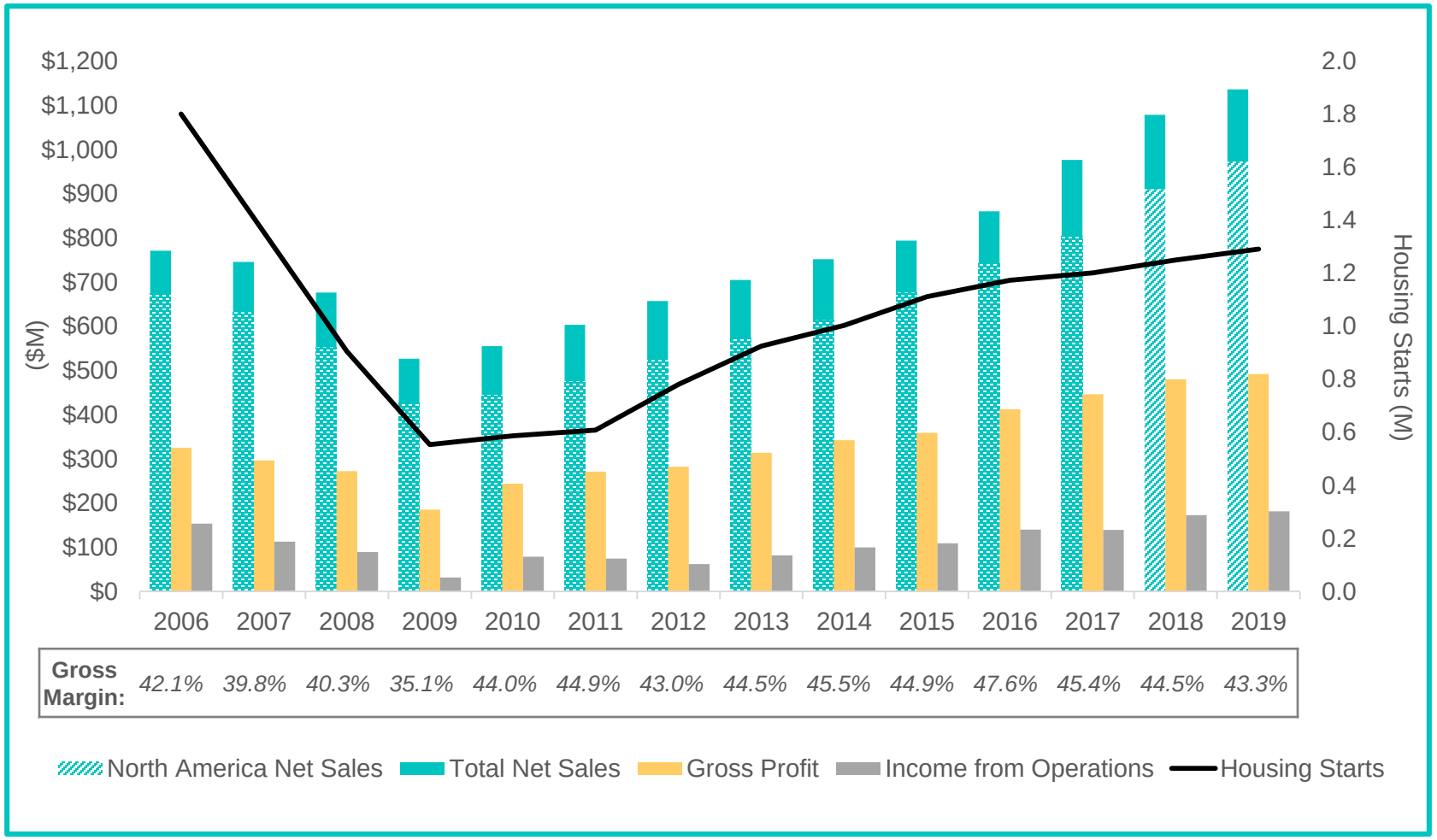
Simpson's Share of Addressable Market[(1)]



(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.*

Net Sales Correlation to U.S. Housing Starts

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.

EUROPE

- Attractive opportunity to grow wood connectors, fasteners and concrete products with tailwinds from improved economic conditions
- Helps diversify from significant exposure to U.S. housing starts
- Expands trusted brand reputation through extensive testing and education capabilities

CONCRETE

- Sharpening focus on higher-margin product lines to drive profitability and increase market share
- Complementary to wood construction product offering
- Able to perform throughout all industry cycles given less reliance on U.S. housing starts for growth

SOFTWARE

- Supports retaining our leadership position in wood connector products through availability of end-to-end product and software solution
- Development of best-in-class truss software solution, specifically, enhances technological capabilities to remain competitive
- Over 40% of our core wood connector sales are to customers with software needs

Business Update

COVID-19 PANDEMIC

- **Simpson deemed an essential business under the CISA(1) exemption**
  - All North America manufacturing and distribution facilities remain open
  - Two manufacturing facilities in the U.K. and France ordered to cease operations in mid-March, resulting in temporarily furlough of employees
  - No supply-chain disruptions to date
- **Demand softening following stay-at-home orders**
  - April 2020 sales declined approximately 15% compared to March 2020
- **Health and safety of employees is top priority**
- **High level of financial flexibility**
  - Hiring freeze implemented
- **Focus on cash preservation**
  - $302 million cash on hand as of March 31, 2020
  - Focus on effective working capital management
  - Postponing all non-essential capital expenditures
  - Suspending share-repurchase activity

CUSTOMER DEVELOPMENTS

- Signed one of the largest U.S. homebuilding companies onto builder program in Q3 2019
  - 23 of 25 top U.S. builders now engaged on Simpson's builder program
- Simpson product lines to be carried at Lowe's beginning in mid-2020

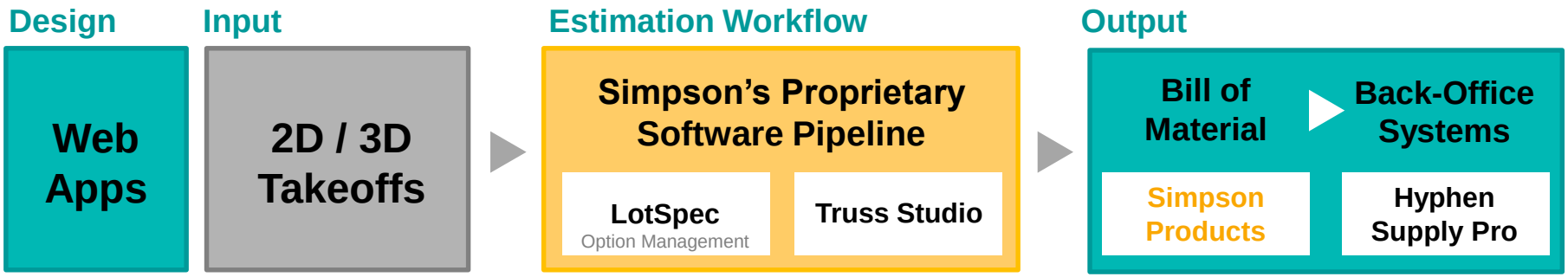
BUSINESS DEVELOPMENTS

- Inaugural report communicating Simpson's corporate responsibility and sustainability efforts published in March 2020
- Retirement of Ricardo Arevalo, Chief Operating Officer, in February 2020
  - Formal search for permanent successor in-progress

(1) Cybersecurity and Infrastructure Security Agency

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:



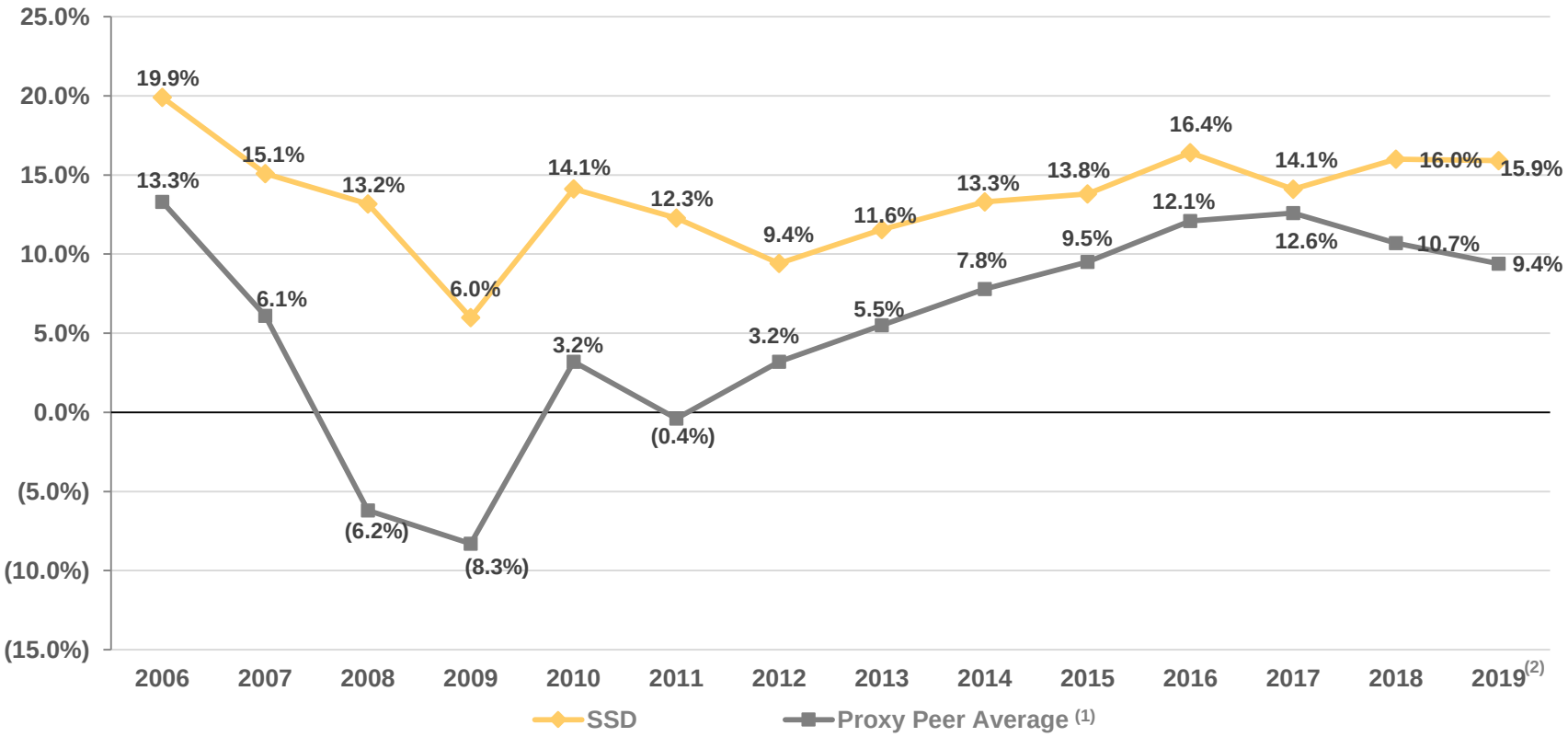


Testing of Simpson Strong-Tie® FX-70 Structural Repair and Strengthening System at Simpson's Tyrell Gilb Research Lab – the industry's first full-scale, cyclic test of a repaired wood pile.

- **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

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



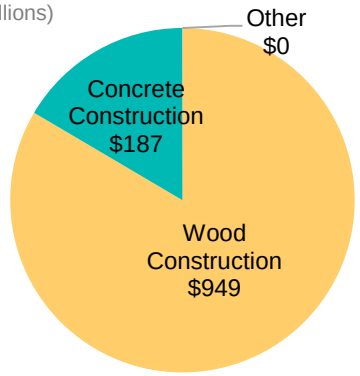
(1) Proxy peer average includes: AAON, AMWD, APOG, AWI, EXP, ROCK, IIIN, DOOR, PATK, PGTI, NX, SUM, TREX, USCR and WMS.
(2) FY 2019 data for AAON, AWI, ROCK, PGTI, TREX and USCR represent last twelve months ended September 30, 2019.

Strong Business Drives Stockholder Value

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

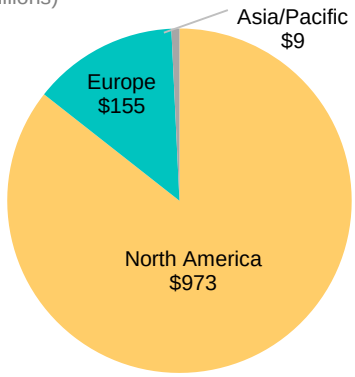
Our 2019 Sales by Product…

($ USD Millions)

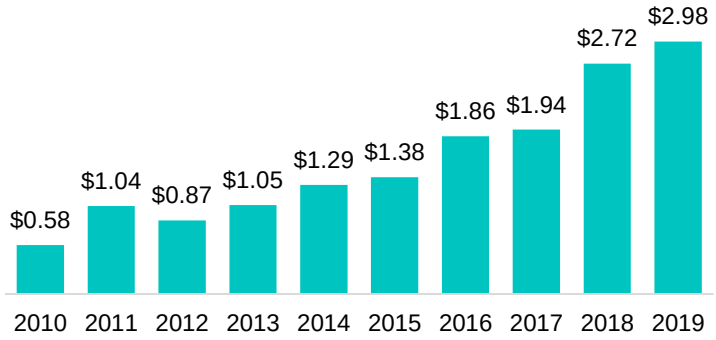


and Across Operating Segments

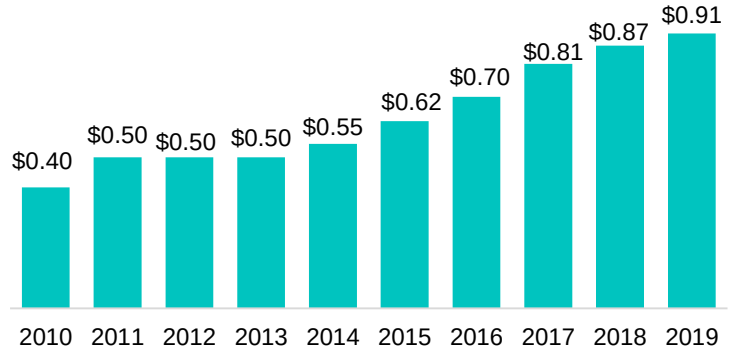
($ USD Millions)



EPS(1)



Dividends Per Share(2)



(1) *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.*

(2) *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.*

Disciplined Capital Allocation Strategy

Simpson has returned 87% 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 Q1 2020
- $37.3 million available for share repurchases (of $100 million authorization through 2020)
- As part of cash preservation efforts, temporarily suspending share repurchase program due to COVID-19

Organic Growth Investments

- Focus primarily on organic growth opportunities through strategic capital investments in the business

Dividends

- Maintained and grown quarterly cash dividends consistently since 2004

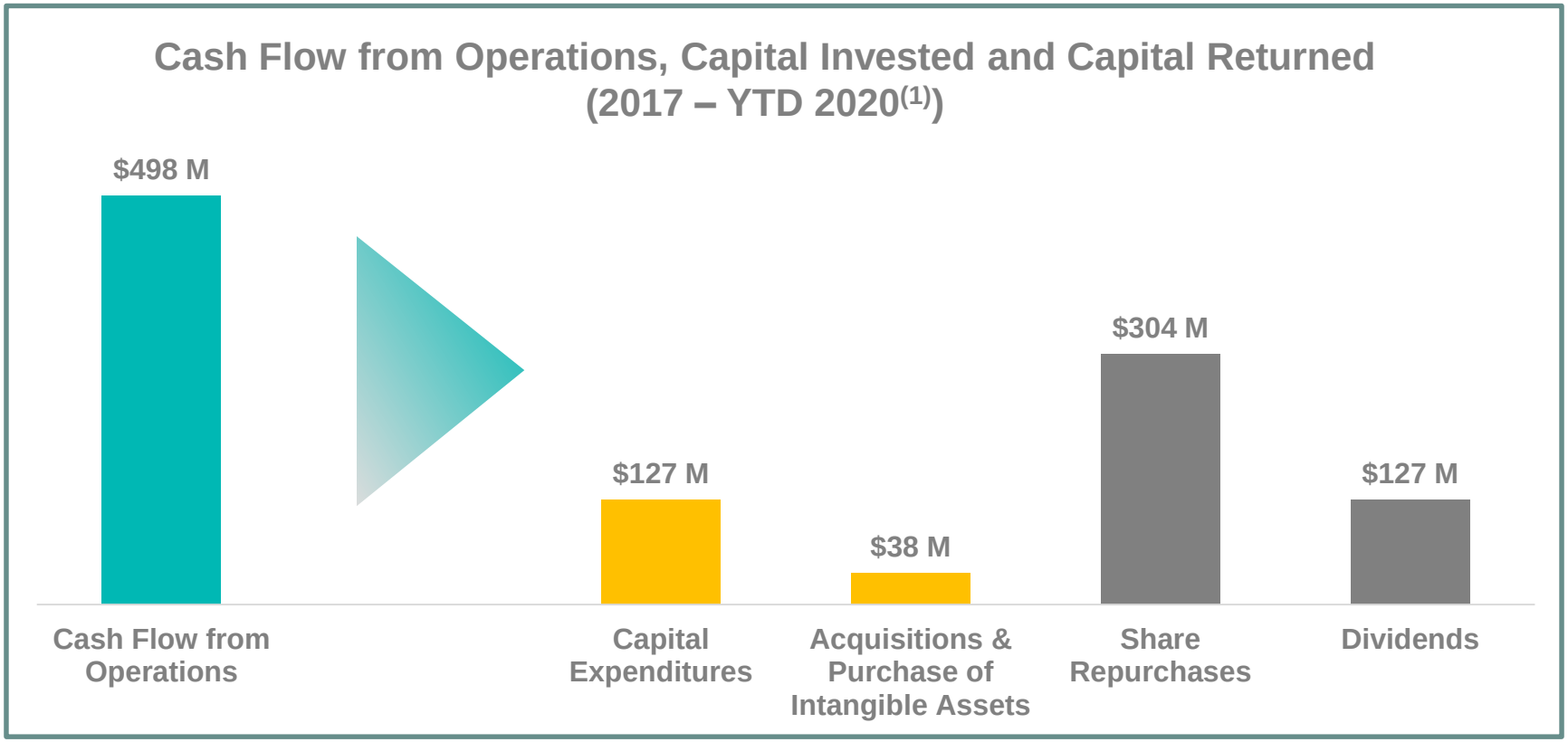
(1) Time frame represents January 1, 2017 to March 31, 2020.

Thoughtful Deployment of Capital

Since 2017[(1)] we have…

- Increased our quarterly dividend 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 87%



(1) *Data represents January 1, 2017 to March 31, 2020.*

3-Year Relative Price Performance

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 April 30, 2020.

Robust Sustainability Programs

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

Environmental Efforts



Manufacturing Process
Our value engineering process optimizes design while maximizing performance for construction



Energy Efficiencies
We strive to increase energy efficiencies at our facilities for environmentally friendly, cost-effective operations

Sustainable Building Practices
We support established national and local sustainable building practices



Recycling
We recycle most key materials to reduce our impact on the environment



Innovative Product Use
Our products strengthen structures they are installed in, making them more able to resist natural forces



Quality Programs
We follow a quality system that manages defined procedures to ensure consistent product quality



Environmental Health & Safety
We conduct safety audits at our manufacturing facilities around the world

Social Programs

Employee Involvement
Our employees dedicate hundreds of volunteer hours each year in their local communities



All Inclusive Workplace
Our Boulstrop, Denmark, branch was named "Inclusive Workplace of the Year" in 2014



Scholarships
Our program provides financial assistance to employees' children, and to engineering and architecture students



Sponsorships
We sponsor a variety of campaigns to help support those in our industry

Habitat for Humanity



Disaster Relief
Simpson supports disaster relief and recovery efforts around the globe



Industry Recognition
We collaborated with academia on the NEESWood Capstone project



Careers
We value the individuals and the creativity that individuals can bring to the workplace

For more information, visit www.simpsonmfg.com/sustainability/



APPENDIX

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



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



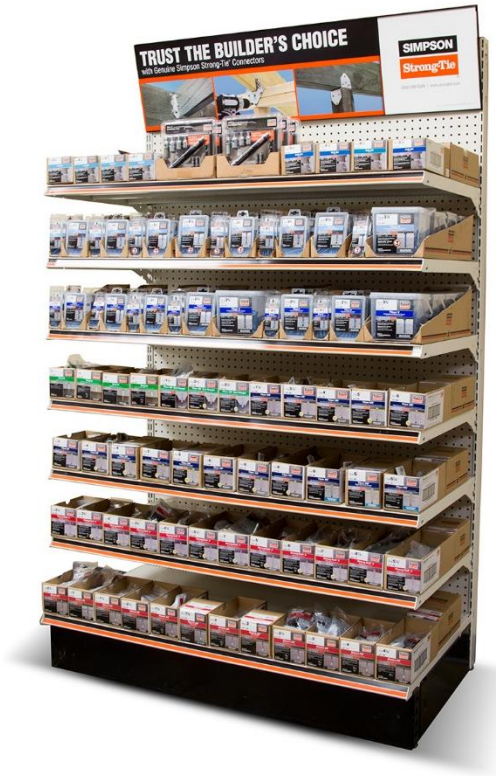
TITEN HD® HEAVY DUTY SCREW ANCHOR



TITEN® 2 CONCRETE AND MASONRY SCREW



STRONG-BOLT® 2 WEDGE ANCHOR

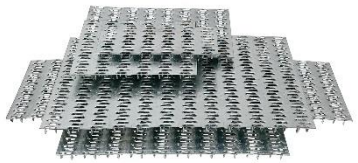


Wood Construction — Product Spotlight

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

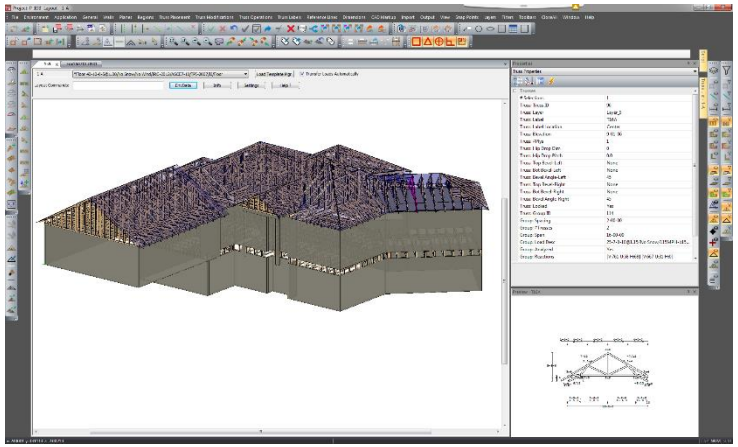
CS TRUSS STUDIO

CS DIRECTOR

CS EWP STUDIO

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



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.



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