

Quarterly Earnings Results Presentation

Q3 2026 - November 2, 2026

Forward Looking Statements

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This presentation contains certain forward-looking statements, including, but not limited to, certain plans, expectations, goals, projections, and statements, which are not historical facts and are subject to numerous assumptions, risks, and uncertainties. Statements that do not describe historical or current facts, including statements about beliefs and expectations, are forward-looking statements. All forward-looking statements are made in good faith by the company and are intended to qualify for the safe harbor from liability established by Section 27A of the Securities Act of 1933, Section 21E of the Securities Exchange Act of 1934, and the Private Securities Litigation Reform Act of 1995.You should not rely on these forward-looking statements as predictions of future events. Words such as "expect," "estimate," "project," "budget," "forecast," "anticipate," "intend," "plan," “target”, “goal”, "may," "will," "could," "should," "believes," "predicts," "potential," "continue," and similar expressions are intended to identify such forward-looking statements. These forward-looking statements include, without limitation, the Company’s expectations with respect to future performance. These forward-looking statements involve significant risks and uncertainties that could cause the actual results to differ materially from the expected results. Most of these factors are outside the Company's control and are difficult to predict. Factors that may cause such differences include, but are not limited to: (1) unfavorable economic conditions that may affect operations, financial condition and cash flows including spending on home renovation or construction projects, inflation, recessions, instability in the financial markets or credit markets; (2) increased supply chain costs, including tariffs, raw materials, sourcing, transportation and energy; (3) the highly competitive nature of the markets that we serve; (4) the ability to continue to innovate with new products and services; (5) seasonality; (6) large customer concentration; (7) the ability to recruit and retain qualified employees; (8) the outcome of any legal proceedings that may be instituted against the Company; (9) adverse changes in currency exchange rates; or (10) regulatory changes and potential legislation that could adversely impact financial results. The foregoing list of factors is not exclusive, and readers should also refer to those risks that are included in the Company’s filings with the Securities and Exchange Commission (“SEC”), including its Annual Report on Form 10-K for the fiscal year ended December 27, 2025 filed on February 17, 2026. Given these uncertainties, current or prospective investors are cautioned not to place undue reliance on any such forward looking statements.

Except as required by applicable law, the Company does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements in this communication to reflect any change in its expectations or any change in events, conditions or circumstances on which any such statement is based.

Presentation of Non-GAAP Financial Measures

In addition to the results provided in accordance with U.S. Generally Accepted Accounting Principles (“GAAP”) throughout this presentation the company has provided non-GAAP financial measures, which present results on a basis adjusted for certain items. The company uses these non-GAAP financial measures for business planning purposes and in measuring its performance relative to that of its competitors. The company believes that these non-GAAP financial measures are useful financial metrics to assess its operating performance from period-to-period by excluding certain items that the company believes are not representative of its core business. These non-GAAP financial measures are not intended to replace, and should not be considered superior to, the presentation of the company’s financial results in accordance with GAAP. The use of the non-GAAP financial measures terms may differ from similar measures reported by other companies and may not be comparable to other similarly titled measures. These non-GAAP financial measures are reconciled from the respective measures under GAAP in the appendix below.

The company is not able to provide a reconciliation of the company’s non-GAAP financial guidance to the corresponding GAAP measures without unreasonable effort because of the inherent difficulty in forecasting and quantifying certain amounts necessary for such a reconciliation such as certain non-cash, nonrecurring or other items that are included in net income and EBITDA as well as the related tax impacts of these items and asset dispositions / acquisitions and changes in foreign currency exchange rates that are included in cash flow, due to the uncertainty and variability of the nature and amount of these future charges and costs.

Q3 2026 Financial Review

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Highlights for the 13 Weeks Ended September 26, 2026

- Net sales increased 7.7% to $457.5 million versus Q3 2025
  - Hardware and Protective Solutions ("HPS") increased +5.4%
  - Robotics and Digital Solutions ("RDS") increased +19.2%
  - Canada increased +9.2%
- GAAP net income totaled $6.3 million, or $0.03 per diluted share, compared to $23.2 million, or $0.12 per diluted share, in Q3 2025
- Adjusted Gross Margins were 50.8% compared to 51.7% in Q3 2025
- Adjusted EBITDA increased to $90.2 million from $88.0 million in Q3 2025
- Adjusted EBITDA margins were 19.7% compared to 20.7% in Q3 2025
- Net Debt / Adjusted EBITDA (ttm): 3.4x at quarter end, up from 2.4x on December 27, 2025 due to additional debt added to fund the Kanebridge acquisition

Please see reconciliation tables in the Appendix of this presentation for non-GAAP metrics.

Q3 2026 Operational Review

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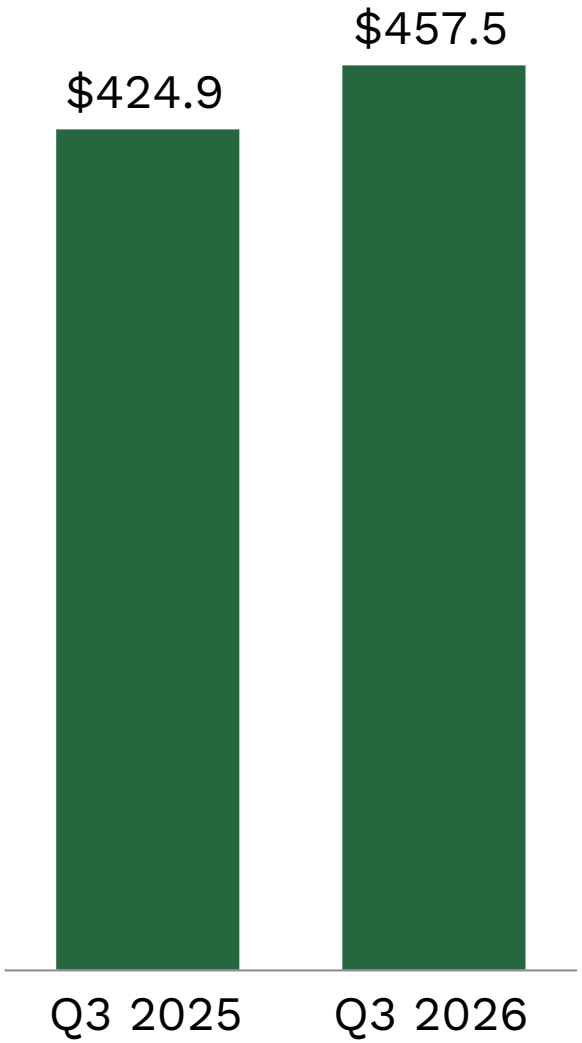
Highlights for the 13 Weeks Ended September 26, 2026

- Continued taking great care of customers:
  - YTD fill rates continued to be in the "high ninety percent" range
- Repurchased 0.6 million shares of common stock at an average price of $7.75 per share, which totaled $5.0 million
- Completed the acquisition of Kanebridge a leading master distributor of industrial fasteners
- Successfully refinanced its existing credit facilities extending maturities to 2033 (term loan B) and 2031 (revolving credit facility)
  - $735 million senior secured term loan B
  - $375 million asset-based revolving credit facility
  - $200 million add-on to the term loan B (for the Kanebridge acquisition)

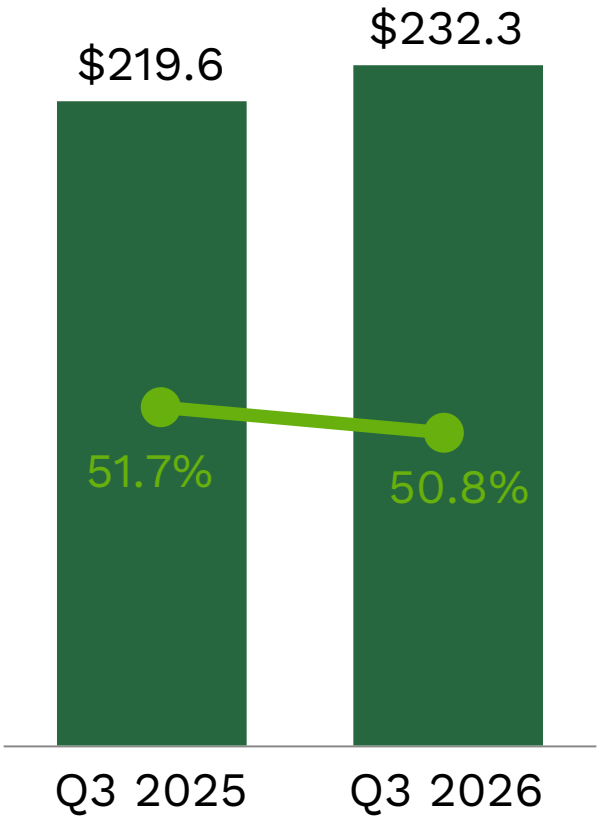
Quarterly Financial Performance

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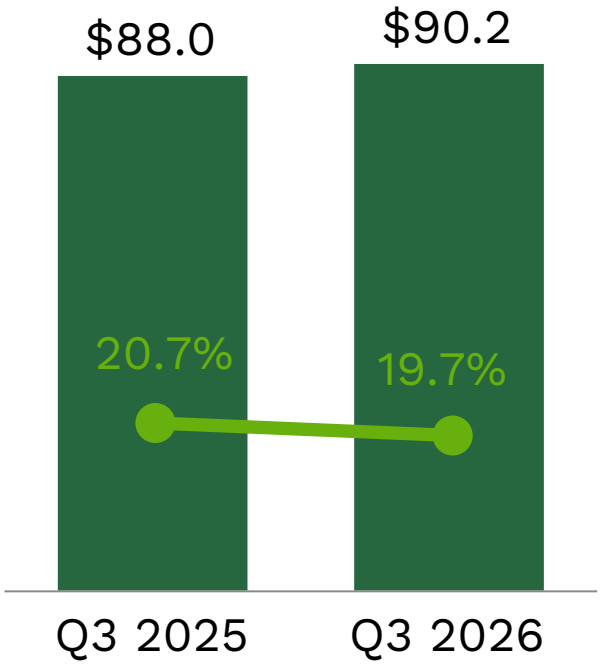
Net Sales
(millions $)



Adjusted Gross Margin
(millions $ and % of Net Sales)



Adjusted EBITDA
(millions $ and % of Net Sales)



Please see reconciliation of Non-GAAP metrics Adjusted EBITDA and Adjusted Gross Margin in the Appendix of this presentation. Not to scale.

Quarterly Performance
by Product Category

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Hardware & Protective	Q3 2026	Q3 2025	Δ
Thirteen weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$346,968	$329,122	5.4%
Adjusted EBITDA	$63,163	$65,840	(4.1)%
Margin (Adj. EBITDA/Net Sales)	18.2%	20.0%	*(180) bps*

Robotics & Digital	Q3 2026	Q3 2025	Δ
Thirteen weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$69,843	$58,573	19.2%
Adjusted EBITDA	$20,856	$18,390	13.4%
Margin (Adj. EBITDA/Net Sales)	29.9%	31.4%	*(150) bps*

Canada	Q3 2026	Q3 2025	Δ
Thirteen weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$40,677	$37,244	9.2%
Adjusted EBITDA	$6,134	$3,796	61.6%
Margin (Adj. EBITDA/Net Sales)	15.1%	10.2%	*490 bps*

Consolidated	Q3 2026	Q3 2025	Δ
Thirteen weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$457,488	$424,939	7.7%
Adjusted EBITDA	$90,153	$88,026	2.4%
Margin (Adj. EBITDA/Net Sales)	19.7%	20.7%	*(100) bps*

Please see reconciliation of Adjusted EBITDA to Net Income in the Appendix of this presentation. Figures in Thousands of USD unless otherwise noted.

YTD Performance
by Product Category

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Hardware & Protective	Q3 2026	Q3 2025	Δ
Thirty-nine weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$964,342	$913,055	5.6%
Adjusted EBITDA	$146,365	$155,639	(6.0)%
Margin (Adj. EBITDA/Net Sales)	15.2%	17.0%	*(180) bps*

Robotics & Digital	Q3 2026	Q3 2025	Δ
Thirty-nine weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$187,520	$167,003	12.3%
Adjusted EBITDA	$56,684	$50,700	11.8%
Margin (Adj. EBITDA/Net Sales)	30.2%	30.4%	*(20) bps*

Canada	Q3 2026	Q3 2025	Δ
Thirty-nine weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$117,950	$107,027	10.2%
Adjusted EBITDA	$14,339	$11,441	25.3%
Margin (Adj. EBITDA/Net Sales)	12.2%	10.7%	*150 bps*

Consolidated	Q3 2026	Q3 2025	Δ
Thirty-nine weeks ended	***9/26/2026***	***9/27/2025***	
Revenues	$1,269,812	$1,187,085	7.0%
Adjusted EBITDA	$217,388	$217,780	(0.2)%
Margin (Adj. EBITDA/Net Sales)	17.1%	18.3%	*(120) bps*

Please see reconciliation of Adjusted EBITDA to Net Income in the Appendix of this presentation. Figures in Thousands of USD unless otherwise noted.

Quarterly Revenue
by Product Category

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	Hardware & Protective	Robotics & Digital	Canada	Total Revenue
Thirteen weeks ended September 26, 2026				
Fastening and Hardware	$278,183	$—	$35,680	$313,863
Personal Protective	68,785	—	2,000	70,785
Keys and Key Fobs	—	60,182	2,995	63,177
Engraving and Resharp	—	9,661	2	9,663
Total Revenue	**$346,968**	**$69,843**	**$40,677**	**$457,488**

	Hardware & Protective	Robotics & Digital	Canada	Total Revenue
Thirteen weeks ended September 27, 2025				
Fastening and Hardware	$249,174	$—	$33,264	$282,438
Personal Protective	79,948	—	1,380	81,328
Keys and Key Fobs	—	48,733	2,595	51,328
Engraving and Resharp	—	9,840	5	9,845
Total Revenue	**$329,122**	**$58,573**	**$37,244**	**$424,939**

Figures in Thousands of USD unless otherwise noted.

YTD Revenue
by Product Category

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	Hardware & Protective	Robotics & Digital	Canada	Total Revenue
Thirty-nine weeks ended September 26, 2026				
Fastening and Hardware	$785,705	$—	$104,936	$890,641
Personal Protective	178,637	—	4,769	183,406
Keys and Key Fobs	—	159,576	8,226	167,802
Engraving and Resharp	—	27,944	19	27,963
Total Revenue	**$964,342**	**$187,520**	**$117,950**	**$1,269,812**

	Hardware & Protective	Robotics & Digital	Canada	Total Revenue
Thirty-nine weeks ended September 27, 2025				
Fastening and Hardware	$703,288	$—	$95,719	$799,007
Personal Protective	209,767	—	4,260	214,027
Keys and Key Fobs	—	137,766	7,026	144,792
Engraving and Resharp	—	29,237	22	29,259
Total Revenue	**$913,055**	**$167,003**	**$107,027**	**$1,187,085**

Figures in Thousands of USD unless otherwise noted.

Capital Structure

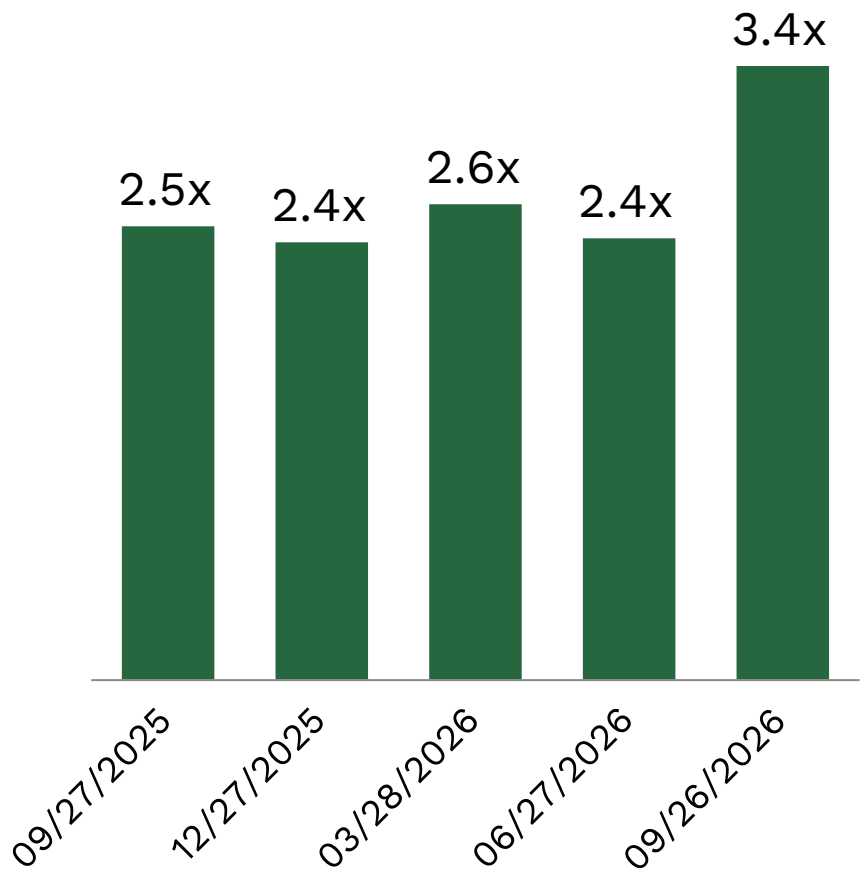
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Capital Structure supports organic growth and acquisition opportunities

September 26, 2026	*millions $*
ABL Revolver ($308 million available)	$9.0
Term Note	$935.0
Finance Leases and Other Obligations	$23.7
Total Debt	**$967.7**
Cash	$35.1
Net Debt	**$932.6**
TTM Adjusted EBITDA	$274.9
Net Debt / TTM Adjusted EBITDA	**3.4x**
Kanebridge TTM Adjusted EBITDA	~$29

Assuming Hillman owned Kanebridge for the TTM period, Net Debt / TTM Adjusted EBITDA would be ~3.1x[1]

Total Net Leverage
(Net Debt / TTM Adj. EBITDA)



Please see reconciliation of Non-GAAP metrics Adjusted EBITDA and Net Debt in the Appendix of this presentation.

2026 Full Year Guidance

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On November 2, 2026, Hillman provided the following updates to its 2026 FY Guidance.

(in millions USD)	**Previous FY 2026 Guidance Range**	**Updated FY 2026 Guidance Range**
Net Sales	$1.670 to $1.720 billion	*$1.660 to $1.680 billion*
Adjusted EBITDA	~$285 million	~$285 million
Free Cash Flow	$105 to $115 million	$105 to $115 million

Please see reconciliation of Non-GAAP metrics in the Appendix of this presentation.

Key Takeaways

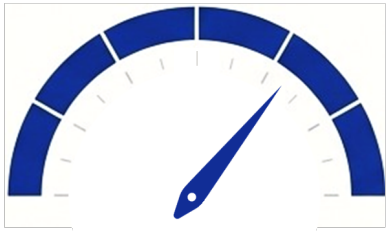
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Resilient Business; M&A Active; Playing to Win

- Business has 60+ year track record of success; proven to be resilient through multiple economic cycles with great long-term partnerships with customers
- Hillman products are utilized for repair, maintenance and remodel projects; products are generally low-cost and a very small percentage of a given project
- 1,200-member sales and service team and direct-to-store fulfillment continue to provide competitive advantages and strengthen competitive moat - drives new business wins
- Hillman continues "Dual Faucet" strategy to diversify its supply chain to optimize costs and value; working to mitigate higher costs

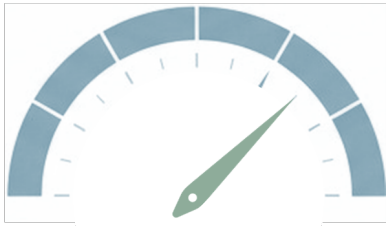
Long Term Financial Objectives

Revenue Growth



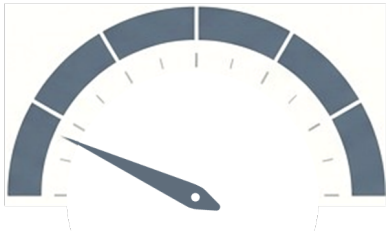
8-12%
Revenue CAGR

Margin Expansion



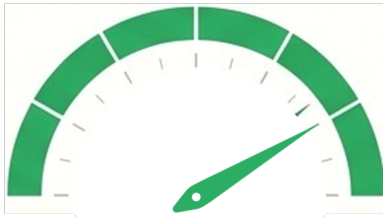
Low-Double-Digit
Adj. EBITDA CAGR

Maintain Strong Balance Sheet



<2.5x
Target Net Leverage

ROIC Improvement



High-Teens
Target ROIC

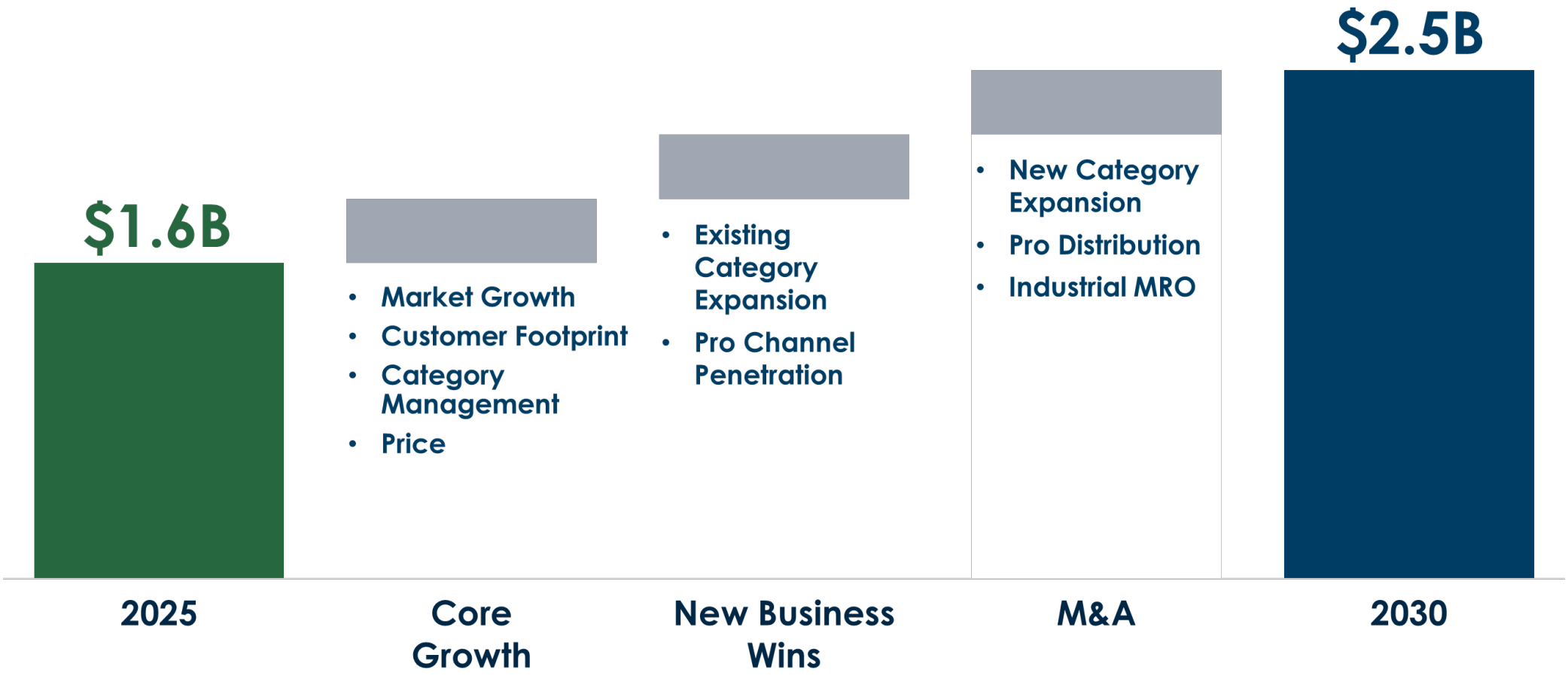
Please see reconciliation of Adjusted EBITDA to Net Income in the Appendix of this presentation. Figures in Thousands of USD unless otherwise noted.

Long Term Financial Targets

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Hillman outlined its path to $2.5 Billion of Net Sales at its Inaugural Investor Day, held on March 19, 2026

Targeting an 8%-12% revenue CAGR over the next 5 years driven by multiple levers



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Appendix







- Indispensable partner embedded with winning retailers
- Customers love us, trust us and rely on us
- Market and innovation leader across multiple categories
- Large, predictable, growing and resilient end markets
- Significant runway for incremental growth: Organic + M&A
- Management team with proven operational and M&A expertise
- Strong financial profile with 60+ year track record

Hillman: Overview

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Who We Are

- We are a leading North American provider of hardware products and solutions, including;
  - Hardware and home improvement products
  - Protective and job site gear – including work gloves and job site storage
  - Robotic kiosk technologies ("RDS"): Key duplication, engraving & knife sharpening
- Our differentiated service model provides direct to-store shipping, in-store service, and category management solutions
- We have long-standing strategic partnerships with leading retailers across North America:
  - Home Depot, Lowes, Walmart, Tractor Supply, and ACE Hardware
- Founded in 1964; HQ in Cincinnati, Ohio

2025: By The Numbers

~18 billion Fasteners Sold	**~214 million** Pairs of Work Gloves Sold	**~105 million** Keys Duplicated
~111,000 SKUs Managed	**~29,000** Direct Shipping Retail Locations	**~31,500** Kiosks in Retail Locations
#1 Position Across Core Categories*	**7.3%** Sales CAGR over past 20 years	**62-Year** Track record of success
$1.6 billion 2025 Sales	**10.2% CAGR** 2018-2025 Adj. EBITDA Growth	**17.7%** 2025 Adj. EBITDA Margin

**Management Estimates*
Adjusted EBITDA is a non-GAAP measure. Please see Appendix for a reconciliation of Adjusted EBITDA to Net Income

Primary Product Categories

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Hardware Solutions

#1 in Segment

Fasteners & Specialty



Construction Fasteners / Power Screws



Picture Hanging



Builders Hardware & Metal Shapes

Rope & Chain

Protective Solutions

#1 in Segment

Work Gear



Gloves



Safety / PPE



Robotics & Digital Solutions

#1 in Segment

Key, Auto and Fob Duplication



Personalized Tags



Knife Sharpening



Representative Top Customers

Adjusted EBITDA Reconciliation

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Thirteen weeks ended	September 26, 2026	September 27, 2025
Net income	**$6,291**	**$23,192**
Income tax expense	3,755	8,020
Interest expense, net	14,338	14,692
Depreciation	22,308	20,100
Amortization	15,649	15,265
EBITDA	**$62,341**	**$81,269**
Stock compensation expense	4,365	3,904
Restructuring and other [1]	1,469	749
Litigation expense [2]	—	1,950
Transaction and integration expense [3]	8,610	87
Change in fair value of contingent consideration	(137)	67
Refinancing costs [4]	13,505	—
Adjusted EBITDA	**$90,153**	**$88,026**

Footnotes:

1. Includes consulting and other costs associated with severance related to our distribution center relocations and corporate restructuring activities.
2. Litigation expense includes an accrual for the preliminary settlement of a California wage-hour class action / Private Attorneys General Act (PAGA) claim.
3. Transaction and integration expense includes professional fees and other costs related to acquisition activity, including the acquisition of Kanebridge Corporation in the third quarter of 2026, and Campbell Chain and Fittings and Delaney Hardware acquisitions in the second quarter of 2026, along with a $0.5 million gain, net of deferred taxes, on the Campbell acquisition.
4. In July of 2026 we entered into a new Term Loan B consisting of a $735 million senior secured Term Loan B and new $375 million senior secured asset based revolving credit facility. In August of 2026, we entered into Amendment No. 1 to provide for an additional $200 million of senior secured term loans. In the first quarter of 2025, we entered into a Repricing Amendment (2025 Repricing Amendment) on our existing Senior Term Loan due July 14, 2028

Adjusted EBITDA Reconciliation

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Thirty-nine weeks ended	September 26, 2026	September 27, 2025
Net income	**$22,679**	**$38,707**
Income tax expense	9,467	14,579
Interest expense, net	40,385	43,044
Depreciation	66,842	59,343
Amortization	46,148	45,937
EBITDA	**$185,521**	**$201,610**
Stock compensation expense	11,727	10,739
Restructuring and other [1]	2,903	2,860
Litigation expense [2]	—	1,950
Transaction and integration expense [3]	4,221	215
Change in fair value of contingent consideration	(489)	(500)
Refinancing costs [4]	13,505	906
Adjusted EBITDA	**$217,388**	**$217,780**

Footnotes:

1. Includes consulting and other costs associated with severance related to our distribution center relocations and corporate restructuring activities.
2. Litigation expense includes an accrual for the preliminary settlement of a California wage-hour class action / Private Attorneys General Act (PAGA) claim.
3. Transaction and integration expense includes professional fees and other costs related to acquisition activity, including the acquisition of Kanebridge Corporation in the third quarter of 2026, and Campbell Chain and Fittings and Delaney Hardware acquisitions in the second quarter of 2026, along with a $5.2 million gain, net of deferred taxes, on the Campbell acquisition.
4. In July of 2026 we entered into a new Term Loan B consisting of a $735 million senior secured Term Loan B and new $375 million senior secured asset based revolving credit facility. In August of 2026, we entered into Amendment No. 1 to provide for an additional $200.0 million of senior secured term loans. In the first quarter of 2025, we entered into a Repricing Amendment (2025 Repricing Amendment) on our existing Senior Term Loan due July 14, 2028.

Adjusted Gross Margin Reconciliation

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Thirteen weeks ended	**September 26, 2026**	**September 27, 2025**
Net Sales	$457,488	$424,939
Cost of sales (exclusive of depreciation and amortization)	225,203	205,378
Gross margin exclusive of depreciation and amortization	**$232,285**	**$219,561**
Gross margin exclusive of depreciation and amortization %	**50.8 %**	**51.7 %**
Adjusting Items:	—	—
Adjusted Gross Profit	**$232,285**	**$219,561**
Adjusted Gross Margin %	**50.8 %**	**51.7 %**

Thirty-nine weeks ended	**September 26, 2026**	**September 27, 2025**
Net Sales	$1,269,812	$1,187,085
Cost of sales (exclusive of depreciation and amortization)	660,861	604,456
Gross margin exclusive of depreciation and amortization	**$608,951**	**$582,629**
Gross margin exclusive of depreciation and amortization %	**48.0 %**	**49.1 %**
Adjusting Items:	—	—
Adjusted Gross Profit	**$608,951**	**$582,629**
Adjusted Gross Margin %	**48.0 %**	**49.1 %**

Adjusted SG&A Expense Reconciliation

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Thirteen weeks ended	September 26, 2026	September 27, 2025
Net sales	**$457,488**	**$424,939**
Selling, general and administrative expenses	157,896	138,342
SG&A as a % of Net Sales	**34.5 %**	**32.6 %**
SG&A Adjusting Items [1]:		
Stock compensation expense	4,365	3,904
Restructuring	1,469	749
Litigation expense	—	1,950
Acquisition and integration expense [2]	9,103	87
Adjusted SG&A	**$142,959**	**$131,652**
Adjusted SG&A as a % of Net Sales	**31.2 %**	**31.0 %**

Thirty-nine weeks ended	September 26, 2026	September 27, 2025
Net sales	**$1,269,812**	**$1,187,085**
Selling, general and administrative expenses	416,450	381,101
SG&A as a % of Net Sales	**32.8 %**	**32.1 %**
SG&A Adjusting Items [1]:		
Stock compensation expense	11,727	10,739
Restructuring	2,903	2,860
Litigation expense	—	1,950
Acquisition and integration expense [2]	9,435	215
Adjusted SG&A	**$392,385**	**$365,337**
Adjusted SG&A as a % of Net Sales	**30.9 %**	**30.8 %**

1. See adjusted EBITDA Reconciliation for details of adjusting items
2. Excludes the $0.5 million gain and the $5.2 million gain, net of deferred taxes, on the Campbell acquisition for the thirteen and thirty-nine weeks ended September 26, 2026, respectively.

Net Debt & Free Cash Flow Reconciliations

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Reconciliation of Net Debt

As of	September 26, 2026	December 27, 2025
Revolving loans	$9,000	$36,000
Senior term loan	935,000	636,960
Finance leases and other obligations	23,718	20,090
Gross debt	**$967,718**	**$693,050**
Less cash	35,078	27,276
Net debt	**$932,640**	**$665,774**

Reconciliation of Free Cash Flow

Thirteen weeks ended	September 26, 2026	September 27, 2025
Net cash provided by operating activities	$69,884	$26,237
Capital expenditures	(18,795)	(17,172)
Free cash flow	**$51,089**	**$9,065**

Thirty-nine weeks ended		
Net cash provided by operating activities	$138,347	$74,289
Capital expenditures	(51,390)	(55,347)
Free cash flow	**$86,957**	**$18,942**

Segment Adjusted EBITDA Reconciliations

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Thirteen weeks ended September 26, 2026	**HPS**	**RDS**	**Canada**
Operating income	$25,943	$7,437	$4,509
Depreciation & amortization	23,544	13,185	1,228
Stock compensation expense	3,803	346	216
Restructuring and other	1,268	20	181
Transaction and integration expense	8,605	5	—
Change in fair value of contingent consideration	—	(137)	—
Adjusted EBITDA	**$63,163**	**$20,856**	**$6,134**

Thirteen weeks ended September 27, 2025	**HPS**	**RDS**	**Canada**
Operating income	$38,935	$5,626	$1,343
Depreciation & amortization	22,007	12,107	1,251
Stock compensation expense	3,010	405	489
Restructuring	24	12	713
Litigation expense	1,780	170	—
Transaction and integration expense	84	3	—
Change in fair value of contingent consideration	—	67	—
Adjusted EBITDA	**$65,840**	**$18,390**	**$3,796**

Segment Adjusted EBITDA Reconciliations

HILLMAN
HLMN | Nasdaq Listed

Thirty-nine weeks ended September 26, 2026	HPS	RDS	Canada
Operating income	$60,286	$15,950	$9,800
Depreciation & amortization	69,109	40,196	3,685
Stock compensation expense	10,218	896	613
Restructuring and other	2,536	126	241
Transaction and integration expense	4,216	5	—
Change in fair value of contingent consideration	—	(489)	—
Adjusted EBITDA	**$146,365**	**$56,684**	**$14,339**

Thirty-nine weeks ended September 27, 2025	HPS	RDS	Canada
Operating income	$76,077	$14,991	$6,168
Depreciation & amortization	66,516	35,099	3,665
Stock compensation expense	8,929	856	954
Restructuring	2,129	77	654
Litigation expense	1,780	170	—
Transaction and integration expense	208	7	—
Change in fair value of contingent consideration	—	(500)	—
Adjusted EBITDA	**$155,639**	**$50,700**	**$11,441**