Quarterly Earnings Results Presentation

Q1 2026 - April 27, 2026

Forward Looking Statements

HILLMAN
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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.

Q1 2026 Financial Review

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Highlights for the 13 Weeks Ended March 28, 2026

- Net sales increased 3.0% to $370.1 million versus Q1 2025
  - Hardware and Protective Solutions ("HPS") increased +1.2%
  - Robotics and Digital Solutions ("RDS") increased +6.0%
  - Canada increased +15.1%
- GAAP net loss totaled $(4.7) million, or $(0.02) per diluted share, compared to $(0.3) million, or $(0.00) per diluted share, in Q1 2025
- Adjusted Gross Margins were 45.6% compared to 46.9% in Q1 2025
- Adjusted EBITDA totaled $50.1 million compared to $54.5 million in Q1 2025
- Adjusted EBITDA margins were 13.5% compared to 15.2% in Q1 2025
- Net Debt / Adjusted EBITDA (ttm): 2.6x at quarter end, compared to 2.4x on December 27, 2025

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

Q1 2026 Operational Review

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Highlights for the 13 Weeks Ended March 28, 2026

- Continued taking great care of customers:
  - YTD fill rates continued to be in the "high ninety percent" range
- During the quarter, Hillman continued to optimize its "dual faucet" supply chain strategy:
  - Dual source products in different countries
  - Diversify the country of origin to optimize total landed product cost while mitigating tariff impact
- Repurchased 1.2 million shares of common stock at an average price of $8.29 per share, which totaled $10.1 million
- Closed two acquisitions subsequent to the quarter end:
  - Campbell Chain & Fittings - Expands Industrial MRO Presence
    - Expected to add $20m of Net Sales to Hillman in 2026
  - Delaney Hardware - Expands Pro Distribution Categories Adding Door Hardware
    - Expected to add $10m of Net Sales to Hillman in 2026

Quarterly Financial Performance

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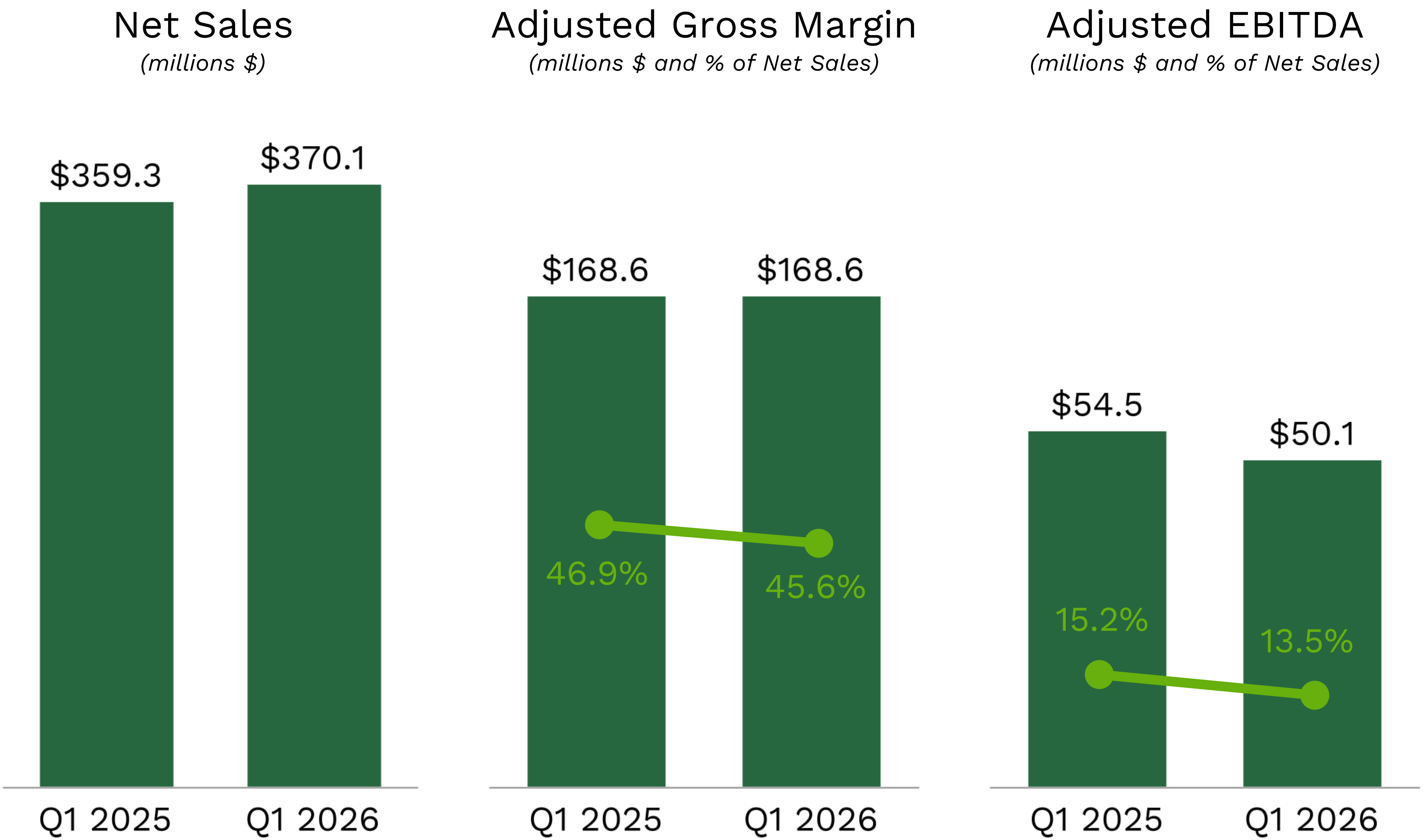

Please see reconciliation of Non-GAAP metrics Adjusted EBITDA and Adjusted Gross Margin in the Appendix of this presentation. Not to scale.

Quarterly Performance
by Product Category

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Hardware & Protective	Q1 2026	Q1 2025	Δ
Thirteen weeks ended	***3/28/2026***	***3/29/2025***	
Revenues	$281,308	$278,009	1.2%
Adjusted EBITDA	$31,896	$38,259	(16.6)%
Margin (Adj. EBITDA/Net Sales)	11.3%	13.8%	*(250) bps*

Robotics & Digital	Q1 2026	Q1 2025	Δ
Thirteen weeks ended	***3/28/2026***	***3/29/2025***	
Revenues	$56,062	$52,910	6.0%
Adjusted EBITDA	$16,200	$14,537	11.4%
Margin (Adj. EBITDA/Net Sales)	28.9%	27.5%	*140 bps*

Canada	Q1 2026	Q1 2025	Δ
Thirteen weeks ended	***3/28/2026***	***3/29/2025***	
Revenues	$32,703	$28,424	15.1%
Adjusted EBITDA	$1,994	$1,730	15.3%
Margin (Adj. EBITDA/Net Sales)	6.1%	6.1%	*0 bps*

Consolidated	Q1 2026	Q1 2025	Δ
Thirteen weeks ended	***3/28/2026***	***3/29/2025***	
Revenues	$370,073	$359,343	3.0%
Adjusted EBITDA	$50,090	$54,526	(8.1)%
Margin (Adj. EBITDA/Net Sales)	13.5%	15.2%	*(170) 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 March 28, 2026				
Fastening and Hardware	$224,916	$—	$28,827	$253,743
Personal Protective	56,392	—	1,330	57,722
Keys and Key Fobs	—	46,930	2,538	49,468
Engraving and Resharp	—	9,132	8	9,140
Total Revenue	**$281,308**	**$56,062**	**$32,703**	**$370,073**

	Hardware & Protective	Robotics & Digital	Canada	Total Revenue
Thirteen weeks ended March 29, 2025				
Fastening and Hardware	$209,548	$—	$25,050	$234,598
Personal Protective	68,461	—	1,231	69,692
Keys and Key Fobs	—	42,979	2,136	45,115
Engraving and Resharp	—	9,931	7	9,938
Total Revenue	**$278,009**	**$52,910**	**$28,424**	**$359,343**

Figures in Thousands of USD unless otherwise noted.

Hillman's Diversified Supply Chain

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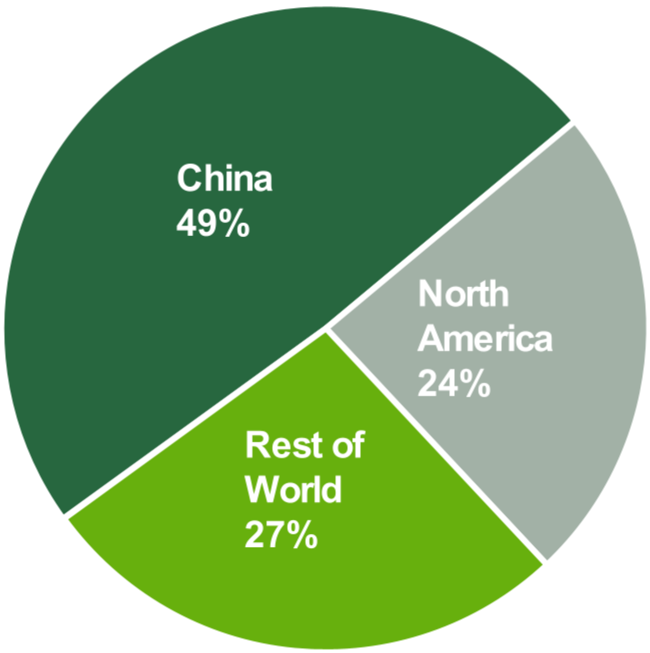
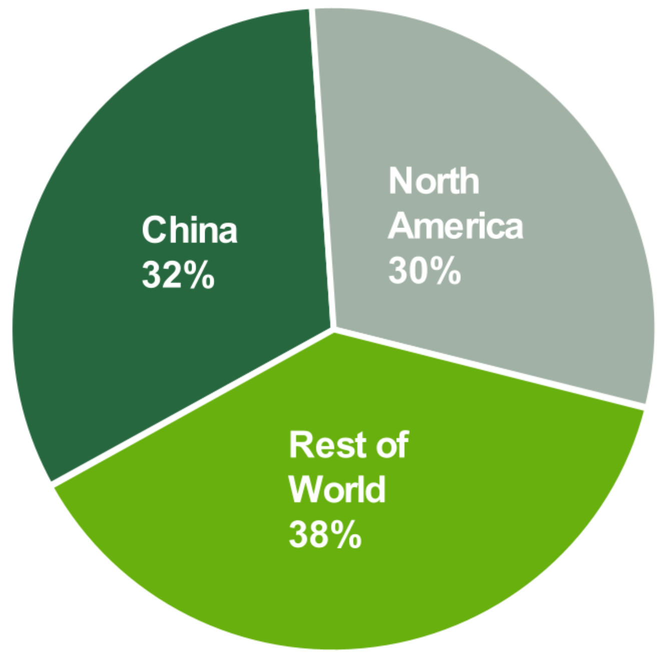
2018 SUPPLIER COUNTRY OF ORIGIN
Approximate Spend FY



2025 SUPPLIER COUNTRY OF ORIGIN
Approximate Spend FY



- Over the past several years, Hillman has lowered its exposure to suppliers based in China
- Hillman continues to accelerate its "Dual Faucet" strategy; sourcing from multiple suppliers in multiple countries
- Hillman has the capability to reduce China exposure to ~10% by end of 2026, while actual sourcing mix will continue to be determined by lowest total landed cost
- Hillman remains focused on delivering quality products at the best overall value for its customers, no matter the country of origin

Management estimates

Capital Structure

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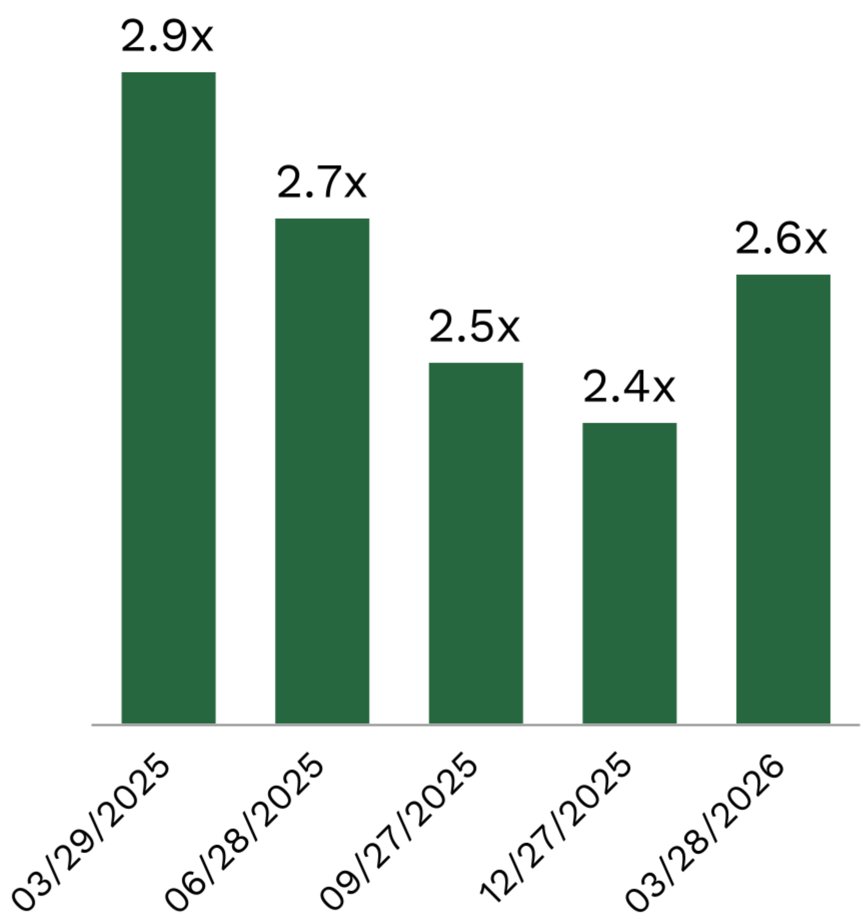
Leverage holding near 2.5x target; while buying back stock and executing M&A

March 28, 2026	*millions $*
ABL Revolver ($254.7m available)	$83.2
Term Note	$634.8
Finance Leases and Other Obligations	$19.9
Total Debt	**$737.8**
Cash	$27.7
Net Debt	**$710.1**
TTM Adjusted EBITDA	$270.9
Net Debt/ TTM Adjusted EBITDA	**2.6x**

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 April 28, 2026, Hillman increased its Net Sales guidance; while reiterating its Adjusted EBITDA and Free Cash Flow guidance.

(in millions USD)	**Previous FY 2026 Guidance Range**	**Updated FY 2026 Guidance Range**
Net Sales	$1.600 to $1.700 billion	*$1.630 to $1.730 billion*
Adjusted EBITDA	$275 to $285 million	$275 to $285 million
Free Cash Flow	$100 to $120 million	$100 to $120 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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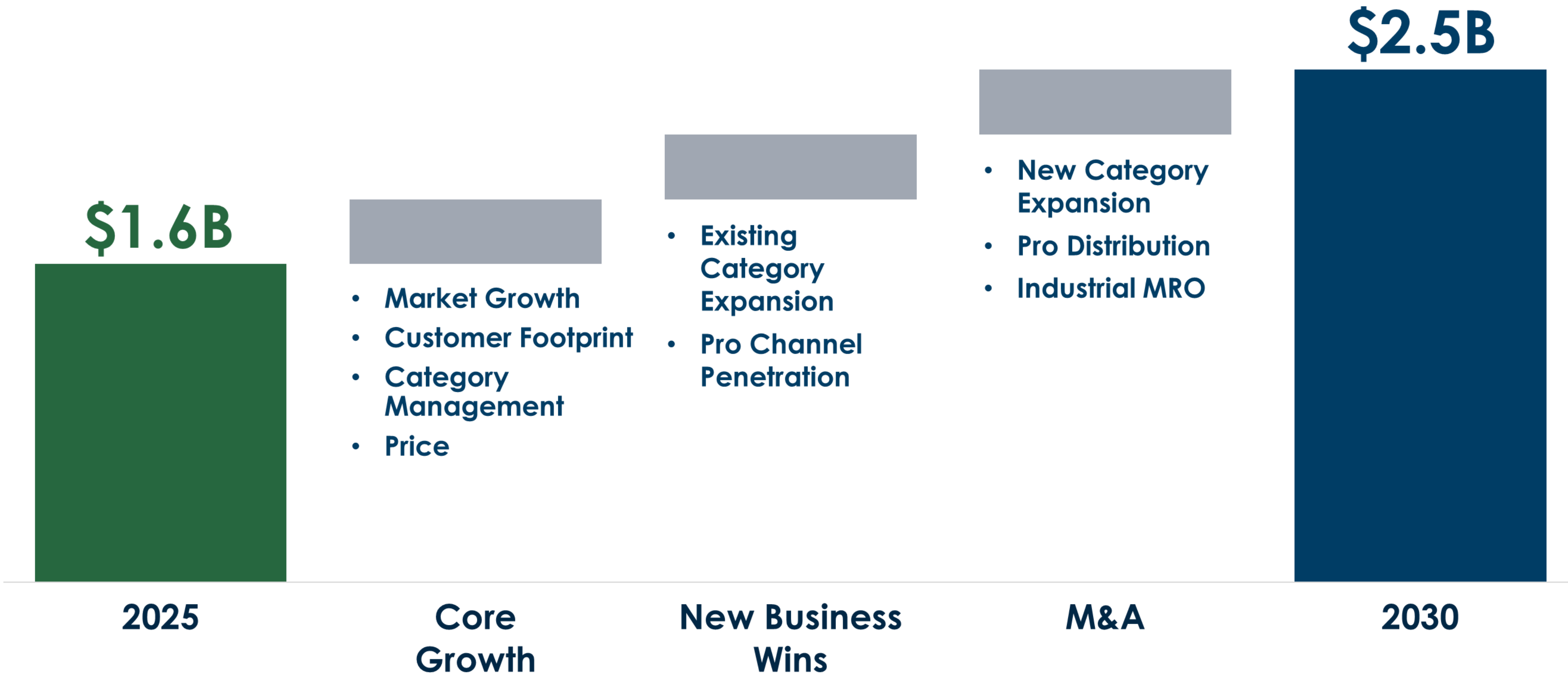
Hillman outlined its path to $2.5 Billion of Net Sales at its Inaugural Investor Day, held on March 19, 2026

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



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 loss

Primary Product Categories

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Hardware Solutions	*Protective Solutions*	*Robotics & Digital Solutions*
#1 in Segment	**#1 in Segment**	**#1 in Segment**

Hardware Solutions

#1 in Segment

Fasteners & Specialty

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DECK PLUS LIFETIME GUARANTEE

Construction Fasteners / Power Screws

POWERPRO

Picture Hanging

OOK
HILLMAN

Builders Hardware & Metal Shapes

THE STEELWORKS BY HILLMAN
HILLMAN

Rope & Chain

CAMPBELL CHAIN & FITTINGS
Koch INDUSTRIES INC

Protective Solutions

#1 in Segment

Work Gear

AWP

McGuire-Nicholas EST. 1932

Gloves

GREASE MONKEY
GORILLA GRIP
FIRM GRIP
TRUE GRIP

Safety / PPE

FIRM GRIP
AWP

PREMIUM DEFENSE

Robotics & Digital Solutions

#1 in Segment

Key, Auto and Fob Duplication

HILLMAN
minute key

Personalized Tags

QUICK TAG
TagWorks
i.d. SPOT

Knife Sharpening

resharp

Representative Top Customers

ACE Hardware
THE HOME DEPOT
LOWE'S
TSC TRACTOR SUPPLY CO
Walmart

Source: Third party industry report and management estimates.

Adjusted EBITDA Reconciliation

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Thirteen weeks ended	March 28, 2026	March 29, 2025
Net loss	**$(4,732)**	**$(317)**
Income tax benefit	(1,059)	(34)
Interest expense, net	13,005	14,460
Depreciation	21,999	19,395
Amortization	15,276	15,415
EBITDA	**$44,489**	**$48,919**
Stock compensation expense	4,007	3,278
Restructuring and other (1)	2,011	1,691
Transaction and integration expense (2)	92	58
Change in fair value of contingent consideration	(509)	(326)
Refinancing costs (3)	—	906
Adjusted EBITDA	**$50,090**	**$54,526**

Footnotes:

1. Includes consulting and other costs associated with severance related to our distribution center relocations and corporate restructuring activities.
2. Transaction and integration expense includes professional fees and other costs related to acquisition activity, including the to the Campbell Chain and Fittings and Delaney Hardware acquisitions in 2026.
3. 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	March 28, 2026	March 29, 2025
Net Sales	$370,073	$359,343
Cost of sales (exclusive of depreciation and amortization)	201,496	190,740
Gross margin exclusive of depreciation and amortization	**$168,577**	**$168,603**
Gross margin exclusive of depreciation and amortization %	**45.6 %**	**46.9 %**
Adjusting Items:	—	—
Adjusted Gross Profit	**$168,577**	**$168,603**
Adjusted Gross Margin %	**45.6 %**	**46.9 %**

Adjusted SG&A Expense Reconciliation

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Thirteen weeks ended	March 28, 2026	March 29, 2025
Net sales	**$370,073**	**$359,343**
Selling, general and administrative expenses	124,571	119,052
SG&A as a % of Net Sales	**33.7 %**	**33.1 %**
SG&A Adjusting Items [1]:		
Stock compensation expense	4,007	3,278
Restructuring	2,011	1,691
Acquisition and integration expense	92	58
Adjusted SG&A	**$118,461**	**$114,025**
Adjusted SG&A as a % of Net Sales	**32.0 %**	**31.7 %**

1. See adjusted EBITDA Reconciliation for details of adjusting items

Net Debt & Free Cash Flow Reconciliations

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Reconciliation of Net Debt

As of	March 28, 2026	December 27, 2025
Revolving loans	$83,162	$36,000
Senior term loan	634,832	636,960
Finance leases and other obligations	19,851	20,090
Gross debt	**$737,845**	**$693,050**
Less cash	27,731	27,276
Net debt	**$710,114**	**$665,774**

Reconciliation of Free Cash Flow

Thirteen weeks ended	March 28, 2026	March 29, 2025
Net cash used by operating activities	$(19,533)	$(655)
Capital expenditures	(14,815)	(20,658)
Free cash flow	**$(34,348)**	**$(21,313)**

Segment Adjusted EBITDA Reconciliations

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Thirteen weeks ended March 28, 2026	**HPS**	**RDS**	**Canada**
Operating income	$4,011	$2,655	$548
Depreciation & amortization	22,491	13,557	1,227
Stock compensation expense	3,511	315	181
Restructuring and other	1,791	182	38
Transaction and integration expense	92	—	—
Change in fair value of contingent consideration	—	(509)	—
Adjusted EBITDA	**$31,896**	**$16,200**	**$1,994**

Thirteen weeks ended March 29, 2025	**HPS**	**RDS**	**Canada**
Operating income	$11,470	$3,056	$489
Depreciation & amortization	22,076	11,553	1,181
Stock compensation expense	2,848	231	199
Restructuring	1,809	21	(139)
Transaction and integration expense	56	2	—
Change in fair value of contingent consideration	—	(326)	—
Adjusted EBITDA	**$38,259**	**$14,537**	**$1,730**

Return on Invested Capital

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Return on Invested Capital ("ROIC")

52 Weeks Ended		**December 27, 2025**
Operating income	$	113,969
Remove income tax expense (1)		28,492
Plus legacy intangible amortization (2)		(36,912)
Adjusted operating income	**$**	**122,389**
Current portion of debt and finance lease obligations	$	14,830
Long-term debt		668,337
Stockholders Equity		1,228,507
Legacy goodwill and intangible assets, net of amortization (3)		(988,129)
Invested capital	**$**	**923,545**
Average invested capital (4)	$	893,459
Return on invested capital (5)		**13.7 %**

1. Income tax expense calculated using the U.S. statutory rate of 25%
2. Amortization of intangible assets generated by the 2014 acquisition of Hillman by the private equity ownership group prior to our going public.
3. Goodwill and intangible assets generated by the 2014 acquisition mentioned in the note above
4. The average of the invested capital from the end of the current year and the pervious year
5. Adjusted income from operations divided by invested capital