



HILLMAN

HLMN | Nasdaq Listed

Investor Presentation

September 2026

Forward Looking Statements

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. 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.



A Premier Category Leader

60+ years of fastener and hardware leadership



— Leadership position in our core fastening and hardware products

Attractive Markets

Operating in a **\$19B+** market** with long term tailwinds



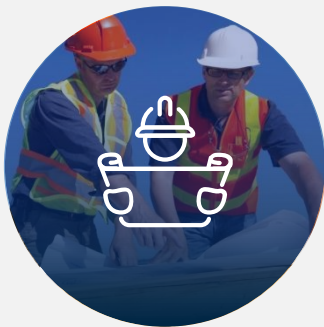
**Aging
Housing
Stock**



**Millennial
Home
Ownership**

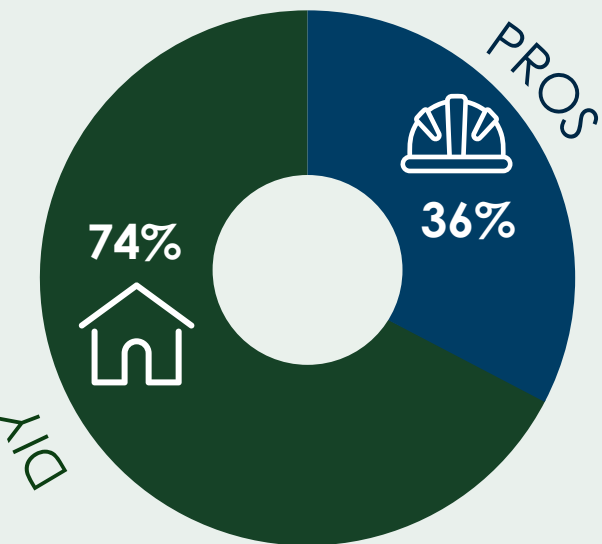


**Aging
in Place**



**Pro
Channels**

**Built for DIY,
Pro and
Industrial**



Focus on repair, remodel, and maintenance drives stable demand.

Strong Financial Position (Q2 2026)

+\$1.4B

Equity Market
Cap

+\$2.1B

Total Enterprise
Value

~2.4x

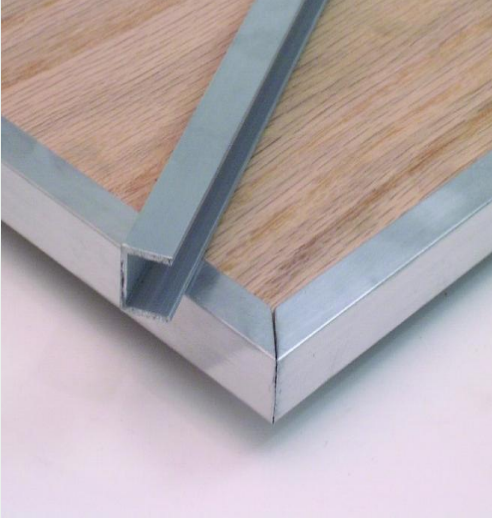
Net Debt / Adj.
ETBIDA (ttm)

— Excludes recent \$315M acquisition of Kanebridge that closed during September 2026. On a pro-forma basis, leverage would be ~3.2x at Q2 2026***

* Management estimates. **Based on third-party consulting analysis and Hillman's current capabilities. Assumes \$30M of TTM EBITDA contribution from Kanebridge at June 30, 2026. Net Leverage defined as Net Debt / Adj. EBITDA. Excludes any M&A activity following the close of Q2 2026. Please see reconciliation of non-GAAP metrics to GAAP results in the Appendix of this presentation.

Hillman's Product Categories & Brand Leadership

90%+ of revenue from owned brands* driven by innovation across numerous categories and products

Core Fasteners	Wall Hanging	Rope & Chain	Gloves	Work Gear	Paint & Cleaning Sundries	Specialty Fasteners
						
Power Screws	Builders Hardware	Rods, Shapes & Sheets	Anchors	Keys	Automotive Keys	Locksets
						

* Management estimates.

A League of Our Own

Unmatched presence in fastening & hardware categories

~\$1.6B 2025 Revenue	#1 Position Across Primary Categories*	90%+ Owned Brands*
25+ Years Top Customer Avg. Relationship	~99% Customer Retention of Core Programs*	~High 90% Avg. Order Fill Rate*
+150,000 SKUs Managed	~31,000 Direct Ship Retail Locations	~31,500 Kiosks in Retail Locations



Dominant Scale: Extensive purchasing power, product breadth, and service infrastructure



The Only Comprehensive Solution: The go-to category leader for retailers seeking a full-service partner



Scale Creates Advantage: Our size creates structural advantages that are very hard for others to replicate

* Management estimates.

Why We Win: Our Core Operational Competencies

Interlocking competitive advantages compared to industry players



Extensive Product Breadth

Manage +150,000 SKUs, offering retailers a one-stop solution for complex categories



Innovation

State-of-the-art R&D labs and engineering to drive innovation and develop cutting-edge products for evolving customer needs



Category Management

Data-driven, SKU-level point-of-sale reporting to identify consumer trends and tightly manage customer inventory



Field Sales Team



1,200+ sales & service representatives are our eyes, ears, and hands in every store, managing inventory and building relationships

Direct-to-Store Distribution



Strategically located North American DCs ship directly to thousands of locations, ensuring speed and reliability

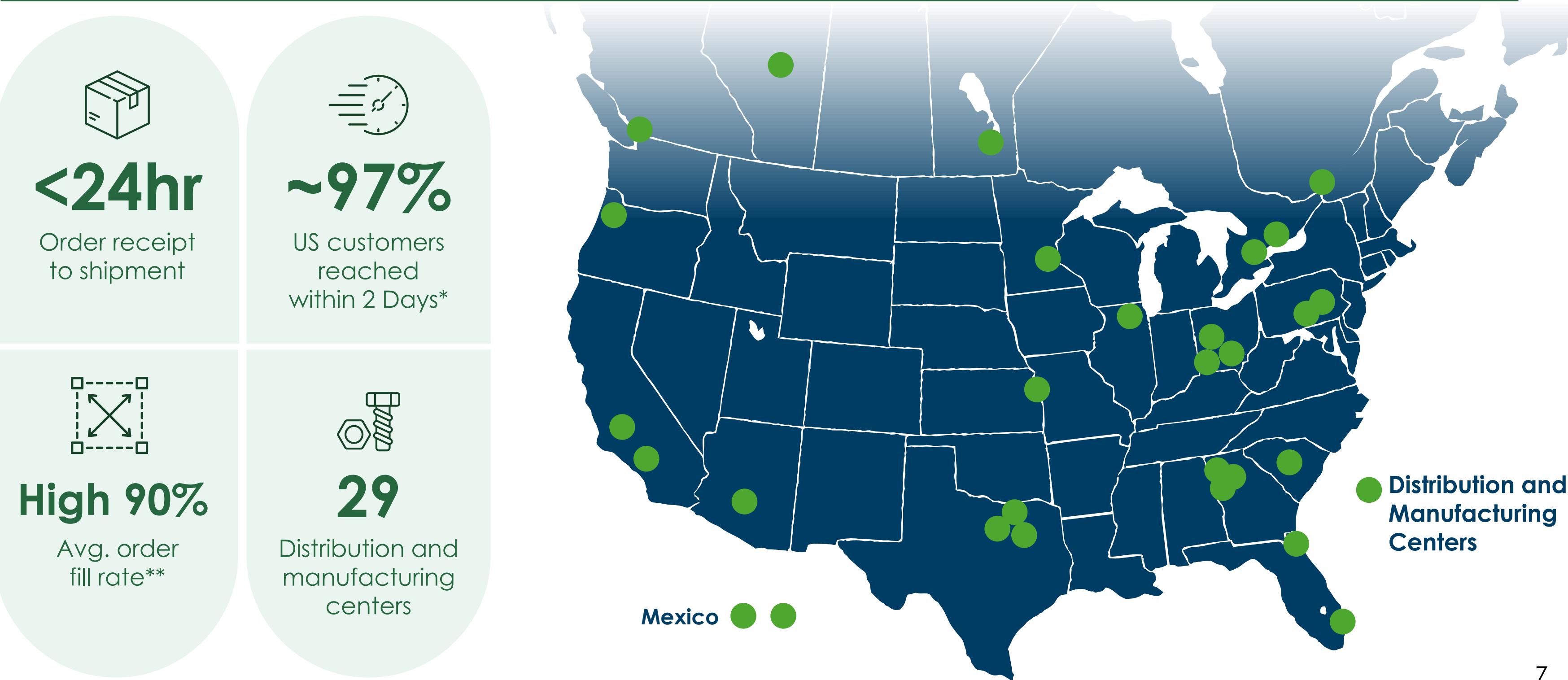
“Dual Faucet” Global Sourcing



Diversified network across multiple origin countries to proactively manage landed cost of products

Network Designed for Speed and Proximity to Customer

Inventory is positioned close to customers to improve speed, service levels and cost to serve



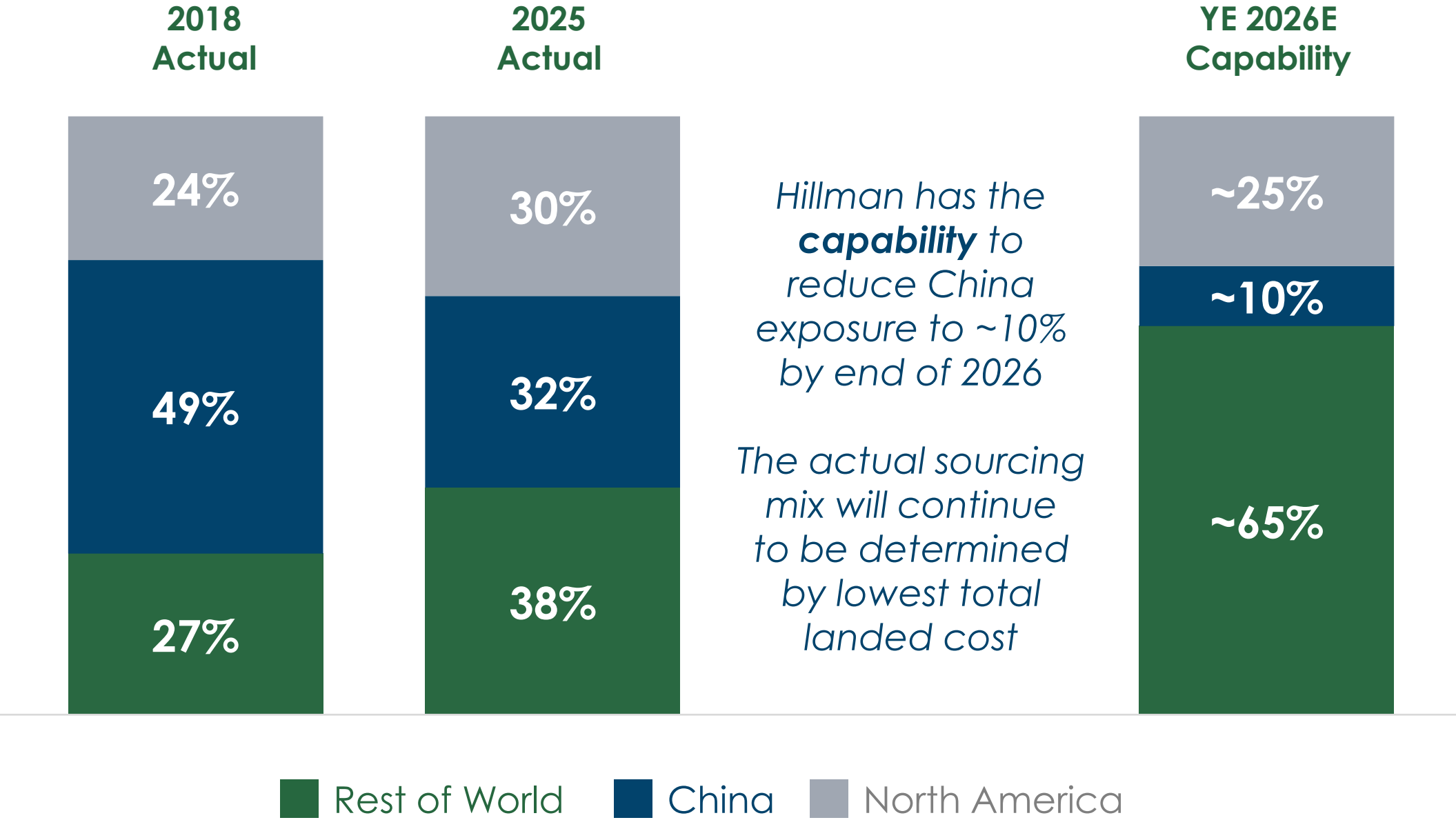
* Based on third-party consulting analysis. ** Management estimates. Count includes Kanebridge facilities.

“Dual Faucet” Sourcing Agility to Optimize Landed Cost

Continuous monitoring of total landed cost across network to pivot sourcing to most cost-effective origin



...Determines Percent of Global Sourcing Spend



Management estimates. The 2026-year end capability reflects Hillman's expected sourcing flexibility across its global supply network and is not guidance or a projection of expected sourcing mix, which will be determined by lowest total landed cost across regions.

More Than a Vendor, We Are a Strategic Partner

Top retailers rely on Hillman



We “own” the aisle for
and with our customers
so they don’t have to



We Handle the Hard Part: Managing the complexity of tens of thousands of small SKUs, freeing up our customers' merchants



Leading Service & Reliability: Our reps ensure shelves are stocked and organized to achieve high fill rates consistently



Category Leaders: We provide data and insights to optimize assortments, SKU vitality, and maximize sales per square foot



Diverse Customer-by-Category Relationships: Entrenched deeply throughout the organizational structure of our customers



Indispensable Partner: ~99% retention of our core programs* over the last decade

MinuteKey V3.5 Unlocking New Growth Vectors

Transforming the duplication experience through platform innovation and expanded offerings

**Automated
Self-serve Key
Duplication
Kiosk**

5,000
V3.5 units to
be deployed
by YE 2026



Automotive Keys

- Traditional, transponder, and smart fobs
- 1,200+ SKUs in the program
- DIY programming option



Endless Aisle (Ship-to-Home)

- 150+ different key types, and entire catalog of licensed keys
- Cart-based targeting
- +20,000 orders/month

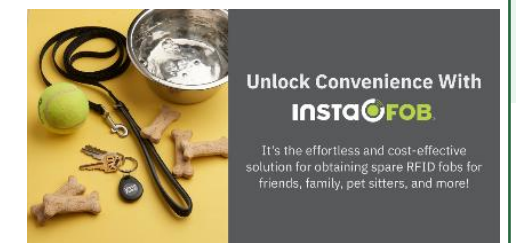
RFID Fobs

- 90% of RFID Market coverage
- Dispensed in seconds fully programmed



Content Management System

- Ability to deliver custom content for on-screen advertising



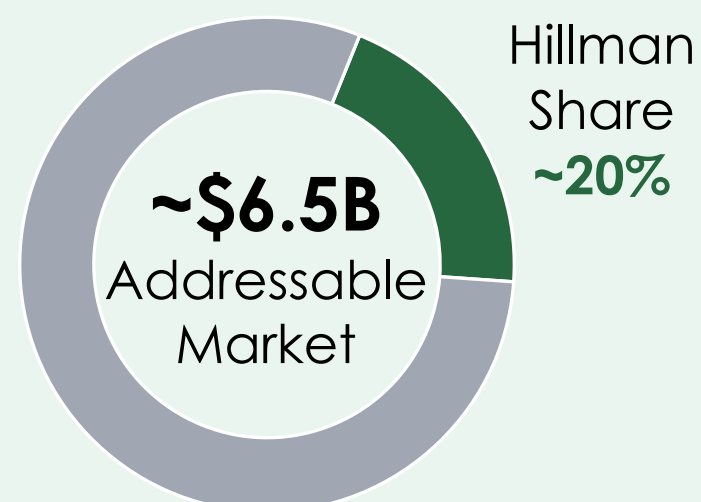
Strong Retail Position and Growing Pro Presence

Multi-lane growth strategy to pursue organic and bolt-on acquisition opportunities

Retail

✓ Growing Pro with Partners

Expand share-of-wallet with key retail customers moving into Pro

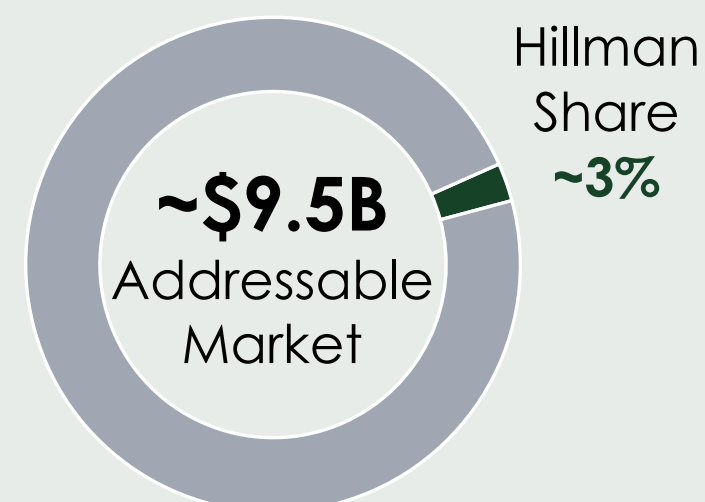


Pro and Industrial Distribution

Pro Distribution

✓ Expanding in Distribution

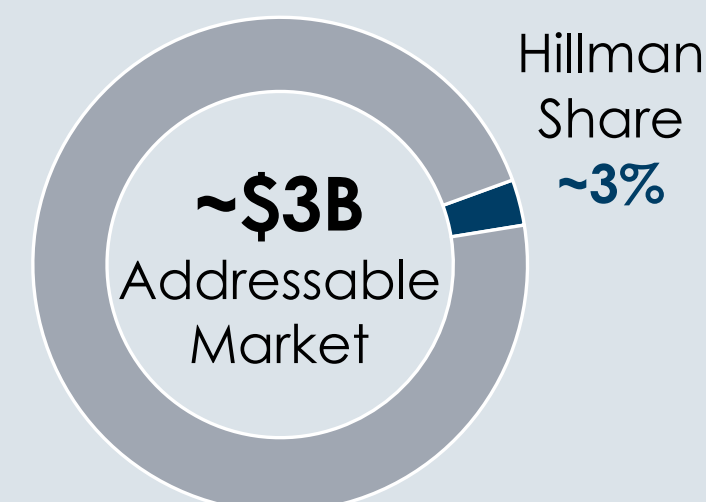
Deepen relationships with specialty and lumber & building material distributors



Industrial

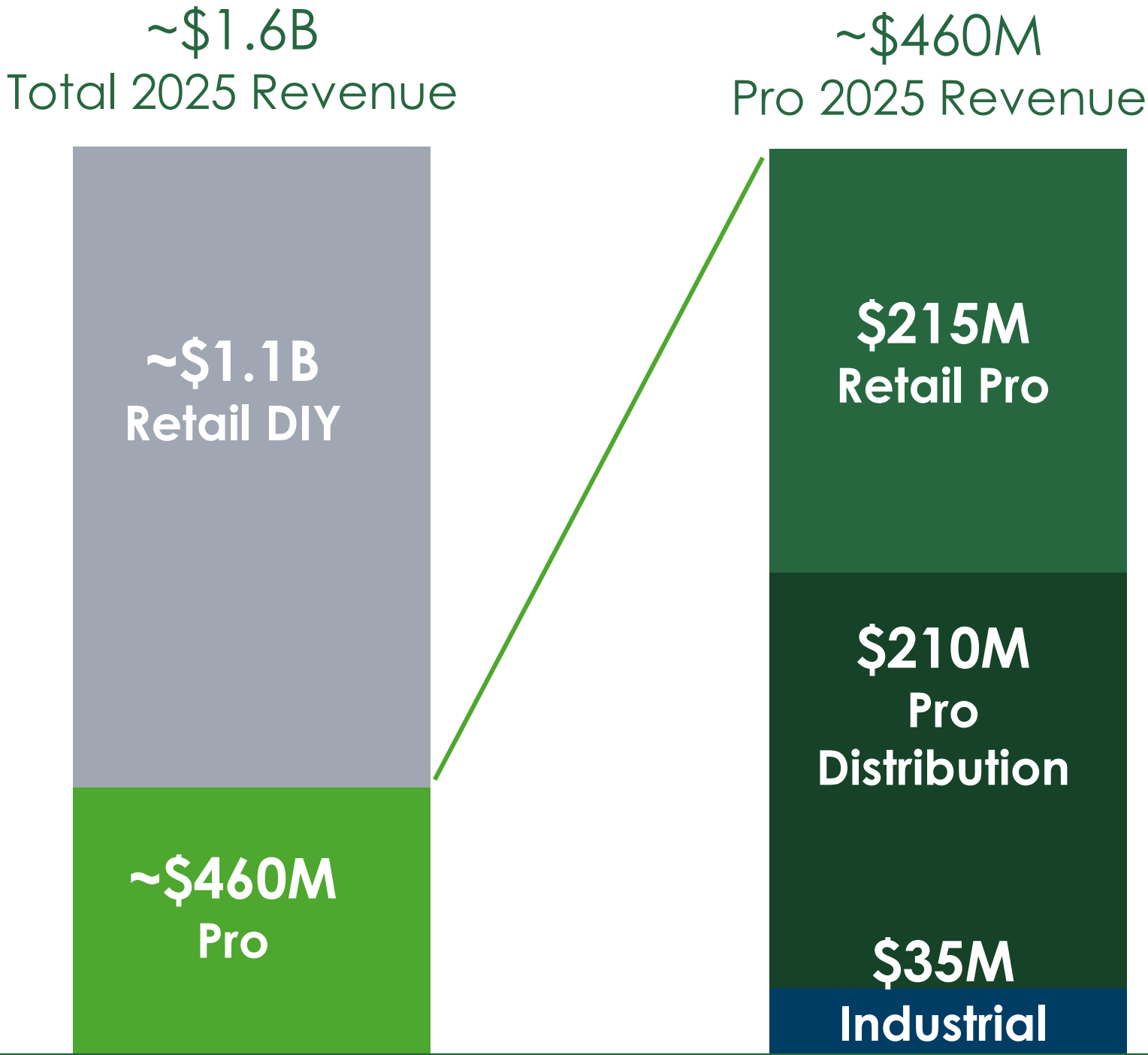
✓ Master Distributor Model

Direct and specialty distribution model serving the complex needs of industrial maintenance and repair end markets



Foothold in Professional Channels to Grow

Hillman is expanding from a DIY-category leader to a complete hardware solution for the Pro



We have been serving the Pro for decades

We serve the Pro at retail and through our distribution footholds

Recent acquisitions, Delaney Hardware, Campbell Chain and Fittings, and Kanebridge will contribute +\$100 million of Pro and Industrial revenue during 2026

Pro distribution revenue comprises sales to distributors affiliated with our retail customers and other specialty distributors, along with lumber & building material distributors

Retailers and distributors often serve the same Pro customer with smaller ticket purchases at retail and bulk purchases at distribution

We have invested in R&D and engineering labs that enable us to develop products that meet or exceed ICC code specifications

Note: Hillman revenue based on FY2025.

Multi-Lane Growth Strategy Across Pro

Hillman has distinct and disciplined ways to drive growth across Pro channels

Scale Pro with Retail Partners

Capitalize on **\$215M** pro revenue platform with major strategic retail partners



Retail partners are building Pro specialty platforms and Hillman is preparing to scale with them

Pro Distribution

Specialty Distribution

Leverage **~\$100M** specialty trade fasteners business (2025) and other existing relationships



Operational capabilities in place to target thousands of specialty trade distributors

Lumber & Building Materials Distribution

~\$100M in 2025 revenue across ~3,500 LBM customers, primarily serving the front showroom



Move from the showroom to the yard, targeting large-volume fastener, hardware and protective product bulk orders

The Pro Landscape With Retail Partners

Retail partners serve the pro inside the store and increasingly at the job site

Retail partners serve Pro customers inside the store and online



Retail partners also have dedicated businesses to serve Pros at job sites



PRO



ProTM



\$215M

Hillman Retail Pro Revenue

Serving pro customers at retail partners in 2025



Immense Opportunity

To expand Hillman share-of-wallet with Pros, enabling higher capture of high-volume bulk orders

Expansive Specialty Distribution Landscape

Target high-return growth serving specialty distributors through existing operational capabilities

Product Availability

End User Application Specific

Global Supply Chain Advantage

Sales Expertise



- ✓ Products, supply chain, sales teams, and financial strength to address the thousands of building product distributors across numerous trade specialties

Leveraging Core to Expand Across Each Channel

M&A strategy targeting specific strengths across our three key channels



	Expand Categories	Pro Distribution	Industrial
	Adjacent Categories Acquire category players that can layer new products and aisles into Hillman's offerings to existing retail customer relationships Increase sales per sq. ft. in existing retail locations	Share-of-Wallet Acquire distributors in fasteners, hardware and adjacent categories that can expand share of wallet and leverage Hillman's global supply chain Expand fasteners & hardware reach beyond retail stores	Master Distributor Model Plug master distributors into Hillman's global supply chain, with focus on long-tail complexity, high spec SKU requirements and dependable deliveries Realize synergies through enhanced scale & logistics
Field Sales Capabilities	✓	✓	✓
Category Management	✓	✓	✓
Global Supply Chain	✓	✓	✓

Executing M&A Strategy

Three Deals Closed in 2026

CAMPBELL CHAIN



Increased Hillman's industrial presence, expanding its chain portfolio into industrial and commercial, adds U.S. manufacturing capabilities, and building on the 2024 acquisition of Koch's rope and chain business.

DELANEY HARDWARE



Expanded Hillman's Pro Distribution platform, adding door and builder's hardware categories, broadening customer reach across pro residential and commercial construction, and advancing Hillman's "Win the Pro" strategy.

KANE BRIDGE



Established long-tail, U.S. industrial master distribution platform, expanding industrial TAM to \$3 billion, diversifying end markets. Creates significant sourcing and cross-selling opportunities.

Identify
Category

Leverage
Core

Execute
Acquisition

- Acquire attractive targets
- Drive incremental margin through scale, global sourcing and cross-sell potential

Kanebridge

Long-Tail Master Distributor of Fasteners, Serving Industrial Distributors



44,000 SKUs: Managing the complexity of tens of thousands of small SKUs including industrial and military grade, and specialty fasteners



Proprietary E-Commerce Platform: Robust in-house e-comm platform enables 24/7 digital ordering with live inventory data



Quick Turnaround Time: Specializes in need-it-now demand offering same day shipping



Diverse Customer Relationships: +1,700 customers across a variety of industries and end-uses.



Indispensable Partner: 51-year history with a proven track record of high margin stable growth and a strong reputation

FINANCIAL DETAILS

Kanebridge: Headline Transaction Value		\$315 million
Estimated Tax Step-up Value Benefit		\$40 - \$45 million
Estimated Operating Asset Value		\$270 - \$275 million
Approximate Net Sales (TTM June 2026)	~\$65 million	
Approximate EBITDA (TTM June 2026)	~\$30 million	
Approximate Cost Synergies	~\$2 million	
Synergized Multiple		~8.4x to ~8.6x



The Hillman Group 2026 USA TODAY Top Workplaces Winner



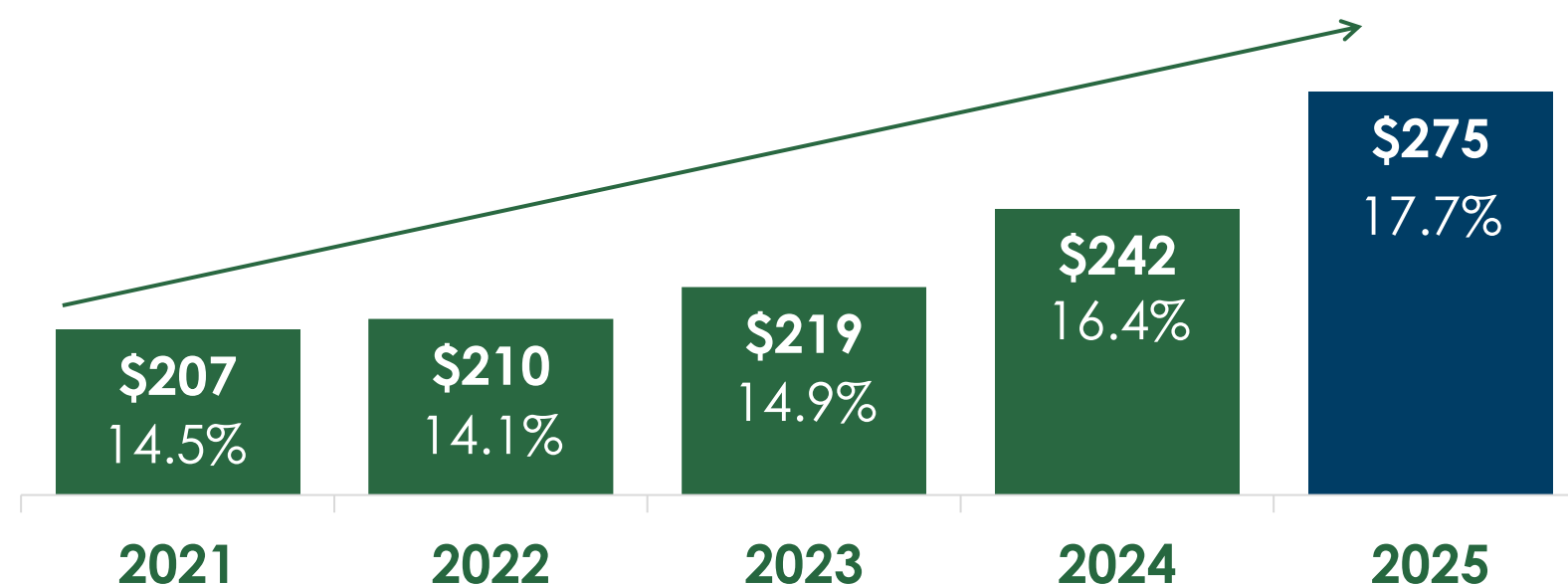
A Track Record of Delivering Value

Executing and strengthening business since 2021 public debut

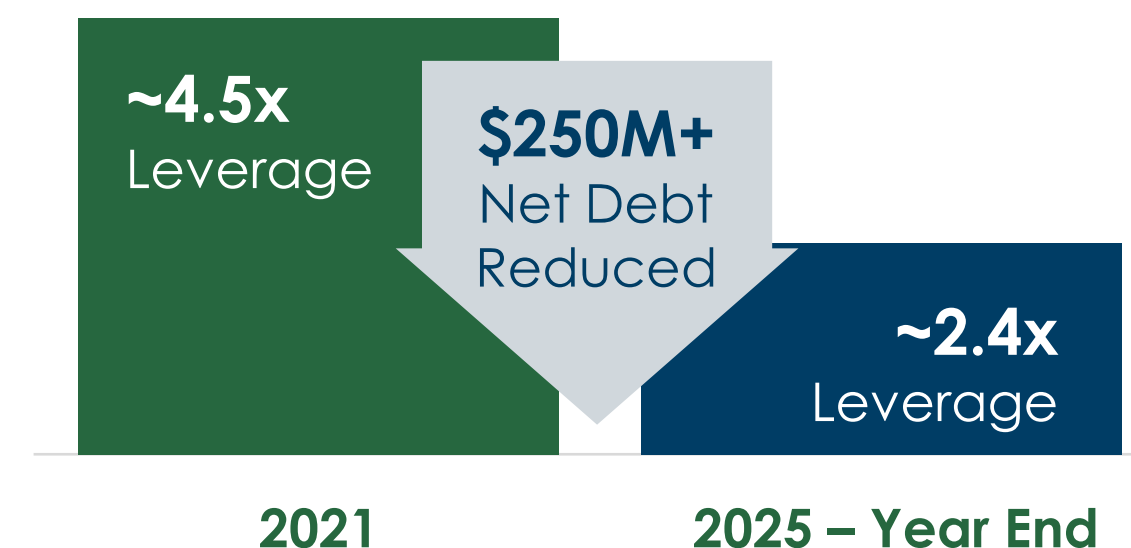


Strengthened Profitability (Adj. EBITDA \$M and Margin)

Grew Adjusted EBITDA each year despite macro pressures



Deleveraged Balance Sheet



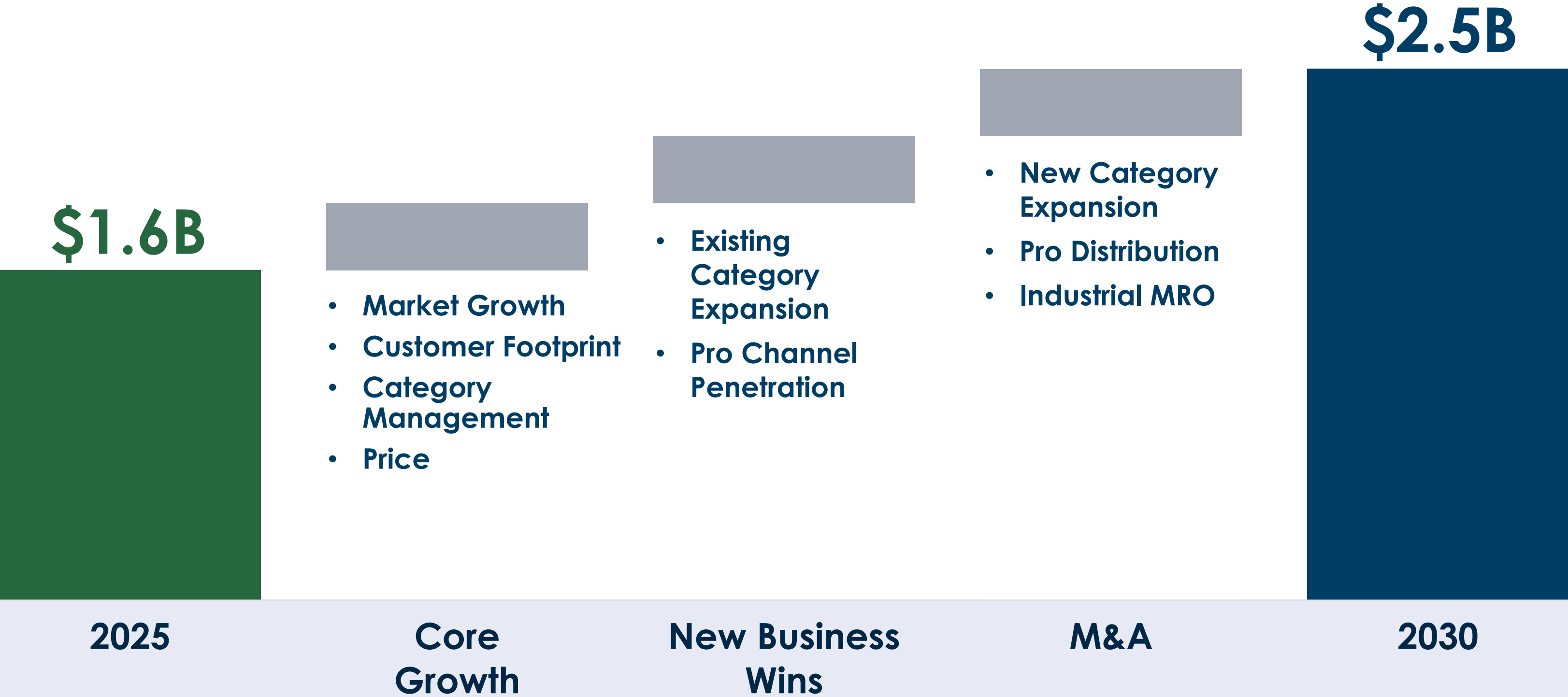
Affirming 2026 Growth Trajectory

Projecting another year of growth with strong profitability and balance sheet improvement

GROWTH	\$1.670B - \$1.720B Revenue Increased approx. 9.2% YoY at midpoint vs 2025 Drivers: Core Performance + M&A + Wins	~\$285M Adjusted EBITDA Margin approx. 17% at midpoint vs 2025 Adjusted EBITDA CAGR of 8.5% 2026E Since 2023	\$105M - \$115M Free Cash Flow 100% target conversion of Adj. Net Income Long term target of <2.5x Net Leverage; currently higher with focus on M&A
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Hillman's Path to \$2.5 Billion of Net Sales

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



Note: Growth bridge components are not drawn to scale.

Our 5-Year Financial Objectives (to 2030)

Resilient by design, growth by discipline, high-quality earnings compounder

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



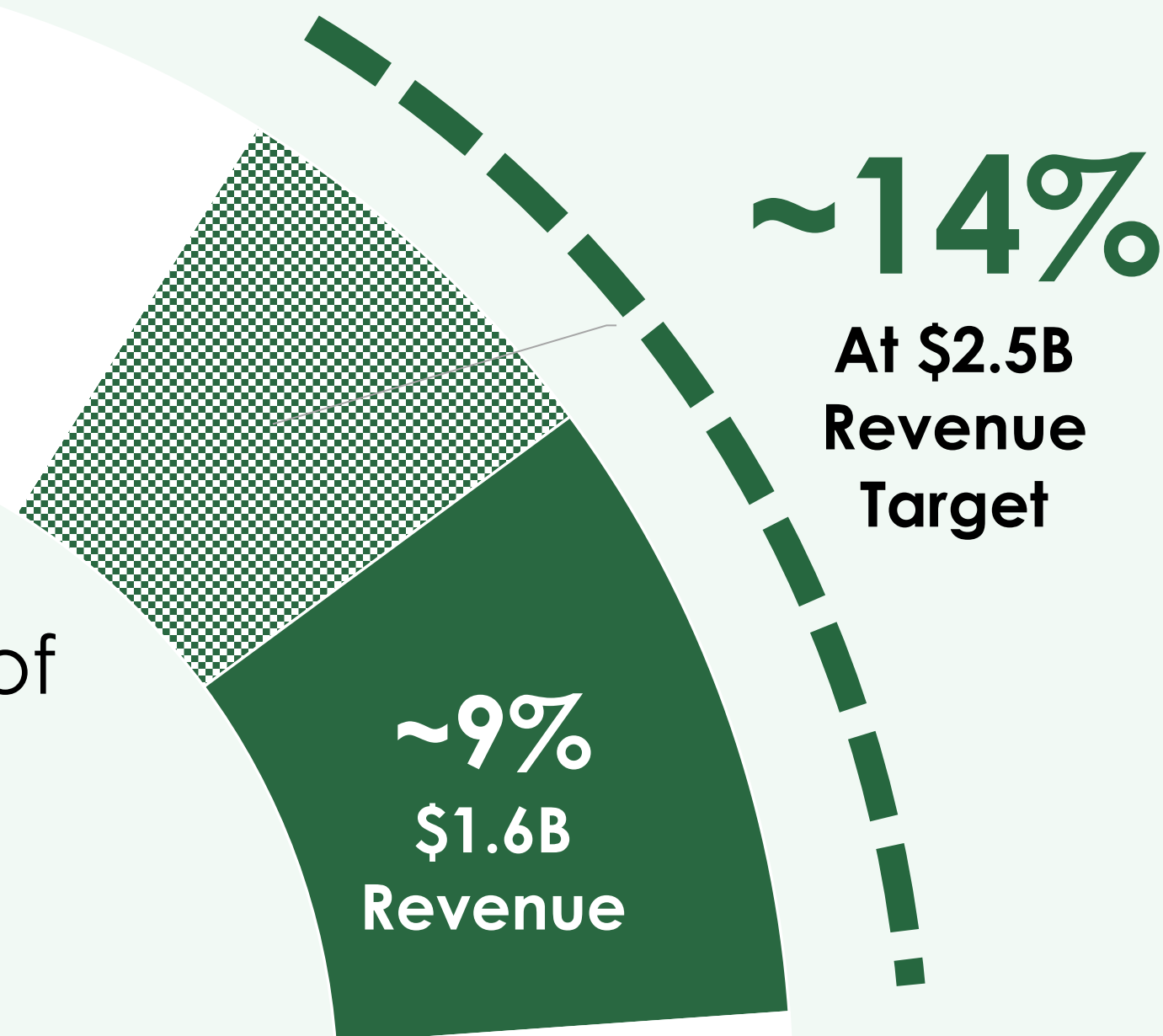
High-Teens

Target ROIC

Expansive Largely Untapped White Space

To accelerate share gains over 5-year target horizon

Hillman Share of
\$19B+
Addressable
Market



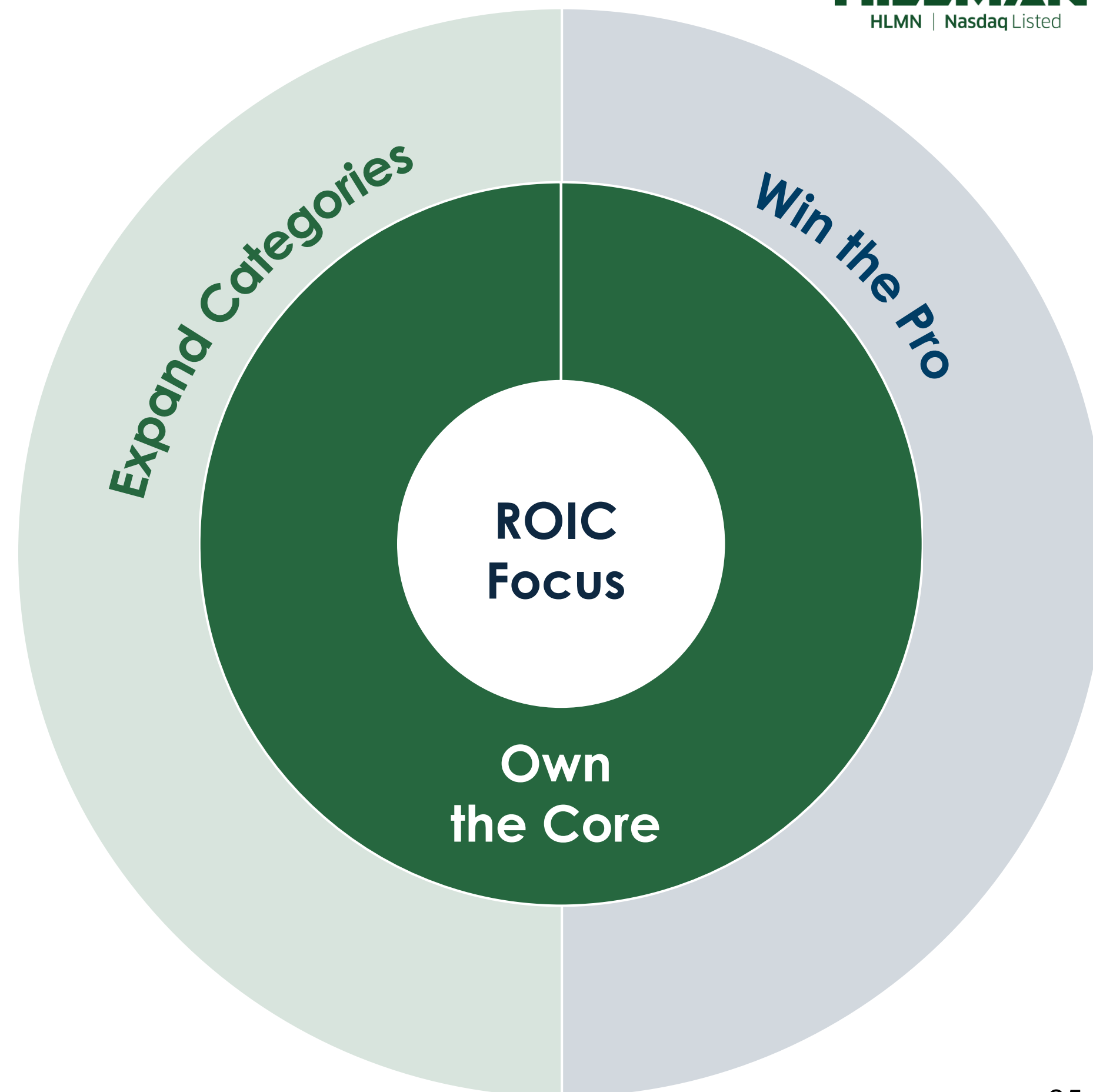
✓ **Core Growth**

✓ **New Business Wins**

✓ **M&A**

Key Takeaways

- ✓ **Resilient core business** fortified by unique advantages serving as platform for growth
- ✓ **Expansive largely untapped \$19B+ TAM** to accelerate growth in adjacent product categories and Pro channels
- ✓ **Integrated operations** and long-term supply relationships with proven ability to structurally expand margins
- ✓ **Solidified balance sheet** and **strong cash generation** to pursue ROIC-enhancing investments
- ✓ **Highly experienced teams** in place to execute value creation strategy



Note: TAM based on third-party consulting analysis and Hillman's current capabilities.



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Thank you

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Appendix

Annual Performance by Operating Segment

Hardware & Protective	2025	2024	Δ
<i>Year ended</i>	<i>12/28/2025</i>	<i>12/28/2024</i>	
Net Sales	\$1,193,957	\$1,107,993	7.8%
Adjusted EBITDA	\$196,250	\$155,698	26.0%
Adjusted EBITDA Margin %	16.4%	14.1%	230 bps
Robotics & Digital	2025	2024	Δ
<i>Year ended</i>	<i>12/27/2025</i>	<i>12/28/2024</i>	
Net Sales	\$220,157	\$216,701	1.6%
Adjusted EBITDA	\$65,913	\$70,275	(6.2)%
Adjusted EBITDA Margin %	29.9%	32.4%	(250) bps
Canada	2025	2024	Δ
<i>Year ended</i>	<i>12/27/2025</i>	<i>12/28/2024</i>	
Net Sales	\$138,110	\$147,901	(6.6)%
Adjusted EBITDA	\$13,154	\$15,780	(16.6)%
Adjusted EBITDA Margin %	9.5%	10.7%	(120) bps
Consolidated	2025	2024	Δ
<i>Year ended</i>	<i>12/27/2025</i>	<i>12/28/2024</i>	
Net Sales	\$1,552,224	\$1,472,595	5.4%
Adjusted EBITDA	\$275,317	\$241,753	13.9%
Adjusted EBITDA Margin %	17.7%	16.4%	130 bps

Please see reconciliation of non-GAAP metrics to GAAP results in the Appendix of this presentation. Figures in Thousands of USD unless otherwise noted.

Annual Revenue by Product Category

	Hardware & Protective	Robotics & Digital	Canada	Consolidated
Year Ended December 27, 2025				
Fastening and Hardware	\$928,445	\$—	\$122,916	\$1,051,361
Personal Protective	265,512	—	5,425	270,937
Keys and Key Fobs	—	179,215	9,739	188,954
Engraving and Resharp	—	40,942	30	40,972
Consolidated	\$1,193,957	\$220,157	\$138,110	\$1,552,224

	Hardware & Protective	Robotics & Digital	Canada	Consolidated
Year Ended December 28, 2024				
Fastening and Hardware	\$882,515	\$—	\$133,968	\$1,016,483
Personal Protective	225,478	—	4,447	229,925
Keys and Key Fobs	—	168,637	9,446	178,083
Engraving and Resharp	—	48,064	40	48,104
Consolidated	\$1,107,993	\$216,701	\$147,901	\$1,472,595

Adjusted EBITDA Reconciliation

<i>Year Ended</i>	December 27, 2025	December 28, 2024	December 29, 2023	December 31, 2022	December 25, 2021
Net income (loss)	\$40,305	\$17,255	\$(9,589)	\$(16,436)	\$(38,332)
Income tax expense (benefit)	16,291	9,297	2,207	1,769	(11,784)
Interest expense, net	56,467	59,241	68,310	54,560	67,094
Depreciation	79,870	68,766	59,331	57,815	59,400
Amortization	61,232	61,274	62,309	62,195	61,329
EBITDA	\$254,165	\$215,833	\$ 182,568	\$ 159,903	\$137,707
Stock compensation expense	14,246	13,463	12,004	13,524	15,255
Restructuring and other costs ⁽¹⁾	4,058	2,978	3,031	2,617	910
Litigation expense ⁽²⁾	1,950	5,000	339	32,856	12,602
Transaction and integration expense ⁽³⁾	232	1,243	1,754	2,477	11,123
Change in fair value of contingent consideration	(240)	228	(4,936)	(1,128)	(1,806)
Refinancing charges ⁽⁴⁾	906	3,008	-	-	8,070
Impairment charges ⁽⁵⁾	-	-	24,600	-	-
Management fees	-	-	-	-	270
Change in fair value of warrant liability ⁽⁶⁾	-	-	-	-	(14,734)
Buy-back expense ⁽⁷⁾	-	-	-	-	2,000
Inventory revaluation charges ⁽⁸⁾	-	-	-	-	32,026
Anti-dumping duties ⁽⁹⁾	-	-	-	-	3,995
Adjusted EBITDA	\$275,317	\$241,753	\$ 219,360	\$ 210,249	\$207,418

- Restructuring and other costs includes consulting, severance and other costs related to our distribution center relocations and corporate restructuring activities. 2024 and 2023 include costs associated with the Cybersecurity Incident that occurred in May 2023.
- Litigation expense includes an accrual for the tentative settlement of a California wage-hour class action / Private Attorneys General Act (PAGA) claim in 2025 along with a settlement and legal fees paid in association with a dispute with a kiosk development partner in 2024. Litigation expense in 2023 – 2021 includes legal fees associated with our litigation with KeyMe, Inc. and Hy-Ko Products Company LLC
- Transaction and integration expense in 2024 and 2025 includes professional fees and other costs related to acquisition activity, including without limitation the Koch Industries, Inc. and Intex DIY, Inc. Transaction and integration expense in 2021 includes professional fees, non-recurring bonuses, and other costs related to acquisitions, including the merger with Landcadia III and the secondary offerings of shares in 2022 and 2023.
- In the first quarters of 2025 and 2024, we entered into a Repricing Amendment (2025 Repricing Amendment and 2024 Repricing Amendment) on our existing Senior Term Loan due July 14, 2028. In 2021, in connection with the merger with Landcadia III, we refinanced our Term Credit Agreement and ABL Revolver. Proceeds from the refinancing were used to redeem in full senior notes due July 15, 2022 (the “6.375% Senior Notes”) and the 11.6% Junior Subordinated Debentures.
- In 2023, we recorded an impairment charge in our Hardware and Protective Solutions segment of \$24.6 million, primarily related to review of certain product offerings. We evaluated a specific product line and decided to exit certain retail locations and markets, which reduced the future cash flows from this product line and impacted the lower of cost or market valuation of inventory. As a result of this review we impaired \$19.6 million of intangible assets and recorded inventory revaluation charges of \$5.0 million.
- The warrant liabilities associated with the merger with Landcadia III were fully redeemed in 2021.
- Infrequent buy backs associated with new business wins.
- In 2021, we recorded an inventory valuation adjustment in our Hardware and Protective Solutions segment of \$32.0 million primarily related to strategic review of our COVID-19 related product offerings. We evaluated our customers' needs and the market conditions and ultimately decided to exit the following protective product categories related to COVID-19: cleaning wipes, disinfecting sprays, face masks, and certain disposable gloves.
- Anti-dumping duties assessed related to the nail business for prior year purchases.

Segment Adjusted EBITDA Reconciliations

<i>Year Ended December 27, 2025</i>	Hardware & Protective	Robotics & Digital	Canada
Operating Income	\$90,553	\$17,322	\$6,094
Depreciation & amortization	88,829	47,390	4,883
Stock Compensation Expense	12,080	1,144	1,022
Restructuring	2,783	120	1,155
Litigation expense	1,780	170	—
Transaction and integration expense	225	7	—
Change in fair value of contingent consideration	—	(240)	—
Adjusted EBITDA	\$196,250	\$65,913	\$13,154

<i>Year Ended December 28, 2024</i>	Hardware & Protective	Robotics & Digital	Canada
Operating Income	\$60,138	\$20,549	\$8,114
Depreciation & amortization	82,446	42,661	4,933
Stock Compensation Expense	11,562	1,117	784
Restructuring	340	689	1,949
Legal settlements	—	5,000	—
Transaction and integration expense	1,212	31	—
Change in fair value of contingent consideration	—	228	—
Adjusted EBITDA	\$155,698	\$70,275	\$15,780

Adjusted Net Income and Adjusted EPS Reconciliation

Year Ended	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021
Net Income (loss)	\$40,305	\$17,255	\$(9,589)	\$(16,436)	\$(38,332)
Remove adjusting items ⁽¹⁾	21,152	25,920	36,792	50,346	69,711
Mark-to-Market adjustment on interest rate swaps ⁽²⁾	—	—	—	—	(1,685)
Remove amortization expense	61,232	61,274	62,309	62,195	61,329
Remove tax benefit on adjusting items and amortization expense ⁽³⁾	(6,730)	(7,230)	(10,052)	(12,991)	(20,955)
Adjusted Net Income	\$115,959	\$97,219	\$79,460	\$83,114	\$70,068
Reconciliation to Adjusted Diluted Earnings per Share					
Diluted Earnings per Share	\$0.20	\$0.09	\$(0.05)	\$(0.08)	\$(0.28)
Remove adjusting items ⁽¹⁾	0.11	0.13	0.19	0.26	0.51
Mark-to-Market adjustment on interest rate swaps ⁽²⁾	0.00	0.00	0.00	0.00	(0.01)
Remove amortization expense	0.31	0.31	0.32	0.32	0.45
Remove tax benefit on adjusting items and amortization expense ⁽³⁾	(0.03)	(0.04)	(0.05)	(0.07)	(0.15)
Adjusted Diluted Earnings per Share	\$0.58	\$0.49	\$0.41	\$0.43	\$0.51
Reconciliation to Adjusted Diluted Shares Outstanding					
Diluted Shares, as reported ⁽⁴⁾	199,480	198,915	194,722	194,249	134,699
Non-GAAP dilution adjustments					
Dilutive effect of stock options and awards	—	—	1,136	1,190	1,541
Dilutive effect of warrants	—	—	—	—	134
Adjusted Diluted Shares	199,480	198,915	195,858	195,440	136,373

Note: Adjusted EPS may not add due to rounding.

1. Please refer to "Reconciliation of Adjusted EBITDA" table above for additional information on adjusting items. See "Per share impact of Adjusting Items" table below for the per share impact of each adjustment
2. Reflects the mark to market adjustment on the interest rate swaps. Subsequent to the merger in 2021, the Company qualifies for hedge accounting on the swaps, which eliminates the mark to market adjustment.
3. We have calculated the income tax effect of the non-GAAP adjustments shown above at the applicable statutory rate of 25% for the U.S. and 26.2% for Canada except for the following items:
 - a. The tax impact of stock compensation expense was calculated using the statutory rates above, excluding certain awards that are non-deductible.
 - b. Amortization expense for financial accounting purposes was offset by the tax benefit of deductible amortization expense using the statutory rate of 25%.
3. Diluted shares on a GAAP basis for the fifty-two weeks ended December 27, 2025 and December 28, 2024 include the dilutive impact of 2,029 and 2,807 options and awards, respectively.

Adjusted Gross Profit and Margin Reconciliations

Year Ended	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021
Net Sales	\$1,552,224	\$1,472,595	\$1,476,477	\$1,486,328	\$1,425,967
Cost of sales (exclusive of depreciation and amortization)	795,875	764,691	828,956	846,551	859,557
Gross margin (exclusive of depreciation and amortization)	\$756,349	\$707,904	\$647,521	\$639,777	\$566,410
Gross margin % (exclusive of depreciation and amortization)	48.7%	48.1%	43.9%	43.0%	39.7%
Adjusting Items ⁽¹⁾ :					
Buy-back expense	—	—	—	—	2,000
Anti-dumping duties	—	—	—	—	3,995
Impairment charges	—	—	5,000	—	32,026
Adjusted Gross Profit (exclusive of depreciation and amortization)	\$756,349	\$707,904	\$652,521	\$639,777	\$604,431
Adjusted Gross Margin % (exclusive of depreciation and amortization)	48.7%	48.1%	44.2%	43.0%	42.4%

1. See adjusted EBITDA Reconciliation for details of adjusting items

Net Debt, Net Leverage, and Free Cash Flow Reconciliations

Reconciliation of Net Debt and Net Leverage

<i>As of</i>	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021
Revolving loans	\$36,000	\$62,000	\$—	\$72,000	\$93,000
Senior term loan	636,960	645,470	751,852	840,363	851,000
Finance leases and other obligations	20,090	11,085	9,097	6,406	1,782
Gross debt	\$693,050	\$718,555	\$760,949	\$918,769	\$945,782
Less cash	27,276	44,510	38,553	31,081	14,605
Net debt	\$665,774	\$674,045	\$722,396	\$887,688	\$931,177
Adjusted EBITDA ⁽¹⁾	\$275,317	\$241,753	\$ 219,360	\$ 210,249	\$207,418
Net Leverage	2.4x	2.8x	3.3x	4.2x	4.5x

Reconciliation of Free Cash Flow

<i>Year Ended</i>	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022
Net cash provided by operating activities	\$105,185	\$183,336	\$238,035	\$119,011
Capital expenditures	(70,100)	(85,219)	(65,769)	(69,589)
Free cash flow	\$35,085	\$98,117	\$172,266	\$49,422
Divided by: Adjusted Net Income ⁽¹⁾	\$115,959	\$97,219	\$79,460	\$83,114
Free Cash Flow Conversion	30%	101%	217%	59%

1. See adjusted EBITDA and adjusted Net Income Reconciliations for details of adjusting items

Return on Invested Capital

Return on Invested Capital (“ROIC”)

<i>Year Ended</i>	December 27, 2025	December 28, 2024	December 29, 2023	December 31, 2022	December 25, 2021
Income from operations	\$113,969	\$88,801	\$60,929	\$39,894	\$10,314
Remove income tax expense ⁽¹⁾	28,492	22,200	15,232	9,973	2,579
Remove legacy intangible asset amortization ⁽²⁾	(36,912)	(36,810)	(36,936)	(36,963)	(37,019)
Adjusted income from operations	\$122,388	\$103,410	\$82,633	\$66,883	\$44,754
Current portion of debt and finance lease obligations	\$14,830	\$12,975	\$9,952	\$10,570	\$11,404
Long-term debt	668,337	691,726	731,708	884,636	906,531
Stockholders’ equity	1,228,507	1,182,371	1,154,529	1,156,739	1,150,095
Legacy goodwill and intangible assets, net of amortization ⁽³⁾	(988,129)	(1,023,700)	(1,064,026)	(1,098,764)	(1,138,452)
Invested capital	\$923,545	\$863,372	\$832,163	\$953,181	\$929,578
Average invested capital ⁽⁴⁾	\$893,459	\$847,768	\$892,672	\$941,380	\$832,823
Return on invested capital ⁽⁵⁾	13.7%	12.2%	9.3%	7.1%	5.4%

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 previous year

5. Adjusted income from operations divided by average invested capital