HILLMAN

HLMN | Nasdaq Listed

Quarterly Earnings Presentation

Q2 2023

August 8, 2023

Forward Looking Statements

HILLMAN
HLMN | Nasdaq Listed

All statements made in this presentation that are consider to be forward-looking 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 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) direct and indirect costs associated with the May 2023 ransomware attack, and our receipt of expected insurance receivables associated with that cybersecurity incident; (6) seasonality; (7) large customer concentration; (8) the ability to recruit and retain qualified employees; (9) the outcome of any legal proceedings that may be instituted against the Company; (10) adverse changes in currency exchange rates; (11) the impact of COVID-19 on the Company’s business; or (12) 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 the Annual Report on Form 10-K filed February 27, 2023. 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.

Q2 2023 Financial Review

HILLMAN
HLMN | Nasdaq Listed

Highlights for the 13 Weeks Ended July 1, 2023

- Net sales decreased (3.6)% to $380.0 million versus Q2 2022
    - Hardware Solutions approximately flat
    - Robotics and Digital Solutions ("RDS") down (2.0)%
    - Canada down (7.9)%
    - Protective Solution down (16.7)%
- GAAP net income totaled $4.5 million, or $0.02 per diluted share, compared to $8.8 million, or $0.04 per diluted share, in Q2 2022
- Adjusted EBITDA totaled $58.0 million compared to $62.3 million in the prior year quarter
- Adjusted EBITDA (ttm) / Net Debt: 4.0x at quarter end, improved from 4.2x from December 31, 2022

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

Q2 2023 Operational Review

HILLMAN
HLMN | Nasdaq Listed

Highlights for the 13 Weeks Ended July 1, 2023

- Reiterated full year 2023 guidance across all metrics
- Inventory reduced by $20.9 million during the quarter; bringing year-to-date total to $59.3 million
- Fill rates averaged approximately 96% year to date
- New business (with existing and new customers) wins secured across multiple business segments - expect to roll out two sizable new business wins in the second half of the year
- Cost of goods peaked in May 2023 (driven by high container costs during the Summer of 2022) - as a result, margins are expected to expand during the second half of 2023

Q2 2023 Financial Review

HILLMAN
HLMN | Nasdaq Listed

Highlights for the 26 Weeks Ended July 1, 2023

- Net sales decreased (3.6)% to $729.7 million versus the 26 weeks ended June 25, 2022
  - Hardware Solutions +3.6%
  - Robotics and Digital Solutions ("RDS") (0.9)%
  - Canada (6.8)%
  - Protective Solutions (17.6)% (excl. COVID sales)
- GAAP net loss totaled $(4.6) million, or $(0.02) per diluted share, compared to net income of $6.9 million, or $0.04 per diluted share, during the 26 weeks ended June 25, 2022
- Adjusted EBITDA totaled $98.2 million compared to $106.3 million during the the 26 weeks ended June 25, 2022
- Free Cash Flow totaled $78.0 million compared to $(14.1) million during the 26 weeks ended June 25, 2022

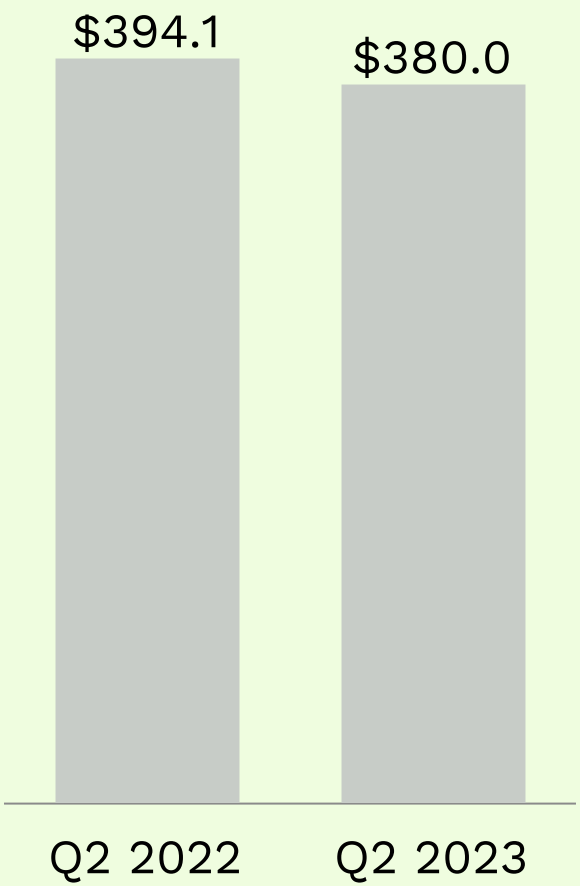
Please see reconciliation tables in the Appendix of this presentation for non-GAAP metrics.

Quarterly Financial Performance

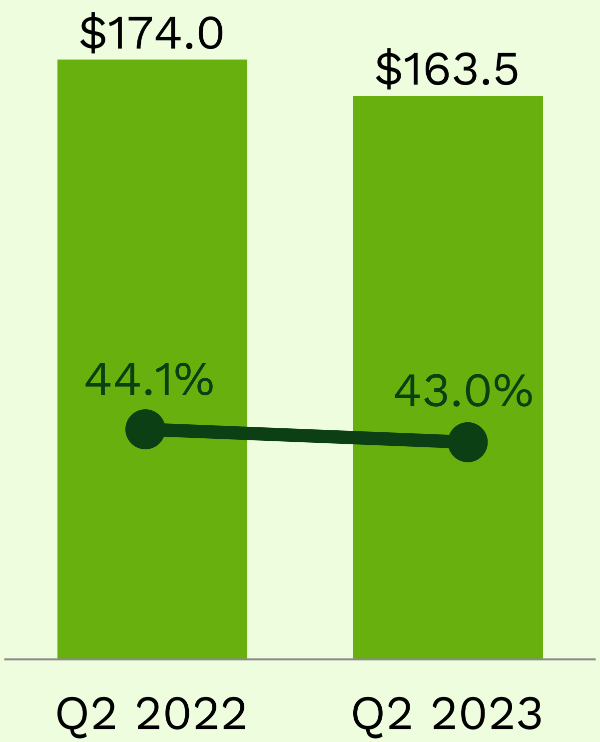
HILLMAN
HLMN | Nasdaq Listed

Top & Bottom Line

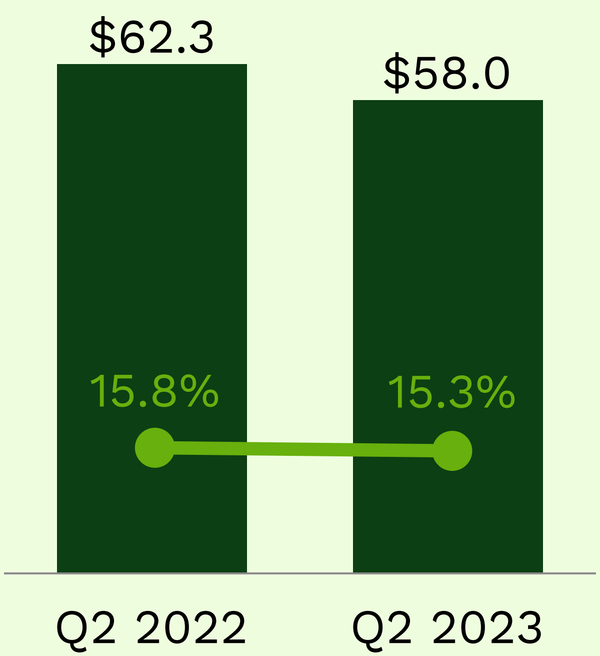
Net Sales
(millions $)



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.

Performance by Segment (Q2)

HILLMAN
HLMN | Nasdaq Listed

Hardware & Protective	Q2 2022	Q2 2023	Δ	
Thirteen Weeks Ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$277,438	$268,794	(3.1)%	HS flat; PS down due to lighter volumes
Adjusted EBITDA	$30,836	$27,847	(9.7)%	Inflation from 2022 flowing through income statement
Margin (Rev/Adj. EBITDA)	11.1%	10.4%	*(70) bps*	Margin pressure from higher COGS and inflation

Robotics & Digital	Q2 2022	Q2 2023	Δ	
Thirteen Weeks Ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$63,716	$62,456	(2.0)%	Increase in MinuteKey sales; decline in other volumes
Adjusted EBITDA	$22,130	$22,518	1.8%	Higher margin MinuteKey sales increased
Margin (Rev/Adj. EBITDA)	*34.7%*	*36.1%*	*140 bps*	Margins driven by shift to higher margin MinuteKey sales

Canada	Q2 2022	Q2 2023	Δ	
Thirteen Weeks Ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$52,960	$48,769	(7.9)%	FX headwinds + volumes down 2%
Adjusted EBITDA	$9,310	$7,617	(18.2)%	Inflation from 2022 flowing through income statement
Margin (Rev/Adj. EBITDA)	*17.6%*	*15.6%*	*(200) bps*	Margin pressure from higher COGS and inflation

Consolidated	Q2 2022	Q2 2023	Δ
Thirteen Weeks Ended	***6/25/2022***	***7/1/2023***	
Revenues	$394,114	$380,019	(3.6)%
Adjusted EBITDA	$62,276	$57,982	(6.9)%
Margin (Rev/Adj. EBITDA)	*15.8%*	*15.3%*	*(50) bps*

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

Performance by Segment (YTD)

HILLMAN
HLMN | Nasdaq Listed

Hardware & Protective	YTD '22	YTD '23	Δ	
Twenty-six weeks ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$542,815	$522,645	(3.7)%	Excluding COVID sales, revenues down 1% on lighter vol.
Adjusted EBITDA	$51,866	$46,726	(9.9)%	Inflation from 2022 flowing through income statement
Margin (Rev/Adj. EBITDA)	9.6%	8.9%	*(70) bps*	Margin pressure from higher COGS and inflation

Robotics & Digital	YTD '22	YTD '23	Δ	
Twenty-six weeks ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$124,693	$123,522	(0.9)%	Increase in MinuteKey sales; decline in other offerings
Adjusted EBITDA	$40,481	$42,043	3.9%	Higher margin MinuteKey sales increased
Margin (Rev/Adj. EBITDA)	*32.5%*	*34.0%*	*150 bps*	Near historical EBITDA margins of 32% to 33%

Canada	YTD '22	YTD '23	Δ	
Twenty-six weeks ended	***6/25/2022***	***7/1/2023***		***Comments***
Revenues	$89,619	$83,559	(6.8)%	FX headwinds + volumes down <1%
Adjusted EBITDA	$13,940	$9,399	(32.6)%	Inflation from 2022 flowing through income statement
Margin (Rev/Adj. EBITDA)	*15.6%*	*11.2%*	*(440) bps*	Margin pressure from higher COGS and inflation

Consolidated	YTD '22	YTD '23	Δ
Twenty-six weeks ended	***6/25/2022***	***7/1/2023***	
Revenues	**$757,127**	**$729,726**	**(3.6)%**
Adjusted EBITDA	**$106,287**	**$98,168**	**(7.6)%**
Margin (Rev/Adj. EBITDA)	***14.0%***	***13.5%***	***(50) bps***

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

Revenue by Product Category (Q2)

HILLMAN
HLMN | Nasdaq Listed

	Hardware & Protective	Robotics & Digital	Canada	Revenue (Q2)
Thirteen Weeks Ended July 1, 2023				
Fastening and Hardware	$225,139	$—	$44,743	$269,882
Personal Protective	43,655	—	1,928	45,583
Keys and Key Accessories	—	49,021	2,091	51,112
Engraving and Resharp	—	13,435	7	13,442
Total Revenue	**$268,794**	**$62,456**	**$48,769**	**$380,019**

	Hardware & Protective	Robotics & Digital	Canada	Revenue (Q2)
Thirteen Weeks Ended June 25, 2022				
Fastening and Hardware	$225,047	$—	$48,810	$273,857
Personal Protective	52,391	—	2,287	54,678
Keys and Key Accessories	—	48,768	1,852	50,620
Engraving and Resharp	—	14,948	11	14,959
Total Revenue	**$277,438**	**$63,716**	**$52,960**	**$394,114**

Figures in Thousands of USD unless otherwise noted.

Revenue by Product Category (YTD)

HILLMAN
HLMN | Nasdaq Listed

	Hardware & Protective	Robotics & Digital	Canada	Revenue (YTD)
Twenty-six weeks ended July 1, 2023				
Fastening and Hardware	$430,114	$—	$75,965	$506,079
Personal Protective	92,531	—	3,541	96,072
Keys and Key Accessories	—	97,568	4,033	101,601
Engraving and Resharp	—	25,954	20	25,974
Total Revenue	**$522,645**	**$123,522**	**$83,559**	**$729,726**

	Hardware & Protective	Robotics & Digital	Canada	Revenue (YTD)
Twenty-six weeks ended June 25, 2022				
Fastening and Hardware	$415,111	$—	$81,722	$496,833
Personal Protective	127,704	—	4,515	132,219
Keys and Key Accessories	—	96,305	3,356	99,661
Engraving and Resharp	—	28,388	26	28,414
Total Revenue	**$542,815**	**$124,693**	**$89,619**	**$757,127**

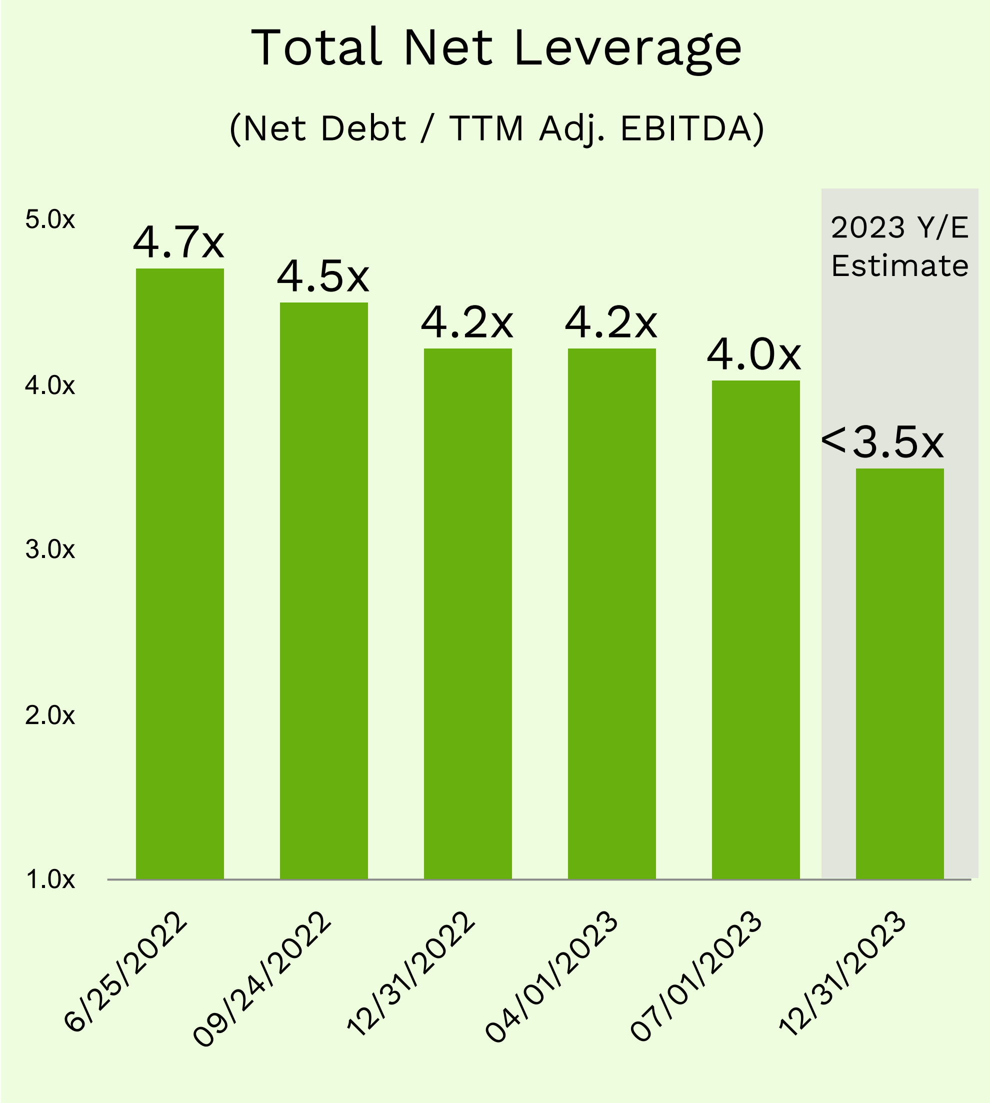
Figures in Thousands of USD unless otherwise noted.

Capital Structure

HILLMAN
HLMN | Nasdaq Listed

Committed to Improving Leverage as Inventory Converts to Cash

	July 1, 2023
ABL Revolver ($283 million capacity)	$8.0
Term Note	$836.1
Finance Leases and Other Obligations	$7.4
Total Debt	$851.5
Cash	$37.7
Net Debt	**$813.8**
TTM Adjusted EBITDA	**$202.1**
Net Debt/ TTM Adjusted EBITDA	**4.0x**
Current Effective Interest Rate*	4.8%



Please see reconciliation of Non-GAAP metrics Adjusted EBITDA and Net Debt in the Appendix of this presentation. Figures in Millions of USD unless otherwise noted.
**Current Effective Interest Rate as of July 31, 2023.*

2023 Outlook & Guidance

HILLMAN
HLMN | Nasdaq Listed

2023 Full Year Guidance - Reiterated

On August 8, 2023, Hillman reiterated the following guidance (originally given on February 23, 2023) based on its current view of the market and its performance expectations for the fifty-two weeks ending December 30, 2023.

(in millions USD)	Full Year 2023 Guidance Range
Revenues	$1.45 to $1.55 billion
Adjusted EBITDA	$215 to $235 million
Free Cash Flow	$125 to $145 million

Assumptions

- 2H-23 Adj. EBITDA up approx. 20 percent vs. 2H-22
- Net Debt / Adj. EBITDA leverage ratio expected to be below 3.5x at the end of 2023
- Interest expense: $65 - $75 million (increased by $5 million)
- Cash interest: $60 - $70 million (increased by $5 million)
- Cash tax expense: Approx. $5 million (decreased from $5 - $10 million)
- Capital expenditures: $65-$75 million
- Fully diluted shares outstanding: ~198 million

Please see reconciliation of Non-GAAP metrics Adjusted EBITDA and Free Cash Flow in the Appendix of this presentation.

Key Takeaways

HILLMAN
HLMN | Nasdaq Listed

Inventory Turning to Cash; Focused on Delivering; Expected to Benefit from Price / Cost in 2H 2023

- Business has 59-year track record of success; proven to be resilient through multiple economic cycles
- Repair, Remodel and Maintenance industry has meaningful long-term tailwinds; expected to be an increase spend on the home in the future as 90% of homes pass 20 years of age during 2024 and 2025.[1]
- 1,100-member distribution (sales and service) team and direct-to-store fulfillment continue to provide competitive advantages and strengthen competitive moat - drives new business wins
- Cost of goods peaked in May 2023, margins expected to expand during 2H 2023 and 2024
- Inventory reduced by $145 million since mid-2022 peak; will continue to improve and reduce debt with free cash flow

Long-term Annual Growth Targets (Organic):

Revenue Growth: +6% & Adj. EBITDA Growth: +10%

Long-term Annual Growth Targets (incl. Acquisitions):

Revenue Growth: +10% & Adj. EBITDA Growth: +15%

1) American Community Survey Data

Appendix

Investment Highlights

- 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 59-year track record

Hillman: Overview

HILLMAN
HLMN | Nasdaq Listed

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

2022: By The Numbers

~20 billion Fasteners Sold	**~400 million** Pairs of Gloves Sold	**~120 million** Keys Duplicated
~112,000 SKUs Managed	**~40,000** Store Direct Locations	**~35,000** Kiosks in Retail Locations
#1 Position Across Core Categories	**10%** Long-Term Historical Sales CAGR	**58 Years** of Sales Growth in 59-Year History
$1.5 billion 2022 Sales	**11.6% CAGR** 2017-2022 Adj. EBITDA Growth	**14.1%** 2022 Adj. EBITDA Margin

**Third-party market study - 2019*
Adjusted EBITDA is a non-GAAP measure. Please see Appendix for a reconciliation of Adjusted EBITDA to Net Income

Primary Product Categories

HILLMAN
HLMN | Nasdaq Listed

Hardware Solutions	Protective Solutions	Robotics & Digital Solutions

Hardware Solutions

#1 in Segment

Fasteners & Specialty

HILLMAN
DECK PLUS LIFETIME GUARANTEE

Construction Fasteners

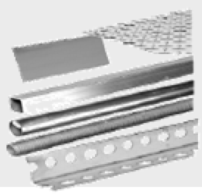
POWERPRO

Picture Hanging

OOK
HILLMAN

Builders Hardware & Metal Shapes

THE STEELWORKS BY HILLMAN
HILLMAN



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 and Fob Duplication

HILLMAN
minute key

Personalized Tags

TagWorks
i.d. SPOT

Knife Sharpening

resharp

Representative Top Customers

ACE Hardware | The Home Depot | Lowe's | Tractor Supply Co | Walmart

Source: Third party industry report.

Adjusted EBITDA Reconciliation

HILLMAN
HLMN | Nasdaq Listed

Thirteen weeks ended	June 25, 2022	July 1, 2023
Net income	**$8,816**	**$4,545**
Income tax(benefit) expense	6,424	(1,823)
Interest expense, net	12,533	18,075
Depreciation	14,172	13,800
Amortization	15,566	15,578
EBITDA	**$57,511**	**$50,175**
Stock compensation expense	2,286	3,405
Restructuring and other [1]	513	1,440
Litigation expense [2]	2,703	—
Transaction and integration expense [3]	1,438	510
Change in fair value of contingent consideration	(2,175)	2,452
Adjusted EBITDA	**$62,276**	**$57,982**

Footnotes:

1. Includes consulting and other costs associated with distribution center relocations and corporate restructuring activities. 2023 includes costs associated with the cybersecurity event that occurred in May 2023.
2. Litigation expense includes legal fees associated with our litigation with Hy-Ko Products Company LLC.
3. Transaction and integration expense includes professional fees and other costs related to the CCMP secondary offerings in 2022 and 2023.

Adjusted EBITDA Reconciliation

HILLMAN
HLMN | Nasdaq Listed

Twenty-six weeks ended	June 25, 2022	July 1, 2023
Net income (loss)	**$6,929**	**$(4,587)**
Income tax (benefit) expense	5,532	(9,679)
Interest expense, net	24,161	36,152
Depreciation	27,426	30,505
Amortization	31,087	31,150
EBITDA	**$95,135**	**$83,541**
Stock compensation expense	8,304	6,042
Restructuring and other[1]	565	2,848
Litigation expense [2]	3,713	260
Transaction and integration expense [3]	2,215	1,310
Change in fair value of contingent consideration	(3,645)	4,167
Adjusted EBITDA	**$106,287**	**$98,168**

Footnotes:

1. Includes consulting and other costs associated with distribution center relocations and corporate restructuring activities. 2023 includes costs associated with the cybersecurity event that occurred in May 2023.
2. Litigation expense includes legal fees associated with our litigation with Hy-Ko Products Company LLC.
3. Transaction and integration expense includes professional fees and other costs related to the CCMP secondary offerings in 2022 and 2023.

Adjusted Gross Margin Reconciliation

HILLMAN
HLMN | Nasdaq Listed

Thirteen weeks ended	June 25, 2022	July 1, 2023
Net Sales	$394,114	$380,019
Cost of sales (exclusive of depreciation and amortization)	220,146	216,499
Gross margin exclusive of depreciation and amortization	$173,968	$163,520
Gross margin exclusive of depreciation and amortization %	44.1 %	43.0 %

Twenty-six weeks ended	June 25, 2022	July 1, 2023
Net Sales	$757,127	$729,726
Cost of sales (exclusive of depreciation and amortization)	433,419	421,008
Gross margin exclusive of depreciation and amortization	$323,708	$308,718
Gross margin exclusive of depreciation and amortization %	42.8 %	42.3 %

Adjusted SG&A Expense Reconciliation

HILLMAN
HLMN | Nasdaq Listed

Thirteen weeks ended	*June 25, 2022*	*July 1, 2023*
Selling, general and administrative expenses	$118,229	$111,452
SG&A Adjusting Items [1]:		
Stock compensation expense	2,286	3,405
Restructuring	513	1,440
Litigation expense	2,703	—
Acquisition and integration expense	1,438	510
Adjusted SG&A	$111,289	$106,097
Adjusted SG&A as a % of Net Sales	28.2 %	27.9 %

Twenty-six weeks ended	*June 25, 2022*	*July 1, 2023*
Selling, general and administrative expenses	$232,767	$222,517
SG&A Adjusting Items [1]:		
Stock compensation expense	8,304	6,042
Restructuring	565	2,848
Litigation expense	3,713	260
Acquisition and integration expense	2,215	1,310
Adjusted SG&A	$217,970	$212,057
Adjusted SG&A as a % of Net Sales	28.8 %	29.1 %

1. See adjusted EBITDA Reconciliation for details of adjusting items

Net Debt & Free Cash Flow Reconciliations

HILLMAN
HLMN | Nasdaq Listed

Reconciliation of Net Debt

As of	**December 31, 2022**	**July 1, 2023**
Revolving loans	$72,000	$8,000
Senior term loan	840,363	836,108
Finance leases and other obligations	6,406	7,356
Gross debt	**$918,769**	**$851,464**
Less cash	31,081	37,656
Net debt	**$887,688**	**$813,808**

Reconciliation of Free Cash Flow

	June 25, 2022	**July 1, 2023**
Net cash provided by operating activities	$14,773	$115,046
Capital expenditures	(28,921)	(37,029)
Free cash flow	**$(14,148)**	**$78,017**

Segment Adjusted EBITDA Reconciliations

HILLMAN
HLMN | Nasdaq Listed

Thirteen weeks ended June 25, 2022	HPS	RDS	Canada	Consolidated
Operating income	$10,079	$10,305	$7,389	$27,773
Depreciation & amortization	17,664	10,845	1,229	29,738
Stock compensation expense	1,374	220	692	2,286
Restructuring	479	34	—	513
Litigation expense	—	2,703	—	2,703
Transaction and integration expense	1,240	198	—	1,438
Change in fair value of contingent consideration	—	(2,175)	—	(2,175)
Adjusted EBITDA	**$30,836**	**$22,130**	**$9,310**	**$62,276**

Thirteen weeks ended July 1, 2023	HPS	RDS	Canada	Consolidated
Operating income	$4,367	$10,374	$6,056	$20,797
Depreciation & amortization	19,028	9,110	1,240	29,378
Stock compensation expense	2,865	329	211	3,405
Restructuring and other	1,128	202	110	1,440
Litigation expense	—	—	—	—
Transaction and integration expense	459	51	—	510
Change in fair value of contingent consideration	—	2,452	—	2,452
Adjusted EBITDA	**$27,847**	**$22,518**	**$7,617**	**$57,982**

Segment Adjusted EBITDA Reconciliations

HILLMAN
HLMN | Nasdaq Listed

Twenty-six weeks ended June 25, 2022	HPS	RDS	Canada	Consolidated
Operating income	$8,132	$17,707	$10,783	$36,622
Depreciation & amortization	34,720	21,328	2,465	58,513
Stock compensation expense	6,562	1,050	692	8,304
Restructuring	525	40	—	565
Litigation expense	—	3,713	—	3,713
Transaction and integration expense	1,927	288	—	2,215
Change in fair value of contingent consideration	—	(3,645)	—	(3,645)
Adjusted EBITDA	**$51,866**	**$40,481**	**$13,940**	**$106,287**

Twenty-six weeks ended July 1, 2023	HPS	RDS	Canada	Consolidated
Operating income	$531	$14,836	$6,519	$21,886
Depreciation & amortization	37,571	21,675	2,409	61,655
Stock compensation expense	5,070	611	361	6,042
Restructuring and other	2,385	353	110	2,848
Litigation expense	—	260	—	260
Transaction and integration expense	1,169	141	—	1,310
Change in fair value of contingent consideration	—	4,167	—	4,167
Adjusted EBITDA	**$46,726**	**$42,043**	**$9,399**	**$98,168**