

HILLMAN™

Investor Presentation

Second Quarter 2021

Safe Harbor Statement

Forward Looking Statements

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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.

2Q21 Review



2Q21 & YTD Highlights

Financial Highlights

- 2Q21 Sales of \$375.7 million (+8.4% y/y) and Adjusted EBITDA of \$64.5 million (+4.6% y/y)
- YTD Sales of \$717.0 million (+11.6% y/y) and Adjusted EBITDA of \$112.2 million (+8.9% y/y)
- Completed merger with Landcadia III, began trading on NASDAQ under “HLMN” ticker
- Recapitalized balance sheet reducing leverage to 3.8x TTM adjusted EBITDA from 7.1x
- Achieved fill-rates >90%, above competitors
- Implemented initial price increase end of second quarter
- Rolled-out new business wins

Outlook (\$ millions)	2019	2020	2021E	2022E
Revenues	\$1,214.4	\$1,368.3	\$1,400	\$1,500
Adjusted EBITDA	\$178.7	\$221.2	\$220-\$230	\$245-\$255

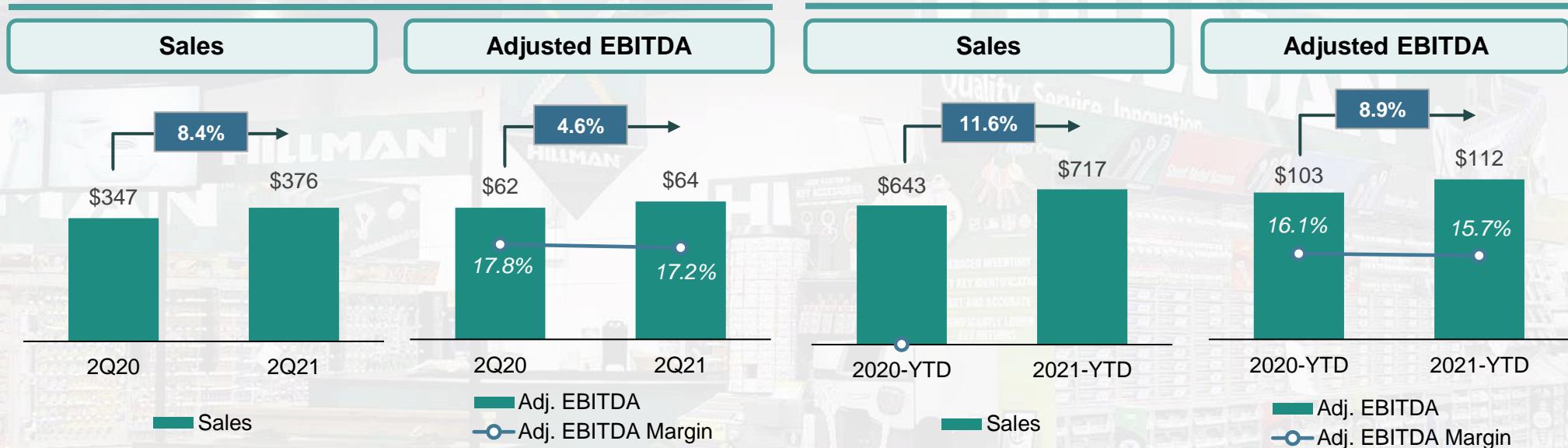
Note: Adjusted EBITDA is a non-GAAP measure. Please see page 14 for a reconciliation of Adjusted EBITDA to Net Income.

Solid Start to 2021

(\$ in millions)

Second Quarter

6-Month YTD



Second Quarter Highlights

- Sales grew 8.4% in 2Q21
 - HS +5.6%
 - PS -21.5%
 - RDS +57.2%
 - Canada +32.1%
- Adjusted EBITDA grew 4.6% and margin contracted 60 basis points primarily due to mix and higher operating expenses
- 2-Year Growth: Revenue +15.7%, Adjusted EBITDA +19.0%

6-Month YTD Highlights

- Sales grew 11.6% 6-month YTD
 - HS +7.9%
 - PS +3.2%
 - RDS +24.1%
 - Canada +31.5%
- Adjusted EBITDA grew 8.9% and margin contracted 40 basis points primarily due to mix and higher operating expenses
- 2-Year Growth: Revenue +17.1%, Adjusted EBITDA +21.1%

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 14 for a reconciliation of Adjusted EBITDA to Net Income.

2Q21 Segment Results Summary

\$ Thousands

Hardware & Protective	2Q20	2Q21	\$	
For Quarter Ended	6/27/2020	6/26/2021	Change	Comments
Revenues	\$269,499	\$263,129	(\$6,370)	Lower gloves & mask sales partially offset by hardware growth
Adjusted EBITDA	\$45,704	\$36,114	(\$9,590)	Lower mask sales, higher operating expenses
Margin	17.0%	13.7%	(330 bps)	Higher freight & material cost, sales mix

Robotics & Digital Solutions	2Q20	2Q21	\$	
For Quarter Ended	6/27/2020	6/26/2021	Change	Comments
Revenues	\$42,198	\$66,351	\$24,153	Recovery from weak demand during covid lock-downs
Adjusted EBITDA	\$12,373	\$23,696	\$11,323	Stronger sales
Margin	29.3%	35.7%	640 bps	Operating leverage from stronger sales

Canada	2Q20	2Q21	\$	
For Quarter Ended	6/27/2020	6/26/2021	Change	Comments
Revenues	\$35,013	\$46,235	\$11,222	Strong demand from big box retailers
Adjusted EBITDA	\$3,533	\$4,662	\$1,129	
Margin	10.1%	10.0%	(10 bps)	Sales leverage offset by higher variable labor & delivery costs

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 15 and 16 for a reconciliation of Adjusted EBITDA to Net Income.

Year-To-Date Segment Results

\$ Thousands

Hardware & Protective For Six Months Ended	YTD 6/27/2020	YTD 6/26/2021	\$ Change	Comments
Revenues	\$482,676	\$514,058	\$31,382	Strong hardware demand and PPE contribution
Adjusted EBITDA	\$71,366	\$65,146	(\$6,220)	
Margin	14.8%	12.7%	(210 bps)	Inflation costs and negative mix

Robotics & Digital Solutions For Six Months Ended	YTD 6/27/2020	YTD 6/26/2021	\$ Change	Comments
Revenues	\$98,505	\$122,230	\$23,725	Recovery in key and engraving sales post Covid
Adjusted EBITDA	\$29,943	\$41,113	\$11,170	
Margin	30.4%	33.6%	320 bps	Operating leverage from sales growth

Canada For Six Months Ended	YTD 6/27/2020	YTD 6/26/2021	\$ Change	Comments
Revenues	\$61,365	\$80,708	\$19,343	Strong demand from big box retailers
Adjusted EBITDA	\$1,822	\$6,019	\$4,197	
Margin	3.0%	7.5%	450 bps	Operating leverage from sales growth

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 15 and 16 for a reconciliation of Adjusted EBITDA to Net Income.

2Q21 Two-Year Growth Comparison

\$ Millions

Hardware & Protective	2Q19	2Q21	%	YTD 2019	YTD 2021	%
<i>For Quarter Ended</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>
Revenues	\$226.4	\$263.1	16.2%	\$428.0	\$514.1	20.1%
Adjusted EBITDA	\$31.4	\$36.1	15.0%	\$51.6	\$65.1	26.2%
Margin	13.9%	13.7%	(30 bps)	12.1%	12.7%	60 bps

Robotics & Digital Solutions	2Q19	2Q21	%	YTD 2019	YTD 2021	%
<i>For Quarter Ended</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>
Revenues	\$60.2	\$66.4	10.3%	\$117.6	\$122.2	3.9%
Adjusted EBITDA	\$18.6	\$23.7	27.4%	\$35.9	\$41.1	14.5%
Margin	31.0%	35.7%	470 bps	30.5%	33.6%	310 bps

Canada	2Q19	2Q21	%	YTD 2019	YTD 2021	%
<i>For Quarter Ended</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>
Revenues	\$38.0	\$46.2	21.5%	\$66.7	\$80.7	19.9%
Adjusted EBITDA	\$4.2	\$4.7	11.9%	\$5.2	\$6.0	15.4%
Margin	11.1%	10.0%	110 bps	7.8%	7.5%	(30 bps)

Consolidated	2Q19	2Q21	%	YTD 2019	YTD 2021	%
<i>For Quarter Ended</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>	<i>6/29/2019</i>	<i>6/26/2021</i>	<i>Change</i>
Revenues	\$324.6	\$375.7	15.7%	\$612.3	\$717.0	17.1%
Adjusted EBITDA	\$54.2	\$64.5	19.0%	\$92.7	\$112.3	21.1%
Margin	16.7%	17.2%	50 bps	15.1%	15.7%	60 bps

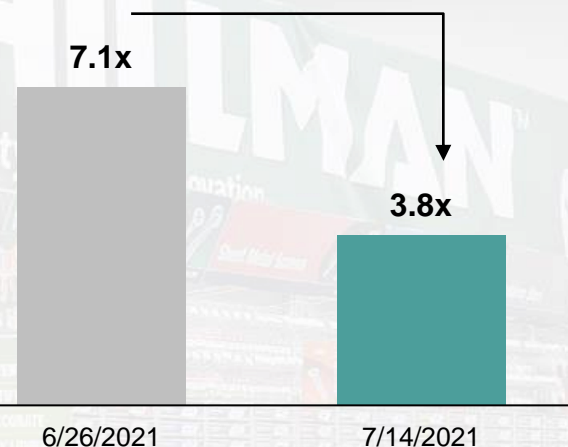
Note: Adjusted EBITDA is a non-GAAP measure. Please see page 15 and 17 for a reconciliation of Adjusted EBITDA to Net Income.

Strong Capital Structure Supports Growth

Total Leverage Based on TTM Adj. EBITDA

(\$ millions)	7/14/2021
Cash	\$ 58
ABL Revolver (\$250 million)	93
New Term Note	851
Total Debt	\$ 944
Net Debt	\$ 886
TTM Adjusted EBITDA	\$ 230.4
Gross Debt/ TTM Adjusted EBITDA	4.1x
Net Debt/ TTM Adjusted EBITDA	3.8x

Total Net Leverage Based on TTM Adj. EBITDA



Note: Adjusted EBITDA is a non-GAAP measure. Please see page 14 for a reconciliation of Adjusted EBITDA to Net Income.

Outlook

Outlook (\$ millions)	2019	2020	2021E	2022E
Revenues	\$1,214.4	\$1,368.3	\$1,400	\$1,500
Adjusted EBITDA	\$178.7	\$221.2	\$220-\$230	\$245-\$255

Long-term Growth

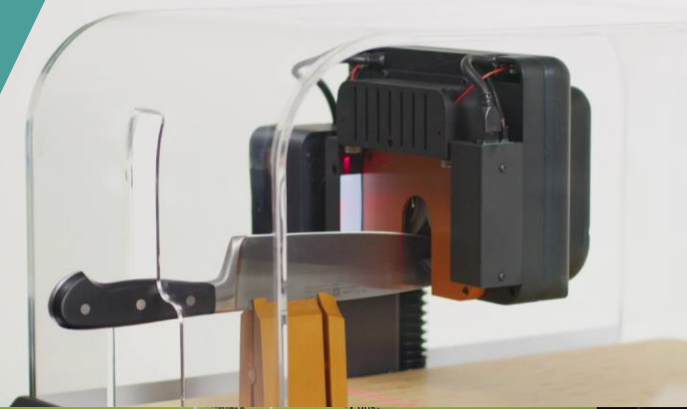
- Revenue - +6%
- Adj EBITDA - +10%

Other

- SGA – 25% fixed, 75% driven by revenues
- Interest Expense - ~\$30 million/year
- Income Tax – cash taxpayer late 2022, then ~25% effective tax rate
- Capital Expenditures - ~\$60 million/year, \$40 million growth
- Shares outstanding – 187.6 million, 24.7 million warrants outstanding at \$11.50 strike price

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 14 for a reconciliation of Adjusted EBITDA to Net Income.

Appendix



Investment Highlights



Hillman at a Glance

Business Description

- Founded in 1964; HQ in Cincinnati, OH
- The leading distributor of hardware and home improvement products, personal protective equipment and robotic kiosk technologies to a broad range of winning retailers in the U.S., Canada and Mexico
- The predominance of our sales come from Hillman-owned brands
- Highly attractive ~\$6 billion direct addressable market with strong secular tailwinds
- Long-standing strategic partnerships with winning retailers including Home Depot, Lowe's, Walmart, Tractor Supply, ACE and independent hardware stores
- Provide highly complex logistics, inventory, category management and differentiated in-store merchandising services via ~1,100 person field sales and service team
- ~3,600 non-union employees across corporate HQ, 22 N.A. distribution centers, and Taiwan sourcing office

By the Numbers

~20 billion Fasteners Sold per Year	~575 million Pairs of Gloves Sold per Year	~116 million Keys Duplicated per Year
~112,000 SKUs Managed	~42,000 Store Direct Locations	~32,500 Kiosks in Retail Locations
#1 Position Across Core Categories	10% Long-Term Historical Sales CAGR	55 Years Sales Growth in 56-Year History
~\$1.4bn 2020E Sales	22% 2017A-2020 Adj. EBITDA Growth	16% 2020 Adj. EBITDA Margin

*Note: Figures may not tie due to rounding and corporate eliminations.
Adjusted EBITDA is a non-GAAP measure. Please see page 14 for a reconciliation of Adjusted EBITDA to Net Income.
Operational metrics based on 2020 management estimates.*

Our Primary Business Segments

Hardware & Protective Solutions



Source: Third party industry report.

Adjusted EBITDA Reconciliation

\$ Thousands		2Q20	2Q21	1H20	1H21
For Period Ending		6/27/20	6/26/21	6/27/20	6/26/21
	Income from Operations	\$20,728	\$19,509	\$30,174	\$25,289
	D&A	32,095	30,684	64,460	61,934
	EBITDA	\$52,823	\$50,193	\$94,634	\$87,223
1	Stock Compensation	1,524	1,796	2,669	3,537
2	CCMP Management Fees	196	88	321	214
3	Facility Exits	433	-----	433	-----
4	Restructuring	980	-----	2,710	109
5	Litigation Fees	1,893	6,322	2,674	10,282
6	Acquisition & Integration	661	3,299	990	8,139
7	Buy-back Expense	-----	1,350	-----	1,350
8	Anti-Dumping Expense	-----	2,636	-----	2,636
9	Change in Fair Value	3,100	(1,212)	(1,300)	(1,212)
	Adjusted EBITDA	\$61,610	\$64,472	\$103,131	\$112,278

- | | | | |
|---|---|---|--|
| 1 | Stock compensation | 6 | Professional fees, non-recurring bonuses, severance and other costs related to merger and acquisition activity including merger with LCY |
| 2 | CCMP management fees | 7 | Remove infrequent buy-backs associated with new business wins |
| 3 | Costs associated with the closure of facility in San Antonio, Texas | 8 | Prior year anti-dumping duties related to nail business |
| 4 | Inventory write-offs, severance, rent, labor costs, etc. related to restructuring initiatives | 9 | Change in fair value of contingent consideration for acquisitions |
| 5 | Professional fees related to non-recurring litigation | | |

Note: Adjusted EBITDA is a non-GAAP measure. Please see above for a reconciliation of Adjusted EBITDA to Net Income.

2021 Segment Adjusted EBITDA Reconciliations

Thirteen Weeks Ended June 26, 2021	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$9,995	\$6,546	\$2,968	\$19,509
Depreciation & Amortization	\$17,397	\$11,593	\$1,694	\$30,684
Stock Compensation Expense	\$1,552	\$244	----	\$1,796
Management Fees	\$76	\$12	----	\$88
Restructuring	----	----	----	----
Litigation Expense	----	\$6,322	----	\$6,322
Acquisition & Integration Expense	\$3,108	\$191	----	\$3,299
Buy-Back Expense	\$1,350	----	----	\$1,350
Anti-dumping Duties	\$2,636	----	----	\$2,636
Change in Fair Value of Contingent Consideration	----	(\$1,212)	----	(\$1,212)
Adjusted EBITDA	\$36,114	\$23,696	\$4,662	\$64,472

Twenty-Six Weeks Ended June 26, 2021	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$16,045	\$6,700	\$2,544	\$25,289
Depreciation & Amortization	\$34,520	\$23,974	\$3,440	\$61,934
Stock Compensation Expense	\$3,056	\$481	----	\$3,537
Management Fees	\$185	\$29	----	\$214
Restructuring	\$64	\$10	\$35	\$109
Litigation Expense	----	\$10,282	----	\$10,282
Acquisition & Integration Expense	\$7,290	\$849	----	\$8,139
Buy-Back Expense	\$1,350	----	----	\$1,350
Anti-dumping Duties	\$2,636	----	----	\$2,636
Change in Fair Value of Contingent Consideration	----	(\$1,212)	----	(\$1,212)
Adjusted EBITDA	\$65,146	\$41,113	\$6,019	\$112,278

Note: Adjusted EBITDA is a non-GAAP measure. Please see above for a reconciliation of Adjusted EBITDA to Operating Income

2020 Segment Adjusted EBITDA Reconciliations

Thirteen Weeks Ended June 27, 2020	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$24,423	(\$4,510)	\$815	\$20,728
Depreciation & Amortization	\$17,608	\$12,749	\$1,738	\$32,095
Stock Compensation Expense	\$1,379	\$145	----	\$1,524
Management Fees	\$176	\$20	----	\$196
Restructuring	----	----	\$980	\$980
Litigation Expense	----	\$1,893	----	\$1,893
Acquisition & Integration Expense	\$498	\$163	----	\$661
Buy-Back Expense	\$433	----	----	\$433
Anti-dumping Duties	----	----	----	----
Change in Fair Value of Contingent Consideration	----	\$3,100	----	\$3,100
Corporate & Intersegment Adjustments	\$1,187	(\$1,187)	----	----
Adjusted EBITDA	\$45,704	\$12,373	\$3,533	\$61,610

Twenty-Six Weeks Ended June 27, 2020	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$33,276	\$1,386	(\$4,488)	\$30,174
Depreciation & Amortization	\$34,462	\$26,398	\$3,600	\$64,460
Stock Compensation Expense	\$2,330	\$339	----	\$2,669
Management Fees	\$280	\$41	----	\$321
Restructuring	----	----	\$2,710	\$2,710
Litigation Expense	----	\$2,674	----	\$2,674
Acquisition & Integration Expense	\$632	\$358	----	\$990
Buy-Back Expense	\$433	----	----	\$433
Anti-dumping Duties	----	----	----	\$0
Change in Fair Value of Contingent Consideration	----	(\$1,300)	----	(\$1,300)
Corporate & Intersegment Adjustments	(\$47)	\$47	----	----
Adjusted EBITDA	\$71,366	\$29,943	\$1,822	\$103,131

Note: Adjusted EBITDA is a non-GAAP measure. Please see above for a reconciliation of Adjusted EBITDA to Operating Income

2019 Segment Adjusted EBITDA Reconciliations

Thirteen Weeks Ended June 29, 2019	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$10,914	(\$3,412)	\$1,044	\$8,546
Depreciation & Amortization	\$16,228	\$13,405	\$1,703	\$31,336
Stock Compensation Expense	\$246	\$55	----	\$301
Management Fees	\$125	----	----	\$125
Restructuring	\$42	\$9	\$1,467	\$1,518
Litigation Expense	----	\$297	----	\$297
Acquisition & Integration Expense	\$2,110	\$1,289	----	\$3,399
Buy-Back Expense	\$2,014	----	----	\$2,014
Anti-dumping Duties	----	----	----	----
Corporate & Intersegment Adjustments	(\$312)	\$312	----	----
Impairment	----	\$6,686	----	\$6,686
Adjusted EBITDA	\$31,367	\$18,641	\$4,214	\$54,222

Twenty-Six Weeks Ended June 29, 2019	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	\$8,361	(\$384)	\$834	\$8,811
Depreciation & Amortization	\$32,270	\$26,696	\$2,954	\$61,920
Stock Compensation Expense	\$541	\$121	----	\$662
Management Fees	\$256	----	----	\$256
Restructuring	\$42	\$9	\$1,403	\$1,454
Litigation Expense	----	\$297	----	\$297
Acquisition & Integration Expense	\$4,280	\$2,248	----	\$6,528
Buy-Back Expense	\$6,083	----	----	\$6,083
Anti-dumping Duties	----	----	----	----
Corporate & Intersegment Adjustments	(\$205)	\$205	----	----
Impairment	----	\$6,686	----	\$6,686
Adjusted EBITDA	\$51,628	\$35,878	\$5,191	\$92,697

Note: Adjusted EBITDA is a non-GAAP measure. Please see above for a reconciliation of Adjusted EBITDA to Operating Income