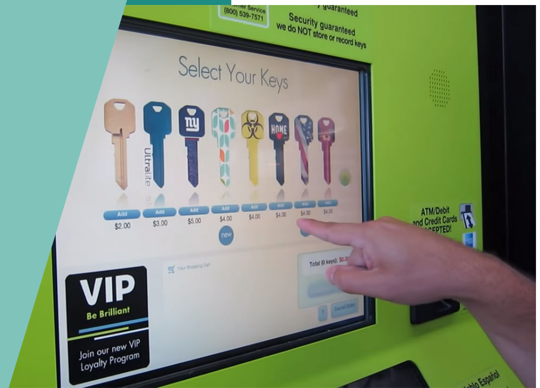
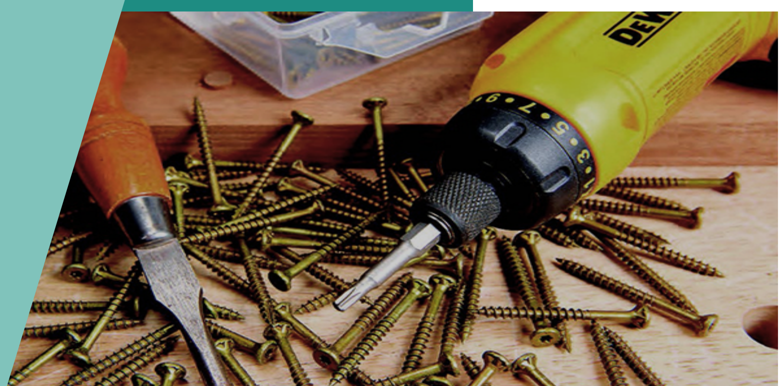




HILLMAN™

Investor Presentation

Third Quarter 2021

Safe Harbor Statement

Forward Looking Statements

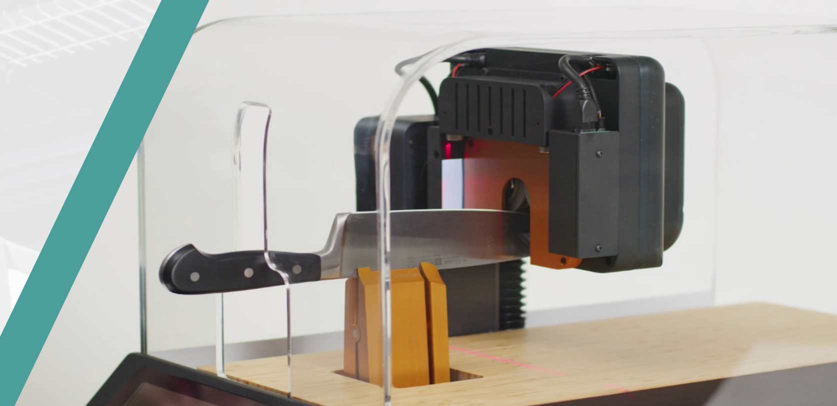
This presentation may contain "forward-looking statements" within the meaning of federal securities laws. All statements other than statements of historical fact included in this presentation are forward-looking statements made in good faith by the company and are intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. The Company's actual results may differ from their expectations, estimates and projections and consequently, 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," "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 inflation, recessions, instability in the financial markets or credit markets; (2) highly competitive markets that could adversely impact financial results (3) ability to continue to innovate with new products and services; (4) seasonality; (5) large customer concentration; (6) ability to recruit and retain qualified employees; (7) the outcome of any legal proceedings that may be instituted against the Company (8) adverse changes in currency exchange rates; (9) the impact of COVID-19 on the Company's business; 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 will be included under the header "Risk Factors" included in the S-1 filed on August 25, 2021 with the Securities and Exchange Commission ("SEC"). Given these uncertainties, current or prospective investors are cautioned not to place undue reliance on any such forward looking statements. 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 presentation to reflect any change in its expectations or any change in events, conditions or circumstances on which any such statement is based. All estimates of financial metrics in this presentation for fiscal 2021 and beyond are current as of November 3, 2021.

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.

3Q21 Review



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3Q21 & YTD Highlights

Financial Highlights

- Completed merger with Landcadia III; began trading on NASDAQ under “HLMN” ticker
- Recapitalized balance sheet reducing leverage from 7.1x to 4.3x TTM Adjusted EBITDA at 9/25/21
- Continued to implement new business wins on time and complete thanks to field service teams
- Secured additional business wins for 2022
- Achieved fill-rates > 90%; above competitors ~70% fill rates
- Second round price increases effective Q4; will implement third round in Q1 2022
- 3Q21 Sales of $364.5 million (-8.6% y/y) and Adjusted EBITDA of $56.5 million (-24.6% y/y)
- YTD Sales of $1,081.5 million (+3.9% y/y) and Adjusted EBITDA of $168.8 million (-5.2% y/y)

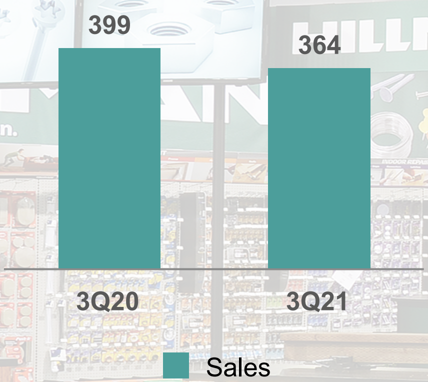
Note: Adjusted EBITDA is a non-GAAP measure. Please see page 17 for a reconciliation of Adjusted EBITDA to Net Income.

Revenues on Track, Cost Environment Challenging

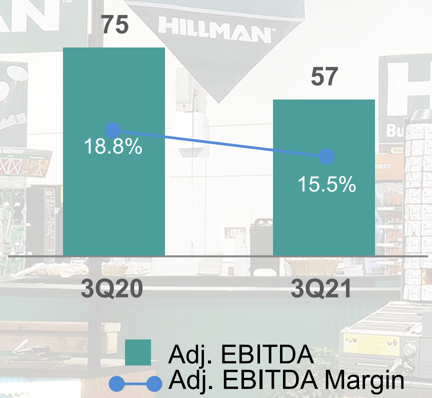
($ in millions)

Third Quarter

Sales

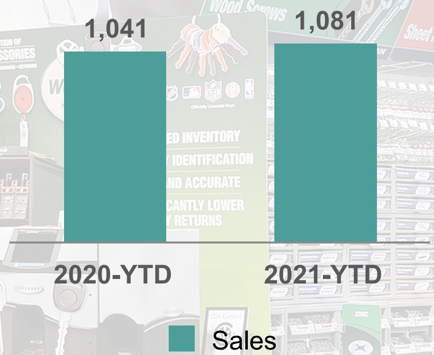


Adjusted EBITDA

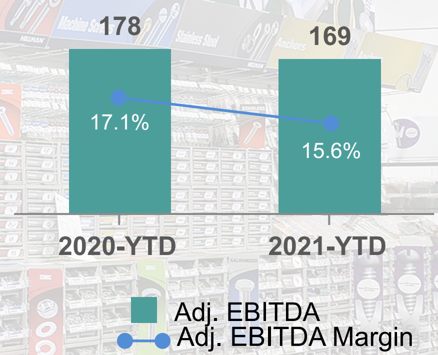


9-Month YTD

Sales



Adjusted EBITDA



Third Quarter Highlights

- On tough comparisons, sales decreased 8.6% in 3Q21
  - HS (6.4)%   PS (26.6)%
  - RDS +14.0%   Canada (9.3)%
- Adjusted EBITDA decreased 24.6% and margin contracted -330 basis points primarily due to loss of higher margin PPE sales and higher operating expenses
- 2-Year Growth: Revenue +14.9%, Adjusted EBITDA +11.2%

9-Month YTD Highlights

- Sales increased 3.9% 9-month YTD
  - HS +2.6%   PS (8.9)%
  - RDS +20.3%   Canada +15.6%
- Adjusted EBITDA decreased 5.2% and margin contracted -150 basis points primarily due to loss of higher margin PPE sales and higher operating expenses
- 2-Year Growth: Revenue +16.3%, Adjusted EBITDA +17.6%

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

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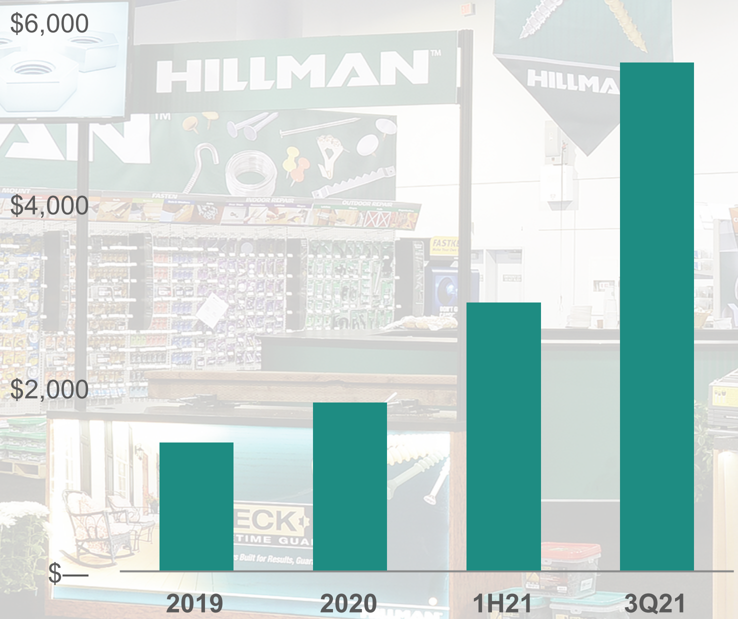
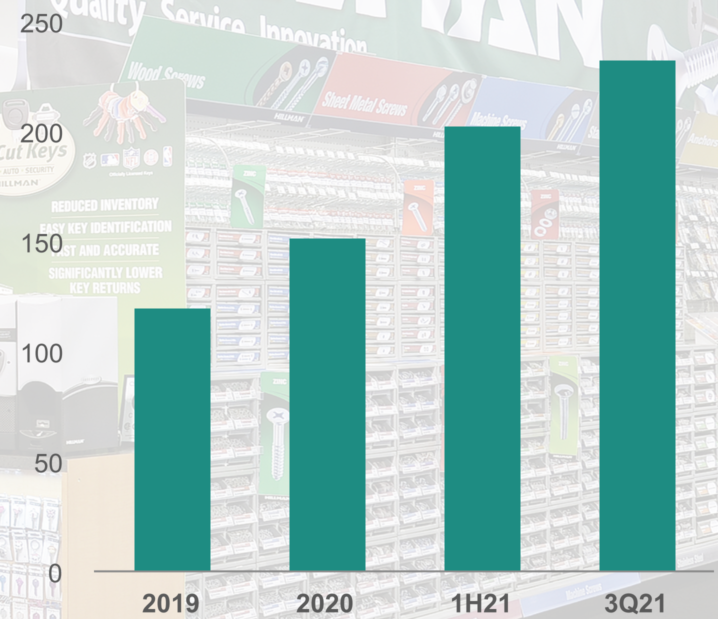
Container Costs & Lead Times

Average Container Costs (US$)*



Average Lead Times (Days)**



- Average container costs are currently ~3x 2019 and nearly double from 1H21

- Lead times have increased from historically ~120 days to well over 200 days

*Twenty foot equivalent

**Measured from order placement to West Coast

3Q21 Segment Results Summary

$ Thousands

Hardware & Protective *For Quarter Ended*	**3Q20** *9/26/2020*	**3Q21** *9/25/2021*	**$ Change**	**Comments**
Revenues	$300,307	$261,456	$(38,851)	HS: lower retail demand, PS: less Covid product sales
Adjusted EBITDA	$52,623	$30,634	$(21,989)	Lower demand and higher expenses
Margin	*17.5 %*	*11.7 %*	*(580) bps*	PS: lack of higher margin PPE sales and higher operating costs

Robotics & Digital Solutions *For Quarter Ended*	**3Q20** *9/26/2020*	**3Q21** *9/25/2021*	**$ Change**	**Comments**
Revenues	$59,186	$67,499	$8,313	Recovery from weak demand during covid lock-downs
Adjusted EBITDA	$17,995	$23,483	$5,488	Strong sales growth and margin expansion
Margin	*30.4 %*	*34.8 %*	*440 bps*	Operating leverage from stronger sales

Canada *For Quarter Ended*	**3Q20** *9/26/2020*	**3Q21** *9/25/2021*	**$ Change**	**Comments**
Revenues	$39,187	$35,525	$(3,662)	Softer retail sales and supply chain disruptions
Adjusted EBITDA	$4,365	$2,411	$(1,954)	Lower sales on tough comparisons
Margin	*11.1 %*	*6.8 %*	*(430) bps*	Higher freight and material costs

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 18 and 19 for a reconciliation of Adjusted EBITDA to Net Income.

Year-To-Date Segment Results

$ Thousands

Hardware & Protective *For Six Months Ended*	**YTD** *9/26/2020*	**YTD** *9/25/2021*	**$ Change**	**Comments**
Revenues	$782,983	$775,514	$(7,469)	Strong demand for HS + price offset by reduced Covid sales
Adjusted EBITDA	$123,989	$95,780	$(28,209)	Inflation, higher freight costs, lower sales
Margin	*15.8 %*	*12.4 %*	*(340) bps*	PS: lack of higher margin PPE sales and higher operating costs

Robotics & Digital Solutions *For Six Months Ended*	**YTD** *9/26/2020*	**YTD** *9/25/2021*	**$ Change**	**Comments**
Revenues	$157,691	$189,729	$32,038	Recovery in key and engraving sales post Covid
Adjusted EBITDA	$47,938	$64,596	$16,658	Strong sales growth and margin expansion
Margin	*30.4 %*	*34.0 %*	*360 bps*	Operating leverage from sales growth

Canada *For Six Months Ended*	**YTD** *9/26/2020*	**YTD** *9/25/2021*	**$ Change**	**Comments**
Revenues	$100,552	$116,233	$15,681	Recovery from weaker 1H20 sales due to Covid
Adjusted EBITDA	$6,187	$8,430	$2,243	Strong sales growth
Margin	*6.2 %*	*7.3 %*	*110 bps*	Operating leverage partially offset by inflation & freight costs

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 18 and 19 for a reconciliation of Adjusted EBITDA to Net Income.

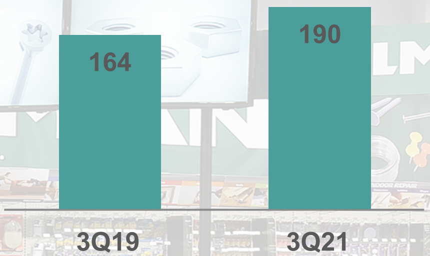
Strong Two-Year Revenue Growth Trends

($ in millions)

Third Quarter 2019 versus 2021

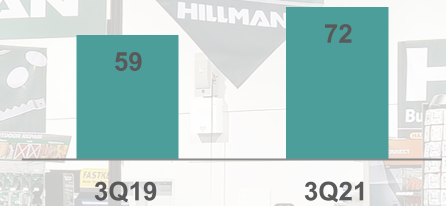
Hardware

+15.9% Growth



Protective

+21.0% Growth

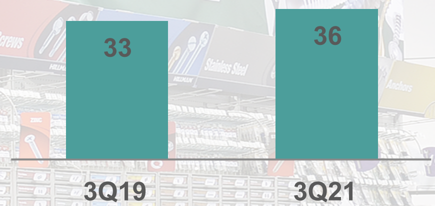


RDS

+9.2% Growth

Canada

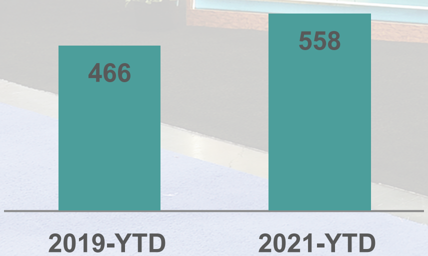
+9.2% Growth



9-Month YTD 2019 versus 2021

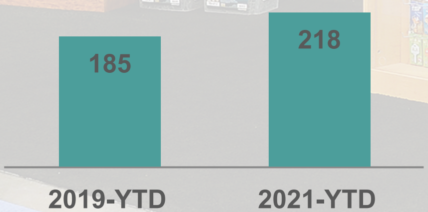
Hardware

+19.8% Growth



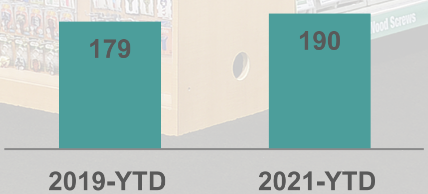
Protective

+17.4% Growth



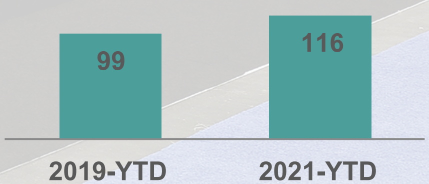
RDS

+5.8% Growth



Canada

+17.1% Growth



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3Q21 Two-Year Growth Comparison

$ Millions

Hardware & Protective *For Quarter Ended*	**3Q19** *9/28/2019*	**3Q21** *9/25/2021*	**% Change**	**YTD 2019** *9/28/2019*	**YTD 2021** *9/25/2021*	**% Change**
Revenues	$222.9	$261.5	17.3%	$651.0	$775.5	19.1%
Adjusted EBITDA	$29.8	$30.6	2.6%	$81.5	$95.8	17.6%
Margin	*13.4%*	*11.7%*	*(170) bps*	*12.5%*	*12.4%*	*(10) bps*

Robotics & Digital Solutions *For Quarter Ended*	**3Q19** *9/28/2019*	**3Q21** *9/25/2021*	**% Change**	**YTD 2019** *9/28/2019*	**YTD 2021** *9/25/2021*	**% Change**
Revenues	$61.8	$67.5	9.2%	$179.4	$189.7	5.8%
Adjusted EBITDA	$19.9	$23.5	18.3%	$55.7	$64.6	15.9%
Margin	*32.1%*	*34.8%*	*270 bps*	*31.1%*	*34.0%*	*290 bps*

Canada *For Quarter Ended*	**3Q19** *9/28/2019*	**3Q21** *9/25/2021*	**% Change**	**YTD 2019** *9/28/2019*	**YTD 2021** *9/25/2021*	**% Change**
Revenues	$32.5	$35.5	9.2%	$99.2	$116.2	17.1%
Adjusted EBITDA	$1.1	$2.4	115.7%	$6.3	$8.4	33.6%
Margin	*3.4%*	*6.8%*	*340 bps*	*6.4%*	*7.3%*	*90 bps*

Consolidated *For Quarter Ended*	**3Q19** *9/28/2019*	**3Q21** *9/25/2021*	**% Change**	**YTD 2019** *9/28/2019*	**YTD 2021** *9/25/2021*	**% Change**
Revenues	$317.3	$364.5	14.9%	$929.6	$1,081.5	16.3%
Adjusted EBITDA	$50.8	$56.5	11.2%	$143.5	$168.8	17.6%
Margin	*16.0%*	*15.5%*	*(50) bps*	*15.4%*	*15.6%*	*20 bps*

Note: Adjusted EBITDA is a non-GAAP measure. Please see page 18 and 20 for a reconciliation of Adjusted EBITDA to Net Income.

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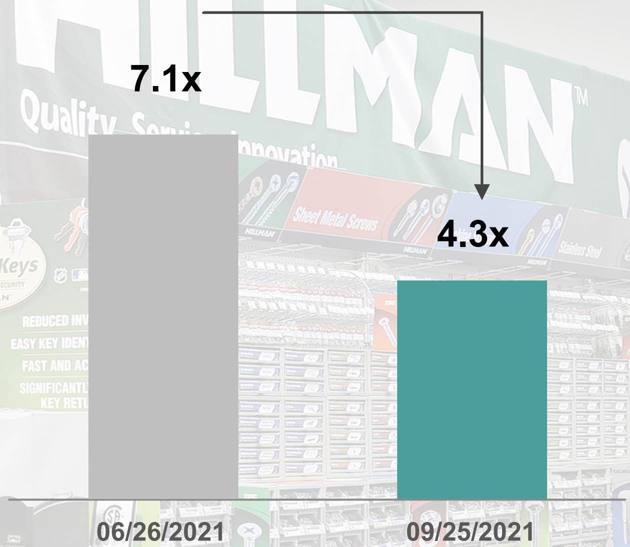
Strong Capital Structure Supports Growth & Enables All Important Industry Leading Fill Rates

Total Leverage Based on TTM Adj. EBITDA

($ millions)		9/25/21
Cash	$	14
ABL Revolver ($250 million)		74
New Term Note		851
Total Debt	**$**	**925**
Net Debt	**$**	**911**
TTM Adjusted EBITDA	**$**	**211.9**
Net Debt/ TTM Adjusted EBITDA		**4.3x**

Total Net Leverage Based on TTM Adj. EBITDA



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

Outlook

Outlook ($ millions)	2019	2020	2021E
Revenues	$1,214.4	$1,368.3	$1,400
Adjusted EBITDA	$178.7	$221.2	$205-$210

Long-term Growth

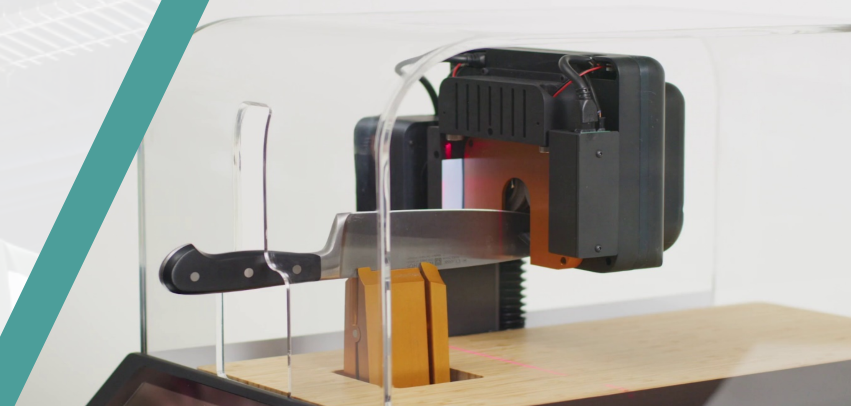
- Revenue +6%
- Adj EBITDA +10%

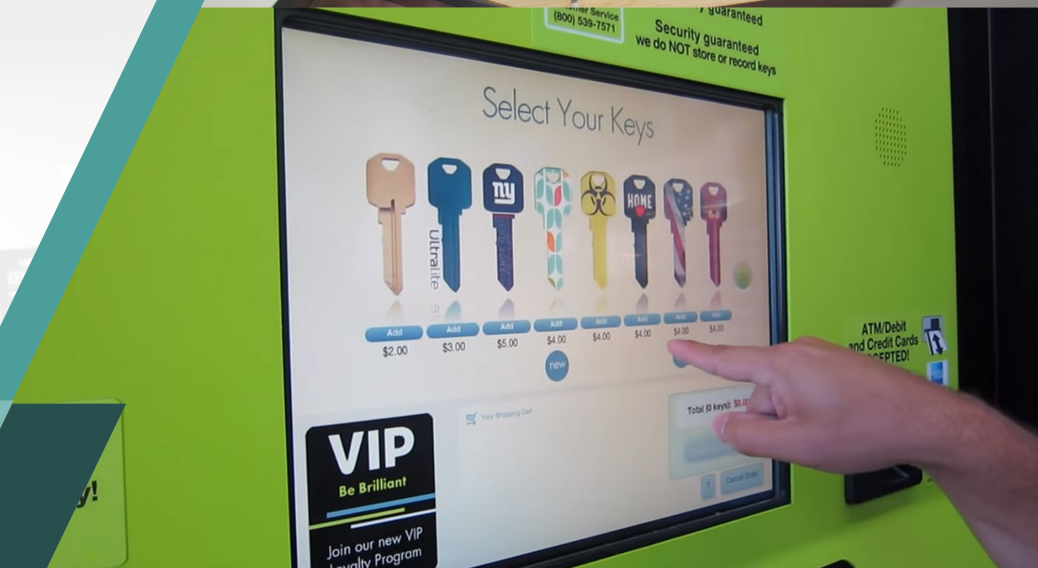
Other

- SGA: 75%-80% driven by revenues
- Interest Expense: ~$30 million/year
- Income Tax: cash taxpayer in 2023, then ~25% cash taxpayer
- 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 17 for a reconciliation of Adjusted EBITDA to Net Income.

Appendix





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Investment Highlights

- Indispensable partner embedded with winning retailers
- Customers love us, trust us and rely on us
- Market and innovation leader across compelling categories
- Large, predictable, growing and non-cyclical end markets
- Significant runway for incremental growth: organic and via M&A
- Management team with proven operational and M&A expertise
- Strong financial profile with 56-year track record

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, Lowes, 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	**~35,000** 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 2020 Sales	**22%** 2017-2020 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 17 for a reconciliation of Adjusted EBITDA to Net Income.
Operational metrics based on 2020 management estimates.

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Our Primary Business Segments

Hardware & Protective Solutions

Segment	Hardware Solutions	Protective Solutions	Robotics and Digital Solutions
Segment Position	#1	#1	#1

Hillman-Owned Brands

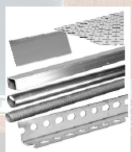
Hardware Solutions

Fasteners & Specialty: HILLMAN, DECK PLUS LIFETIME GUARANTEE

Construction Fasteners: POWERPRO ENGINEERED PERFORMANCE

Picture Hanging: high & mighty, OOK, HILLMAN

Builders Hardware & Metal Shapes: THE STEELWORKS BY HILLMAN, HILLMAN



Protective Solutions

Work Gear: AWP, McGuire-Nicholas

Gloves: GREASE MONKEY, GORILLA GRIP, FIRM GRIP, TRUEGRIP

Safety / PPE: FIRM GRIP, AWP, PREMIUM DEFENSE

Robotics and Digital Solutions

Key and Fob Duplication: HILLMAN, minuteKEY

Personalized Tags: i.d. SPOT, QUICK TAG, fido, TagWorks

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

$ Thousands	3Q20	3Q21	2020-YTD	2021-YTD
For Period Ending	*09/26/20*	*9/25/21*	*09/26/20*	*9/25/21*
Income from Operations	**$35,102**	**$(13,295)**	**$65,276**	**$11,994**
D&A	30,809	29,958	95,269	91,892
EBITDA	**65,911**	**16,663**	**160,545**	**103,886**
1 Stock Compensation	1,149	5,280	3,818	8,817
2 CCMP Management Fees	130	56	451	270
3 Facility Exits	3,108	—	3,541	—
4 Restructuring	651	462	3,361	571
5 Litigation Fees	2,980	487	5,654	10,769
6 Acquisition & Integration	1,054	802	2,044	8,941
7 Buy-back Expense	—	650	—	2,000
8 Anti-Dumping Expense	—	—	—	2,636
9 Inventory Valuation		32,026	—	32,026
10 Change in Fair Value	—	102	(1,300)	(1,110)
Adjusted EBITDA	**$74,983**	**$56,528**	**$178,114**	**$168,806**

1. Stock compensation
2. CCMP management fees
3. Costs associated with the closure of facility in San Antonio, Texas
4. Inventory write-offs, severance, rent, labor costs, etc. related to restructuring initiatives
5. Professional fees related to non-recurring litigation
6. Professional fees, non-recurring bonuses, severance and other costs related to merger and acquisition activity including merger with LCY
7. Remove infrequent buy-backs associated with new business wins
8. Prior year anti-dumping duties related to nail business
9. Inventory valuation charge taken in connection with the exit of certain COVID-19 product lines
10. Change in fair value of contingent consideration for acquisitions

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 September 25, 2021	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$(24,901)	$11,158	$448	$(13,295)
Depreciation & Amortization	17,615	10,842	1,501	29,958
Stock Compensation Expense	4,535	745	—	5,280
Management Fees	47	9	—	56
Restructuring	—	—	462	462
Litigation Expense	—	487	—	487
Acquisition & Integration Expense	662	140	—	802
Buy-Back Expense	650	—	—	650
Inventory Valuation	32,026	—	—	32,026
Change in Fair Value of Contingent Consideration	—	102		102
Adjusted EBITDA	$30,634	$23,483	$2,411	$56,528

Thirty-nine weeks ended September 25, 2021	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$(8,856)	$17,858	$2,992	$11,994
Depreciation & Amortization	52,135	34,816	4,941	91,892
Stock Compensation Expense	7,591	1,226	—	8,817
Management Fees	232	38	—	270
Restructuring	64	10	497	571
Litigation Expense	—	10,769	—	10,769
Acquisition & Integration Expense	7,952	989	—	8,941
Buy-Back Expense	2,000	—	—	2,000
Inventory Valuation	32,026	—	—	32,026
Anti-dumping Duties	2,636	—	—	2,636
Change in Fair Value of Contingent Consideration	—	(1,110)	—	(1,110)
Adjusted EBITDA	$95,780	$64,596	$8,430	$168,806

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

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2020 Segment Adjusted EBITDA Reconciliations

Thirteen Weeks Ended September 26, 2020	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$30,107	$3,046	$1,949	$35,102
Depreciation & Amortization	17,146	11,898	1,765	30,809
Stock Compensation Expense	1,003	146	—	1,149
Management Fees	114	16	—	130
Facility Exits	3,108	—	—	3,108
Restructuring	—	—	651	651
Litigation Expense	—	2,980	—	2,980
Acquisition & Integration Expense	886	168	—	1,054
Buy-Back Expense	—	—	—	—
Corporate & Intersegment Adjustments	259	(259)	—	—
Adjusted EBITDA	$52,623	$17,995	$4,365	$74,983

Thirty-nine weeks ended September 26, 2020	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$63,383	$4,432	$(2,539)	$65,276
Depreciation & Amortization	51,608	38,296	5,365	95,269
Stock Compensation Expense	3,333	485	—	3,818
Management Fees	394	57	—	451
Facility Exits	3,541	—	—	3,541
Restructuring	—	—	3,361	3,361
Litigation Expense	—	5,654	—	5,654
Acquisition & Integration Expense	1,518	526	—	2,044
Change in Fair Value of Contingent Consideration	—	(1,300)	—	(1,300)
Corporate & Intersegment Adjustments	212	(212)	—	—
Adjusted EBITDA	$123,989	$47,938	$6,187	$178,114

Note: Adjusted EBITDA is a non-GAAP measure. Please see above for a reconciliation of Adjusted EBITDA to Operating Income
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2019 Segment Adjusted EBITDA Reconciliations

Thirteen Weeks Ended September 28, 2019	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$8,000	$4,243	$(2,290)	$9,953
Depreciation & Amortization	16,236	13,187	1,511	30,934
Stock Compensation Expense	1,016	228	—	1,244
Management Fees	140	—	—	140
Restructuring	1,085	243	1,897	3,225
Litigation Expense	—	515	—	515
Acquisition & Integration Expense	3,656	1,054	—	4,710
Corporate & Intersegment Adjustments	(288)	288	—	—
Impairment	—	96	—	96
Adjusted EBITDA	$29,845	$19,854	$1,118	$50,817

Thirty-nine Weeks Ended September 28, 2019	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$16,361	$3,859	$(1,456)	$18,764
Depreciation & Amortization	48,506	39,880	4,468	92,854
Stock Compensation Expense	1,557	349	—	1,906
Management Fees	396	—	—	396
Restructuring	1,127	253	3,186	4,566
Litigation Expense	—	812	—	812
Acquisition & Integration Expense	7,937	3,301	—	11,238
Buy-Back Expense	6,083	—	—	6,083
Corporate & Intersegment Adjustments	(492)	492	—	—
Impairment	—	6,782	114	6,896
Adjusted EBITDA	$81,475	$55,728	$6,312	$143,515

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

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