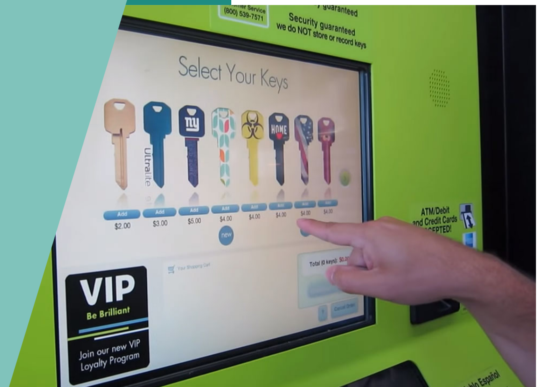

HILLMAN™

Quarterly Earnings Presentation
Q2 2022

Forward Looking Statements

HILLMAN
HLMN | Nasdaq Listed

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 raw materials, sourcing, transportation and energy; (3) the highly competitive nature of the markets that we serve (4) ability to continue to innovate with new products and services; (5) seasonality; (6) large customer concentration; (7) 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; (10) the impact of COVID-19 on the Company’s business; or (11) 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 on March 16, 2022. 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 2022 Highlights

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Financial Highlights for the 13 Weeks Ended June 25, 2022

- Net sales increased 4.9% to $394.1 million versus Q2 2021
  - Hardware Solutions +12.0%
  - Robotics and Digital Solutions ("RDS") (2.4)%
  - Canada +7.1%
  - Protective Solutions (12.0)%
- GAAP net income improved to $8.8 million, or $0.04 per diluted share, compared to a net loss of $(3.4) million, or $(0.04) per diluted share, in Q2 2021
- Adjusted EBITDA totaled $62.3 million
- Adjusted EBITDA (ttm) / Net Debt: 4.7x at quarter end
- Compared to Pre-COVID (Q2 2022 vs Q2 2019):
  - Net sales increased +21.5%
  - Adjusted EBITDA +14.8%

Please see reconciliation of Adjusted EBITDA to Net Income and Net Debt in the Appendix of this presentation.

Q2 2022 Highlights

HILLMAN
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Operational Highlights for the 13 Weeks Ended June 25, 2022

- Successfully finalized details of price increase (*fourth* increase in past 15 months)
- Maintained average fill rates of nearly 97% during the quarter
- Completed fastener launch for the first time at a major retail partner
  - Executed on time with 99.7% fill rates
  - Already seeing replenishment orders
- Positioned for continued new business momentum
- Expects to see inventory come down and cash flows increase in the second half of 2022

YTD 2022 Highlights

HILLMAN
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Financial Highlights for the 26 Weeks Ended June 25, 2022

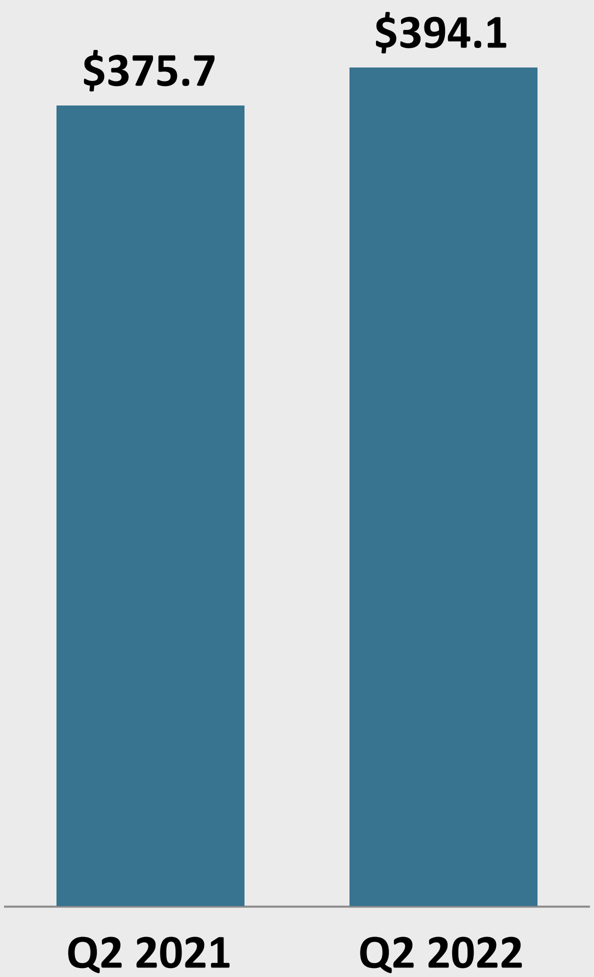
- Net sales increased 5.6% to $757.1 million versus the 26 weeks ended June 26, 2021
  - Hardware Solutions +12.7%
  - Robotics and Digital Solutions ("RDS") +3.6%
  - Canada +4.4%
  - Protective Solutions down less than 1% (excl. COVID-related PPE sales)
- GAAP net income improved to $6.9 million, or $0.04 per diluted share, compared to a net loss of $(12.4) million, or $(0.14) per diluted share, versus the 26 weeks ended June 26, 2021
- Adjusted EBITDA totaled $106.3 million versus $112.3 million for the 26 weeks ended June 26, 2021

Please see reconciliation of Adjusted EBITDA to Net Income in the Appendix of this presentation.

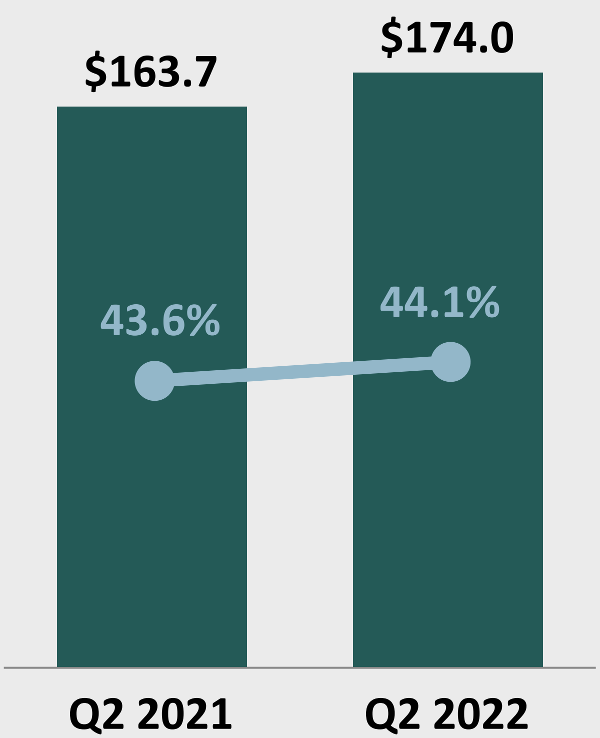
Quarterly Financial Performance

Top & Bottom Line Performance

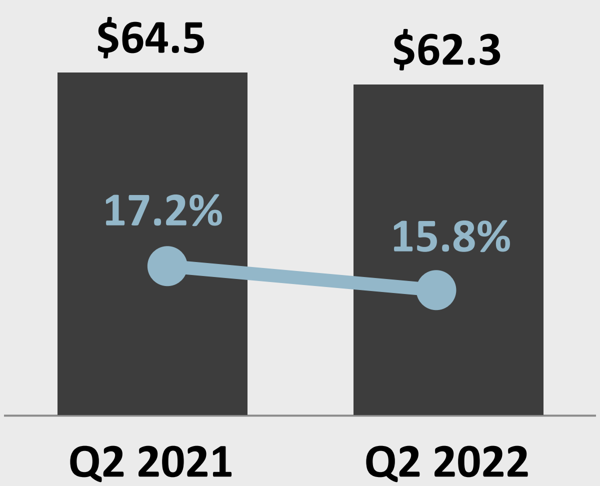
Net Sales
(millions $)



Adjusted Gross Margin
(millions $ and % of Net Sales)



Adjusted EBITDA
(millions $ and % of Net Sales)



Please see reconciliation of Adjusted EBITDA to Net Income in the Appendix of this presentation. Not to scale.

Performance by Product Category (Q2)

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Hardware & Protective	**Q2 2021**	**Q2 2022**	**Δ**	
Thirteen weeks ended	***6/26/2021***	***6/25/2022***		***Comments***
Revenues	$263,129	$279,842	6.4%	Price increases + lighter volume (HS & PS)
Adjusted EBITDA	$36,114	$31,292	(13.4)%	Margin pressure from dollar-for-dollar price increases
Margin (Rev/Adj. EBITDA)	13.7%	11.2%	*(250) bps*	

Robotics & Digital	**Q2 2021**	**Q2 2022**	**Δ**	
Thirteen weeks ended	***6/26/2021***	***6/25/2022***		***Comments***
Revenues	$66,351	$64,776	(2.4)%	Lighter volumes + difficult comps in Q2-21
Adjusted EBITDA	$23,696	$22,334	(5.7)%	Lighter volumes + difficult comps in Q2-21
Margin (Rev/Adj. EBITDA)	*35.7%*	*34.5%*	*(120) bps*	

Canada	**Q2 2021**	**Q2 2022**	**Δ**	
Thirteen weeks ended	***6/26/2021***	***6/25/2022***		***Comments***
Revenues	$46,235	$49,496	7.1%	Price increases + soft demand
Adjusted EBITDA	$4,662	$8,650	85.5%	Improved operations + price increases
Margin (Rev/Adj. EBITDA)	*10.1%*	*17.5%*	*740 bps*	

Consolidated	**Q2 2021**	**Q2 2022**	**Δ**
Thirteen weeks ended	***6/26/2021***	***6/25/2022***	
Revenues	$375,715	$394,114	4.9%
Adjusted EBITDA	$64,472	$62,276	(3.4)%
Margin (Rev/Adj. EBITDA)	*17.2%*	*15.8%*	*(140) 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 Product Category (YTD)

HILLMAN
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Hardware & Protective	YTD 2021	YTD 2022	Δ	
Twenty-six weeks ended	*6/26/2021*	*6/25/2022*		*Comments*
Revenues	$514,058	$546,257	6.3%	Price increases + flat demand (HS) and lower PPE sales (PS)
Adjusted EBITDA	$65,146	$51,875	(20.4)%	Timing of price increase; lower PPE sales; inflation
Margin (Rev/Adj. EBITDA)	12.7%	9.5%	*(320) bps*	

Robotics & Digital	YTD 2021	YTD 2022	Δ	
Twenty-six weeks ended	*6/26/2021*	*6/25/2022*		*Comments*
Revenues	$122,230	$126,584	3.6%	Installed base + COVID comps
Adjusted EBITDA	$41,113	$41,208	0.2%	Sales growth offset by inflation
Margin (Rev/Adj. EBITDA)	*33.6%*	*32.6%*	*(100) bps*	

Canada	YTD 2021	YTD 2022	Δ	
Twenty-six weeks ended	*6/26/2021*	*6/25/2022*		*Comments*
Revenues	$80,708	$84,286	4.4%	Price increases + soft demand
Adjusted EBITDA	$6,019	$13,204	119.4%	Stronger CAD + product mix
Margin (Rev/Adj. EBITDA)	*7.5%*	*15.7%*	*820 bps*	

Consolidated	YTD 2021	YTD 2022	Δ
Twenty-six weeks ended	*6/26/2021*	*6/25/2022*	
Revenues	$716,996	$757,127	5.6%
Adjusted EBITDA	$112,278	$106,287	(5.3)%
Margin (Rev/Adj. EBITDA)	*15.7%*	*14.0%*	*(170) bps*

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

Revenue by Business Segment (Q2)

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	Hardware & Protective	Robotics & Digital	Canada	Revenue
Thirteen weeks ended June 25, 2022				
Fastening and Hardware	$225,377	$—	$48,473	$273,850
Personal protective	54,465	—	220	54,685
Keys and key accessories	—	49,837	792	50,629
Engraving and Resharp	—	14,939	11	14,950
Consolidated	**$279,842**	**$64,776**	**$49,496**	**$394,114**

	Hardware & Protective	Robotics & Digital	Canada	Revenue
Thirteen weeks ended June 26, 2021				
Fastening and Hardware	$201,208	$—	$45,826	$247,034
Personal protective	61,921	—	178	62,099
Keys and key accessories	—	50,289	206	50,495
Engraving and Resharp	—	16,062	25	16,087
Consolidated	**$263,129**	**$66,351**	**$46,235**	**$375,715**

Figures in Thousands of USD unless otherwise noted..

Revenue by Business Segment (YTD)

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	Hardware & Protective	Robotics & Digital	Canada	Revenue
Twenty-six weeks ended June 25, 2022				
Fastening and Hardware	$414,684	$—	$82,132	$496,816
Personal protective	131,573	—	662	132,235
Keys and key accessories	—	98,213	1,466	99,679
Engraving and Resharp	—	28,371	26	28,397
Consolidated	**$546,257**	**$126,584**	**$84,286**	**$757,127**

	Hardware & Protective	Robotics & Digital	Canada	Revenue
Twenty-six weeks ended June 26, 2021				
Fastening and Hardware	$367,810	$—	$79,917	$447,727
Personal protective	146,248	—	191	146,439
Keys and key accessories	—	92,383	567	92,950
Engraving and Resharp	—	29,847	33	29,880
Consolidated	**$514,058**	**$122,230**	**$80,708**	**$716,996**

Figures in Thousands of USD unless otherwise noted..

Capital Structure

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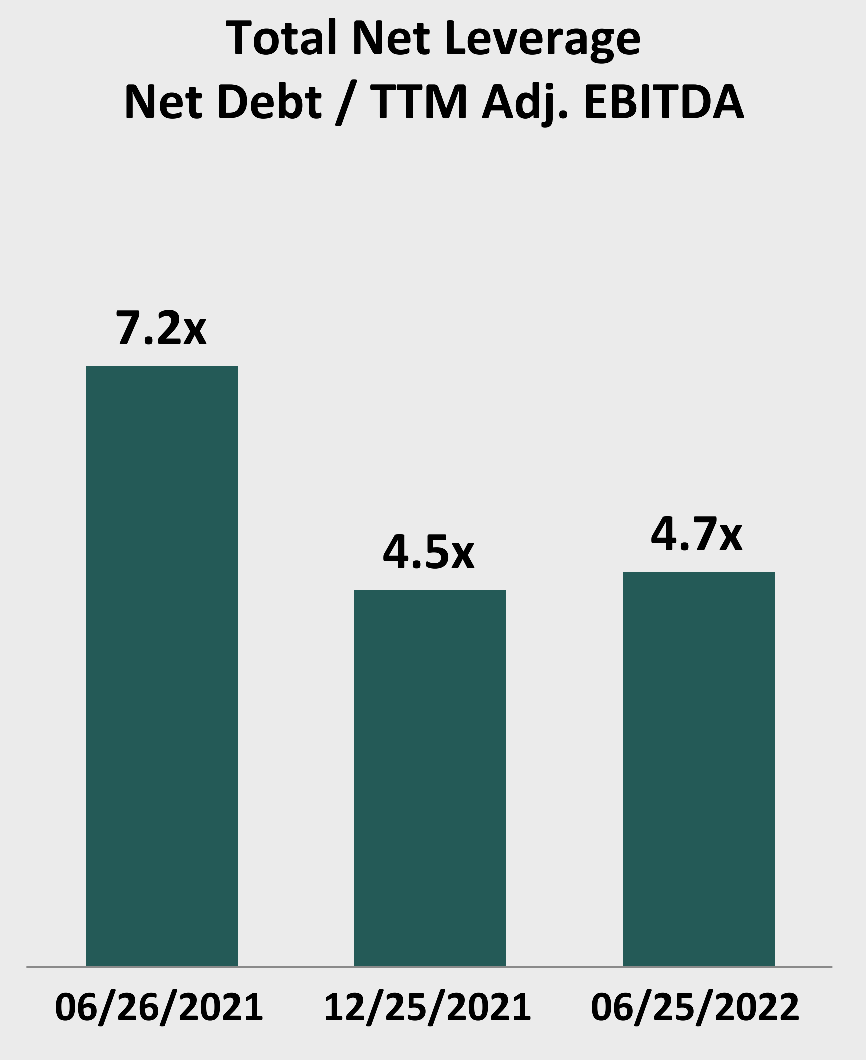
Supports Growth & Enables Healthy Fill Rates

	June 25, 2022
ABL Revolver ($250 million capacity)	$117.0
Term Note	$846.7
Finance Leases	$3.1
Total Debt	**$966.8**
Cash	$17.7
Net Debt	**$949.1**
TTM Adjusted EBITDA	**$201.4**
Net Debt/ TTM Adjusted EBITDA	**4.7 x**



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

2022 Full Year Guidance - Update

On August 3, 2022, Hillman provided an update on its full year guidance, originally provided on March 2, 2022 with Hillman's fourth quarter 2021 results.

(in millions USD)	2H 2022 v. 2H 2021 Update (%)	Full Year 2022 Guidance Range	Update
Revenues	+ Mid Single Digits	$1,500- $1,600	Toward the low end of guidance range
Adjusted EBITDA	+ High Single Digits	$207 to $227	At the low end of the guidance range
Free Cash Flow		$120 to $130	No change

2022 Assumptions - Updates

- Interest Expense: $50-$55 million (up from $45-$50 million)
- Cash Interest: $45-$50 million (up from $35-$45 million)
- Income Tax: Modest cash taxpayer in 2022; ~25% cash taxpayer in 2023 (no change)
- Capital expenditures: $60-$65 million (down from $60-$70 million)
- Fully diluted shares outstanding: ~196 million (no change)

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

Key Takeaways

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Price Increases Offset Headwinds; Positioned Well for 2H 2022

- Finalized details of *fourth* pricing increase; designed to offset an increase in contracted container rates (on a dollar-for-dollar basis) that became effective May 1, 2022
- 1,100-member distribution (sales and service) team and direct-to-store fulfillment continue to provide competitive advantages and strengthen competitive moat
- Beginning to see commodity and shipping costs soften and lead times shorten
- Repair, Remodel and Maintenance industry has meaningful long-term tailwinds; business not tied to new housing - record level of U.S. home equity driving investment in the home[1]
- Expects to reduce inventory by approx. $50 million during 2H; end year at ~4.0x Net Debt / TTM EBITDA; and have zero balance on revolving credit facility at year end

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) U.S. Home Equity Hits Highest Level on Record—$27.8 Trillion.

Appendix

Investment Highlights

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HILLMAN

- 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 57-year track record

Hillman: Overview

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Who We Are

- The leading distributor of hardware and home improvement products, personal protective equipment and robotic kiosk technologies
- Long-standing strategic partnerships with winning retailers across North America: Home Depot, Lowes, Walmart, Tractor Supply, ACE Hardware, etc.
- Hillman's 1,100 person field sales and service team provide complex logistics, inventory, category management and differentiated in-store merchandising
- The predominance of sales come from Hillman-owned brands, and are shipped store-direct
- Highly attractive ~$6 billion direct addressable market with strong secular tailwinds
- ~4,000 non-union employees across corporate HQ, 22 North American distribution centers, and Taiwan sourcing office
- Founded in 1964; HQ in Cincinnati, Ohio

2021: By The Numbers

~20 billion Fasteners Sold	**~400 million** Pairs of Gloves Sold	**~125 million** Keys Duplicated
~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	**56 Years** Sales Growth in 57-Year History
$1.4 billion 2021 Sales	**14.4% CAGR** 2017-2021 Adj. EBITDA Growth	**14.5%** 2021 Adj. EBITDA Margin

Notes:
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.

Primary Product Categories

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Hardware Solutions

#1 in Segment

Fasteners & Specialty

HILLMAN
DECK PLUS LIFETIME GUARANTEE

Construction Fasteners

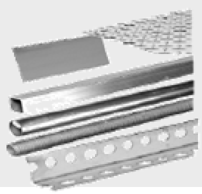
POWERPRO

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

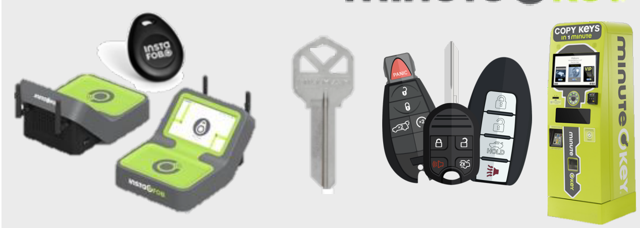
PREMIUM DEFENSE

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

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Thirteen weeks ended	June 26, 2021	June 25, 2022
Net loss	**$(3,385)**	**$8,816**
Income tax benefit	1,428	6,424
Interest expense, net	19,159	12,533
Interest expense on junior subordinated debentures	3,152	—
Investment income on trust common securities	(94)	—
Depreciation	15,270	14,172
Amortization	15,414	15,566
Mark-to-market adjustment on interest rate swaps	(751)	—
EBITDA	**$50,193**	**$57,511**
Stock compensation expense	1,796	2,286
Management fees	88	—
Restructuring (1)	—	513
Litigation expense (2)	6,322	2,703
Acquisition and integration expense (3)	3,299	1,438
Change in fair value of contingent consideration	(1,212)	(2,175)
Buy-back expense (4)	1,350	—
Anti-dumping duties (5)	2,636	—
Adjusted EBITDA	**$64,472**	**$62,276**

1. Restructuring includes severance, consulting, and other costs associated with streamlining our operations.
2. Litigation expense includes legal fees associated with our litigation with KeyMe, Inc. and Hy-Ko Products Company LLC.
3. Acquisition and integration expense includes professional fees, non-recurring bonuses, and other costs related to the merger with Landcadia III and the secondary offering of shares in the second quarter of 2022.
4. Infrequent buy backs associated with new business wins.
5. Anti-dumping duties assessed related to the nail business for prior year purchases.

Adjusted EBITDA Reconciliation

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Twenty-six weeks ended	June 26, 2021	June 25, 2022
Net loss	**$(12,355)**	**$6,929**
Income tax benefit	(5,225)	5,532
Interest expense, net	38,178	24,161
Interest expense on junior subordinated debentures	6,304	—
Investment income on trust common securities	(189)	—
Depreciation	31,611	27,426
Amortization	30,323	31,087
Mark-to-market adjustment on interest rate swaps	(1,424)	—
EBITDA	**$87,223**	**$95,135**
Stock compensation expense	3,537	8,304
Management fees	214	—
Restructuring (1)	109	565
Litigation expense (2)	10,282	3,713
Acquisition and integration expense (3)	8,139	2,215
Change in fair value of contingent consideration	(1,212)	(3,645)
Buy-back expense (4)	1,350	—
Anti-dumping duties (5)	2,636	—
Adjusted EBITDA	**$112,278**	**$106,287**

1. Restructuring includes severance, consulting, and other costs associated with streamlining our operations.
2. Litigation expense includes legal fees associated with our litigation with KeyMe, Inc. and Hy-Ko Products Company LLC.
3. Acquisition and integration expense includes professional fees, non-recurring bonuses, and other costs related to the merger with Landcadia III and the secondary offering of shares in the second quarter of 2022.
4. Infrequent buy backs associated with new business wins.
5. Anti-dumping duties assessed related to the nail business for prior year purchases.

Adjusted Gross Profit Margin Reconciliation

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Thirteen weeks ended	June 26, 2021	June 25, 2022
Net Sales	**$375,715**	**$394,114**
Cost of sales (exclusive of depreciation and amortization)	215,967	220,146
Gross margin exclusive of depreciation and amortization	**$159,748**	**$173,968**
Gross margin exclusive of depreciation and amortization %	**42.5 %**	**44.1 %**
Adjusting Items [(1)]:		
Buy-back expense	1,350	—
Anti-dumping duties	2,636	—
Adjusted Gross Profit	**$163,734**	**$173,968**
Adjusted Gross Margin %	**43.6 %**	**44.1 %**

Twenty-six weeks ended	June 26, 2021	June 25, 2022
Net Sales	**$716,996**	**$757,127**
Cost of sales (exclusive of depreciation and amortization)	417,265	433,419
Gross margin exclusive of depreciation and amortization	**$299,731**	**$323,708**
Gross margin exclusive of depreciation and amortization %	**41.8 %**	**42.8 %**
Adjusting Items [(1)]:		
Buy-back expense	1,350	—
Anti-dumping duties	2,636	—
Adjusted Gross Profit	**$303,717**	**$323,708**
Adjusted Gross Margin %	**42.4 %**	**42.8 %**

1. See adjusted EBITDA Reconciliation for details of adjusting items

Adjusted S&A Expense Reconciliation

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Thirteen weeks ended	June 26, 2021	June 25, 2022
Selling, general and administrative expenses	**$111,662**	**$118,229**
Adjusting Items [(1)]:		
Stock compensation expense	1,796	2,286
Restructuring	—	513
Litigation expense	6,322	2,703
Acquisition and integration expense	3,299	1,438
Adjusted SG&A	**$100,245**	**$111,289**
Adjusted SG&A as a % of Net Sales	**26.7 %**	**28.2 %**

Twenty-six weeks ended	June 26, 2021	June 25, 2022
Selling, general and administrative expenses	**$214,841**	**$232,767**
Adjusting Items [(1)]:		
Stock compensation expense	3,537	8,304
Restructuring	109	565
Litigation expense	10,282	3,713
Acquisition and integration expense	8,139	2,215
Adjusted SG&A	**$192,774**	**$217,970**
Adjusted SG&A as a % of Net Sales	**26.9 %**	**28.8 %**

1. See adjusted EBITDA Reconciliation for details of adjusting items

Net Debt & Free Cash Flow Reconciliations

Reconciliation of Net Debt

For Period Ending	June 26, 2021	December 25, 2021	June 25, 2022
Revolving loans	$158,000	$93,000	$117,000
Senior term loan	1,066,740	851,000	846,745
6.375% Senior Notes, due 2022	330,000	—	—
11.6% Junior Subordinated Debentures - Preferred	105,443	—	—
Junior Subordinated Debentures - Common	3,261	—	—
Finance leases	1,773	1,782	3,064
Gross debt	**$1,665,217**	**$945,782**	**$966,809**
Less cash	16,255	14,605	17,723
Net debt	**$1,648,962**	**$931,177**	**$949,086**

Reconciliation of Free Cash Flow

For Period Ending	June 26, 2021	June 25, 2022
Net cash provided by (used for) operating activities	$(59,839)	$14,670
Capital expenditures	(22,684)	(28,921)
Free cash flow	**$(82,523)**	**$(14,251)**

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
Litigation expense	—	6,322	—	6,322
Acquisition and integration expense	3,108	191	—	3,299
Change in fair value of contingent consideration	—	(1,212)	—	(1,212)
Buy-back expense	1,350	—	—	1,350
Anti-dumping duties	2,636	—	—	2,636
Adjusted EBITDA	**$36,114**	**$23,696**	**$4,662**	**$64,472**

Thirteen Weeks Ended June 25, 2022	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$10,538	$10,437	$6,798	$27,773
Depreciation & Amortization	17,662	10,916	1,160	29,738
Stock compensation expense	1,374	220	692	2,286
Restructuring	478	35	—	513
Litigation expense	—	2,703	—	2,703
Acquisition and integration expense	1,240	198	—	1,438
Change in fair value of contingent consideration	—	(2,175)	—	(2,175)
Adjusted EBITDA	**$31,292**	**$22,334**	**$8,650**	**$62,276**

Segment Adjusted EBITDA Reconciliations

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 and integration expense	7,290	849	—	8,139
Change in fair value of contingent consideration	—	(1,212)	—	(1,212)
Buy-back expense	1,350	—	—	1,350
Anti-dumping duties	2,636	—	—	2,636
Adjusted EBITDA	**$65,146**	**$41,113**	**$6,019**	**$112,278**

Twenty-six weeks ended June 25, 2022	HPS	RDS	Canada	Consolidated
Operating Income (Loss)	$8,142	$18,292	$10,188	$36,622
Depreciation & Amortization	34,719	21,470	2,324	58,513
Stock Compensation Expense	6,562	1,050	692	8,304
Restructuring	525	40	—	565
Litigation expense	—	3,713	—	3,713
Acquisition and integration expense	1,927	288	—	2,215
Change in fair value of contingent consideration	—	(3,645)	—	(3,645)
Adjusted EBITDA	**$51,875**	**$41,208**	**$13,204**	**$106,287**