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UNIVERSITY

BULLDOG REPORTS

STUDENT-LED EQUITY RESEARCH

EQUITY RESEARCH REPORT

Hillman

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APRIL 24, 2026

[BUTLER.EDU/BULLDOGREPORTS](https://butler.edu/bulldogreports)



LETTER FROM THE FACULTY DIRECTOR

It is a pleasure to share with you the result of months of work by our student research analysts in this inaugural year for Bulldog Reports. This experiential learning program is designed to provide students with the opportunity to practice all aspects of financial research: quantitative and qualitative analysis, researching and writing, modeling and presenting. Partnering with small- and mid-cap companies in the Midwest also allows students to meet with management and develop networking skills and teamwork.

With student development as its cornerstone, the program emphasizes asking the right questions, evaluating information, and building, presenting, and defending a financial argument. These skills are vital in any career. They incorporate humanistic skills and liberal arts knowledge in a way that will help students thrive in a time of technological change and development.

We are happy to share the results of that analysis in this presentation. Join me in recognizing the effort and the development of this fantastic talent pipeline of finance majors at Butler University.

Sincerely,
Dr. Thomas A. Hanson, CFA

FOR MORE INFORMATION, VISIT
BUTLER.EDU/BULLDOGREPORTS

COVERAGE PORTFOLIO

On April 24, 2026, Bulldog Reports analysts initiated coverage on the following firms:

Calumet (CLMT)	Core Molding Technologies (CMT)	Hillman (HLMN)	MillerKnoll (MLKN)
Patrick Industries (PTK)	Portillo's (PTLO)	Signet Jewelers (SIG)	Visteon (VC)

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HLMN | NASDAQ

BULLDOG REPORTS

Hillman Solutions Corp.

Equity Valuation & Investment Thesis

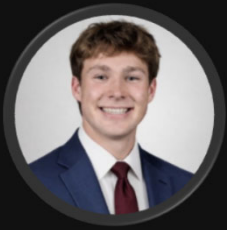
BUY

Price Target: \$11.71 | Current: \$8.87 | Upside: +32.0%

KEY METRICS (2025A)

Market Cap	\$1.574B
Enterprise Value	\$2.23B
Revenue	\$1.55B
EBITDA	\$255.1M
EV / EBITDA	8.74x
Net Debt	\$656M
Beta (5Y)	1.60
WACC	9.5%

Meet the Analysts



Will Rokosh

Managing Director

FOCUS AREAS

Valuation Modeling



Kiehl Christopher

Research Analyst 1

FOCUS AREAS

Key Brands, ESG, Campus Expansion & Competitive Analysis



Jack Kennedy

Research Analyst 2

FOCUS AREAS

Thesis, Financials & DCF



Miles O'Shea

Research Analyst 3

FOCUS AREAS

SWOT Analysis, Porter's 5 Forces & Risks



Thomas Rzasa

Research Associate 4

FOCUS AREAS

Company Overview, Supply Chain Diversification & Segmented Revenue

Recommendation Summary

HILLMAN™

Rating:

BUY

Current Price

\$8.87

Price Target

\$11.71

Upside

+ 32.0%

Rating Date

Apr 17, 2026

01

Revenue Growth Improvement

- ▶ Consensus revenue estimates 5.3% CAGR; \$1.47B 2024A → +\$2.0B 2030E
- ▶ Adjacent tuck-in acquisitions grow top-line and operating income

02

Deleveraging → FCF Boost

- ▶ Paid down \$160M in debt in 2023, with debt falling steadily
- ▶ Refinancing large 2028 loan at a lower interest rate and saving \$20 - 30M+ per year

03

B2B Stickiness & Competitive Moat

- ▶ HLMN's managed services model creates high switching costs
- ▶ MinuteKey tech is protected IP improving product ecosystem

Company Overview



Who is Hillman Solutions?

Hillman Solutions Corp. (NASDAQ: HLMN), is a leading provider of hardware products and merchandising solutions, serving over **40,000+ retail locations** across home improvement centers, mass merchants, hardware stores, and OEM/industrial customers.



At a Glance

Founded 1964	HQ Cincinnati, Ohio
Ticker NASDAQ: HLMN	CEO Jon Michael Adinolfi
Employees ~5,000+	Retail Locations 40,000+
FY2024 Revenue \$1.47 Billion	Key Customers Ace, Home Depot, Lowe's
IPO Date 7/14/21	Total SKUs 111,000+

Top Brands



Hillman Hardware	MinuteKey Robotics / Kiosks	Power Pro Fasteners	Gorilla Grip PPE / Gloves
Core fasteners, anchors, bolts, screws, nuts, hooks - the flagship retail brand	Robotic self-serve key duplication kiosks; 3.5 version now rolling out nationally	Premium wood & deck screws for professional contractors and serious DIYers	High-performance work gloves - durable protection for construction & DIY use
Firm Grip PPE / Gloves	AWP Safety Gear	QuickTag Pet Engraving	Digz Garden
Everyday work gloves and hand protection; broad mass-market appeal	Work pants, safety vests, knee pads and protective gear for trade professionals	In-store pet ID tag engraving kiosks - high-margin, recurring revenue service	Garden gloves and accessories; expanding into pet supply and farm/fleet channels
OOK Picture Hanging	Koch Industries Chain & Fittings	Intex DIY International	Paulin Canada
Picture hanging hardware - hooks, wire, anchors - a retail staple since 1947	Acquired Jan 2024: industrial chain, rope and fittings; expands B2B and MRO presence	Acquired Aug 2024: adds international distribution reach and new SKU categories	Leading Canadian fastener brand - anchors Hillman's Canadian & International segment

Strengths

- ▶ 60+ years of building retail relationships
- ▶ 40,000+ store locations create massive switching costs for retail partners
- ▶ MinuteKey kiosk and software is nearly impossible to replicate

Weaknesses

- ▶ Elevated debt (2.9x debt-to-profit ratio) limits financial flexibility
- ▶ Revenue concentration: Home Depot, Lowe's, and Walmart are a large share of sales
- ▶ Housing market sensitivity - hardware demand falls when housing slows

Opportunities

- ▶ Ohio campus expansion will reduce costs and improve operational efficiency
- ▶ **Bolt-on acquisitions add revenue and new categories**
- ▶ Expanded 'Pro' customer segment - heavier-duty fasteners and industrial channels

Threats

- ▶ Tariff escalation on China goods could raise costs significantly and hurt margins
- ▶ Smart lock technology may reduce physical key duplication demand over time
- ▶ A U.S. recession or sustained mortgage rate pressure could reduce DIY spending

Environmental

Grade: B

Social

Grade: B+

Governance

Grade: B

- ▶ Kansas City hub cut cross country trucking miles, reducing carbon emissions

- ▶ Their new Forest Park campus to house 900+ jobs, revitalizing a 90-acre blighted suburban mall site

- ▶ Supply chain diversification strategy (China 49% → ~20%) reduces geopolitical governance risk

- ▶ Central U.S. location enables shorter haul routes to 85% of U.S. population, lowering fuel intensity

- ▶ 95%+ order fill rate supports reliable downstream retail employment and shelf stocking

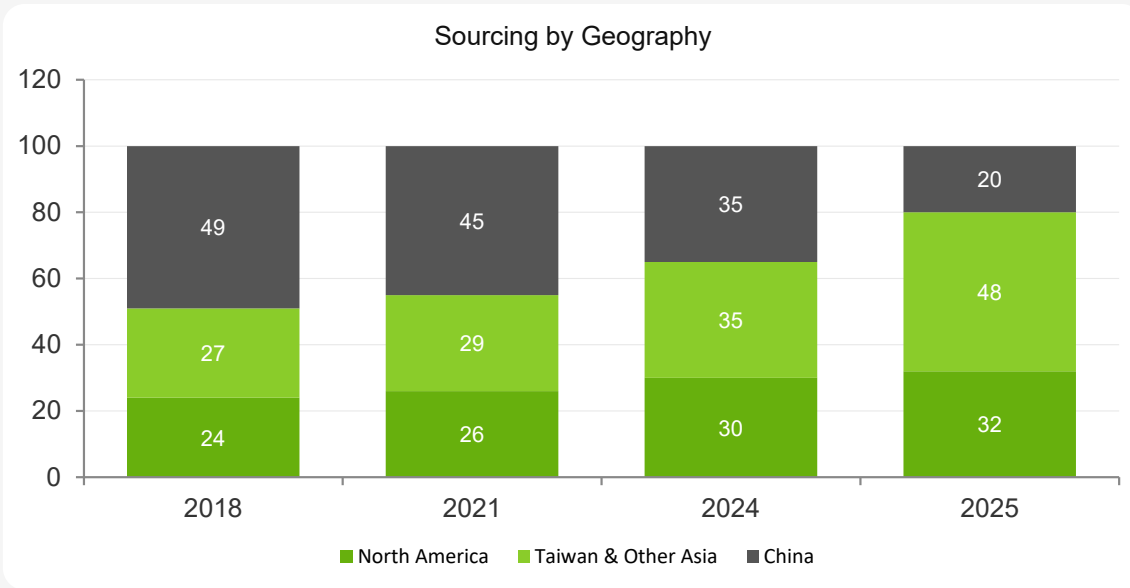
- ▶ Conservative guidance culture: beat or met EBITDA estimates in 5 of last 6 quarters

- ▶ Inventory rightsizing (\$100M+ reduction in 2023) reduces overstock waste and excess handling

- ▶ Vendor of the Year awards from Home Depot and Lowe's
Strong stakeholder relationships

- ▶ New CEO Jon Adinolfi (Jan 2025)

Supply Chain Diversification



China Exposure: 49% → 20%

China's share of COGS fell from 49% in 2018 to 20% in 2025 - and management has targeted sub-20% by end-2025. Vietnam, India, Taiwan, and domestic North American suppliers absorbed the shift, improving both risk profile and tariff resilience.

North America Manufacturing

Domestic sourcing grew from 24% (2018) to 32%+ (2025). Key duplication hardware, select fasteners, and MinuteKey kiosk components are increasingly U.S.- or Mexico-manufactured a structural hedge against future tariff escalation.

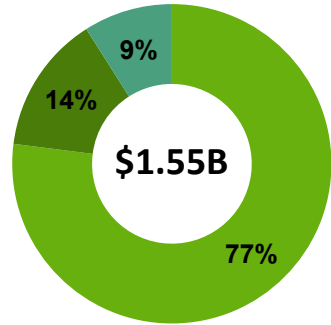
"Dual Faucet" Strategy

Hillman dual-sources every major SKU from two or more countries simultaneously. This strategy reduces single-country dependency and gives management a live lever to shift volume when tariffs or geopolitical risks spike.

Segment Revenue

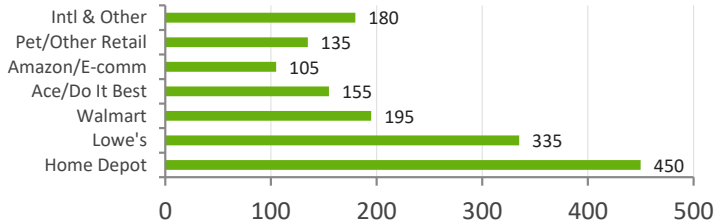


Revenue by Segment (2025)



- Hardware & Protective Solutions
- Robotics & Digital Solutions
- Canadian & International

Est. Revenue by Key Channel (2025, \$M)



Hardware & Protective Solutions	Robotics & Digital Solutions (RDS)	Canadian & International
Rev: \$1,194M GM: 49% EBITDA: 15%	Rev: \$220M GM: 73% EBITDA: 30%	Rev: \$138M GM: 40% EBITDA: 6%
Fasteners: bolts, screws, anchors, nails	MinuteKey 3.5 robotic key duplication kiosks	Paulin brand — Canadian fastener market leader
Cabinet, builder & decorative hardware	Auto key (transponder) programming	Canadian hardware & industrial distribution
PPE: gloves, safety gear (Gorilla Grip, AWP)	QuickTag pet ID engraving kiosks	Home Hardware, Rona, Canadian Tire channels
Rope, chain, hooks, lifting hardware	instaFOB key fob copying service	Latin America & Caribbean export operations
Picture hanging, wall anchors, home accessories	900+ MinuteKey 3.5 units deployed (end 2024)	Smaller but strategically diversifying segment

715,736 SQ FT.

\$95M Total campus investment

+162K SQ FT. Future expansion built into the site plan

55 Acres Former Forest Fair Mall, Forest Park, Ohio

900+ Jobs created at new campus

Mid-2027 Target opening; construction begins May 2026

What Is This Project & Why It Matters

In July 2025, Hillman signed a 15-year lease with Hillwood Investment Properties to build a 715,736 sq ft campus at the former Forest Fair Mall in Forest Park, Ohio - ~1 mile from its current HQ. The campus consolidates multiple Cincinnati-area offices, warehouses, and distribution centers into one modern facility. Mall demolition is underway; construction starts May 2026 with a mid-2027 target opening.

Operational Consolidation

Merges multiple Southwest Ohio sites - office, warehouse, and distribution - into one purpose-built campus.

Built for the 2030 Blueprint

162K sq ft expansion pad +900-job capacity sizes the campus for Hillman's **\$2.5B revenue target**. Two-story office + integrated distribution lets the RDS segment scale alongside core hardware.

Community Impact & ESG Value

Butler County Land Bank directed \$7.9M in state grants toward demolition. Transforms a ruined 90-acre site into a regional employer anchor, strengthening Hillman's social license in its home market.

Competitive Landscape



Company	Ticker	Revenue	Profit Margin	Valuation (EV/EBITDA)	Debt Level	Sales Growth	What Makes Them Different
Hillman Solutions	HLMN	\$1.55B	17.7%	9.5x	2.4x	+5.4%	Key-copying kiosks + shelf management at 40,000+ retail stores
Fastenal	FAST	\$7.3B	26%	30x	None	+3.1%	Sells to factories and contractors; vending machines on job sites
MSC Industrial	MSM	\$3.8B	16%	12x	1.5x	+1.2%	Industrial parts & tools; focuses on manufacturers and repair shops
W.W. Grainger	GWW	\$16.5B	17%	17x	0.4x	+4.5%	Massive distributor with 1M+ products; strong online business

Trading at a Discount

Hillman trades at only 9.5x EV/EBITDA vs. a peer average of 20x. As debt falls, the valuation gap should narrow.

Unique Business Model

Competitors sell products. Hillman directly services entire sections inside 40,000+ stores - a service model that's difficult to copy.

Threat of New Entrants

LOW

- ▶ 40K+ retail relationships take decades
- ▶ Kiosk infrastructure needs heavy capital
- ▶ Rack management contracts block entry

Supplier Power

MEDIUM

- ▶ Sourcing diversified: 49% to 32% China
- ▶ Multi-country supply provides flexibility
- ▶ Volume orders give Hillman pricing power

Buyer Power

HIGH

- ▶ HD and Lowe's have major leverage
- ▶ Losing one account materially hurts
- ▶ Managed-service model reduces switching

Threat of Substitutes

MEDIUM

- ▶ Smart locks reduce key duplication need
- ▶ Private-label brands could undercut pricing
- ▶ Standard categories; switching is slow

Industry Rivalry

MEDIUM

- ▶ Fastenal/Grainger focus B2B, not B2C
- ▶ Few match managed-services at scale
- ▶ \$50B market allows coexistence

Historical Financial Analysis (2022 - 2025)



	2022	2023	2024	2025	YoY Δ (24→25)
Revenue (\$M)	\$1,486	\$1,477	\$1,473	\$1,552	+5.4% ▲
Gross Margin	43.0%	43.9%	48.1%	48.7%	+65 bps ▲
Operating Profit (\$M)	\$39.9	\$60.9	\$88.8	\$114	+28.3% ▲
Op. Profit Margin	2.7%	4.1%	6.0%	7.3%	+130 bps ▲
Net Income (\$M)	\$(16.4)	\$(9.6)	\$17.3	\$40.3	+133% ▲
Net Margin	(1.1%)	(0.6%)	1.2%	2.6%	+140 bps ▲
D&A (\$M)	\$120.0	\$121.6	\$130.0	\$141	+8.5%
Adj. EBITDA (\$M)	\$160	\$183	\$219	\$255	+16.6% ▲
Adj. EBITDA Margin	10.8%	12.4%	14.9%	16.4%	+160 bps ▲
Net Debt (\$M)	\$857	\$718	\$674	\$656	(2.7%)
Equity (\$M)	\$360	\$354	\$383	\$411	+7.3%
Interest Expense (\$M)	\$54.6	\$68.3	\$59.2	\$56	(4.7%)

DuPont Analysis - ROE Decomposition

	2022	2023	2024	2025
Net Profit Margin	(1.1%)	(0.6%)	1.2%	2.6%
× Asset Turnover	0.85x	0.84x	0.83x	0.86x
× Equity Multiplier	4.84x	4.97x	4.62x	4.38x
= Return on Equity	(4.5%)	(2.5%)	4.2%	9.8%

Key Insight

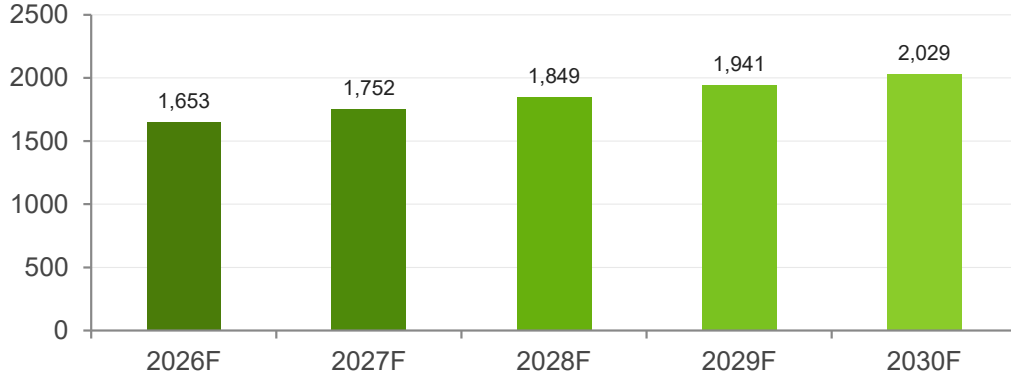
Asset Turnover improved slightly to 0.86x, reflecting record revenue on a stable asset base.

The Equity Multiplier is FALLING (4.84x → 4.38x) - meaning ROE gains are genuine profit improvements, not debt-fueled. Hillman is earning more money, not just borrowing more.

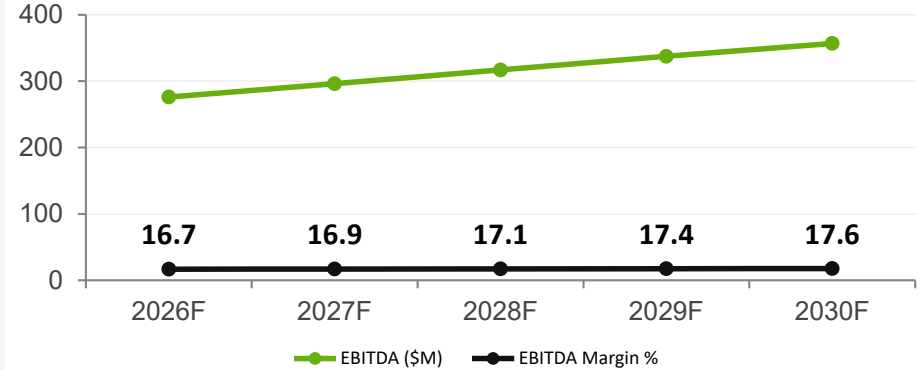
5-Year Financial Forecast (2026F – 2030F)



Revenue Forecast (\$M)



EBITDA (\$M) & Margin (%)



Metric	2026F	2027F	2028F	2029F	2030F
Revenue (\$M)	1,653.1	1,752.3	1,848.7	1,941.1	2,028.5
Revenue Growth	6.5%	6.0%	5.5%	5.0%	4.5%
Gross Margin	48.7%	48.7%	48.7%	48.7%	48.7%
EBITDA (\$M)	272.9	292.8	308.9	326.3	341.0
EBITDA Margin	16.5%	16.7%	16.7%	16.8%	16.8%
CapEx (\$M)	80.3	85.2	89.8	94.3	98.6
CapEx % Revenue	4.86%	4.86%	4.86%	4.86%	4.86%
D&A (\$M)	141.6	150.1	158.3	166.2	173.7

DCF Valuation Summary - FCFF & FCFE Approach



DCF - Unlevered Free Cash Flow (FCFF)					WACC: 9.5%
	2026F	2027F	2028F	2029E	2030E
Revenue (\$M)	1,653	1,752	1,849	1,941	2,028
EBIT (\$M)	131	143	151	160	167
NOPAT (tax-adj.)	91	99	104	111	116
+ D&A (\$M)	142	150	158	166	174
- CapEx (\$M)	(80)	(85)	(90)	(94)	(99)
- ΔNWC (\$M)	28	(26)	(25)	(24)	(23)
= UFCF (\$M)	180	138	148	159	168
Discount Factor	0.913	0.834	0.762	0.696	0.635
PV of UFCF (\$M)	164	115	112	110	107

Sum of PV of UFCF	\$609M
PV of TV (Gordon Growth 2.5%)	\$1,692M
Enterprise Value (Perpetuity)	\$2,301M
PV of TV (Exit 11x EV/EBITDA)	\$2,383M
Enterprise Value (Exit Multiple)	\$2,991M
Less: Net Debt	(\$656M)
Equity Value Range	\$1,645M – \$2,336M
Implied Share Price (FCFF)	\$8.25 - \$11.71

DCF - Free Cash Flow to Equity (FCFE) Re: 11.93%	
CAPM Assumptions	
Risk-Free Rate (Rf)	4.25%
Equity Risk Premium (ERP)	4.80%
Beta (5Y Monthly)	1.60
Cost of Equity (Re) = Rf + β×ERP	11.93%
Terminal Growth Rate (g)	2.50%

FCFE - Equity Value Derivation	
Item	Value
Net Income (avg 2026 - 2030)	+\$69M avg
Add: D&A	+\$158M avg
Less: Change in NWC	+\$14M avg
Less: CapEx	(\$90M) avg
Add: Net Borrowing	+\$9M avg
= Free Cash Flow to Equity	~\$161M avg
Sum of PV of FCFE	\$566M
Terminal Value (Gordon Growth)	\$1,153M
Total Equity Value	\$1,719M
Diluted Shares	198.9M
Implied Share Price (FCFE)	~\$8.64

Key Risk Factors



Leverage Risk HIGH

Net Debt / EBITDA remains 2.9x. Term Loan B (\$618.5M at SOFR+200bps) matures 2028. Refinancing in a higher-rate environment could increase interest burden and pinch FCF. Every +50bps in rates adds \$3M in annual interest expense.

Revenue Concentration MEDIUM

Significant concentration at Home Depot, Lowe's, and Walmart. Loss of or renegotiation with any major retail partner could disproportionately impact revenue and margins.

Housing Market Sensitivity MEDIUM

Hardware demand correlates with housing starts, existing home sales, and DIY remodeling. Elevated mortgage rates in 2025 - 2026 represent a near-term volume headwind, particularly for larger renovation project spending.

Macro & Tariff Exposure MEDIUM

Tariff escalation or supply chain disruptions could increase COGS. Our model assumes 51.3% COGS - upside risks are material.

Technology Disruption LOW

MinuteKey kiosks face long-term risk from smartphone smart lock adoption reducing physical key duplication demand. Slow-moving but structurally worth monitoring as a headwind to the Robotics & Digital segment.

Integration & Execution LOW

Ohio campus consolidation and prior distribution transitions carried restructuring costs. Missteps in logistics execution during the Forest Park build-out could delay margin targets or disrupt service levels.

INVESTMENT THESIS

Hillman Solutions Corp. (HLMN)

BUY

Price Target: \$11.71 | Current: \$8.87 | Upside: +32.0% | Shares: 198.9M

Hillman occupies a durable niche in hardware distribution - serving 40,000+ retail locations with a managed services model that carries high switching costs. The Kansas City distribution hub, fully operational since April 2023, was the primary driver of a 570 bps COGS reduction and EBITDA margin expansion from 10.8% to 14.9%. The new 715,736 sq ft Ohio HQ campus (opening mid-2027) positions the company to consolidate operations and execute its \$2.5B '2030 Blueprint.'

We rate HLMN a Buy due to elevated leverage (~2.9x Net Debt/EBITDA), near-term housing market softness, and the 2028 Term Loan B maturity which introduces refinancing uncertainty. Our DCF yields a \$11.71 price target, implying 32% upside.

Our 3 Conviction Drivers:

- ① Revenue Growth Improvement
- ② Active deleveraging: \$160M paid down in 2023, targeting 2.5x by 2027 - balance sheet repair driving FCF inflection
- ③ Durable distribution moat: MinuteKey kiosk IP + 40,000+ retail partnerships = high switching costs and recurring revenue

SUMMARY SCORECARD

✓ Valuation	Cheap at 10x EV/EBITDA
✓ Revenue Growth	Resuming 2025 - 2030E
~ Leverage	Elevated, improving
✓ FCF Generation	Inflecting positively
✓ ESG Profile	Solid B-grade overall
~ Debt Maturity	2028 TLB maturity looms refi risk
~ Housing Exposure	Headwind near-term
✓ Competitive Moat	Strong kiosk/service IP
★ Rating	BUY

Hillman Solutions Corp

Income Statement \$ thousands

	2022A	2023A	2024A	2025A	2026F	2027F	2028F	2029F	2030F
Net sales	1,486,328	1,476,477	1,472,595	1,552,224	1,653,119	1,752,306	1,848,682	1,941,117	2,028,467
Cost of sales	846,551	828,956	764,691	795,875	848,050	898,933	948,374	995,793	1,040,603
Selling, warehouse, and G&A expenses	480,993	452,110	488,702	502,000	528,998	557,233	587,881	615,334	643,024
Depreciation	57,815	59,331	68,766	79,870	73,380	77,782	82,060	86,163	90,041
Amortization	62,195	62,309	61,274	61,232	68,197	72,289	76,264	80,078	83,681
Other expense (income), net	(1,119)	12,843	361	(722)	3,137	3,325	3,508	3,684	3,850
Operating Income	39,893	60,928	88,801	113,969	131,357	142,743	150,594	160,065	167,268
Interest expense, net	54,560	68,310	59,241	56,467	51,384	50,602	49,940	49,442	48,990
Refinancing costs	-	-	3,008	906	-	-	-	-	-
EBT	(14,667)	(7,382)	26,552	56,596	79,973	92,141	100,654	110,623	118,278
Income tax expense (benefit)	1,769	2,207	9,297	16,291	24,611	28,356	30,975	34,043	36,399
Net income (loss)	(16,436)	(9,589)	17,255	40,305	55,362	63,785	69,679	76,580	81,879
Weighted average basic shares outstanding	194,249	194,722	196,108	197,451	198,915	198,915	198,915	198,915	198,915
Basic earnings per share	(0.08)	(0.05)	0.09	0.20	0.28	0.32	0.35	0.38	0.41
Weighted average diluted shares outstanding	194,249	194,722	198,915	199,480	199,480	199,480	199,480	199,480	199,480
Diluted earnings per share	(0.08)	(0.05)	0.09	0.20	0.28	0.32	0.35	0.38	0.41
Net income (loss) from above	(16,436)	(9,589)	17,255	40,305	55,362	63,785	69,679	76,580	81,879
Foreign currency translation adjustments	(7,615)	4,801	(16,471)	6,796	(3,448)	(3,655)	(3,856)	(4,049)	(4,231)
Hedging activity	13,745	(11,597)	2,635	(3,006)	491	520	549	576	602
Total other comprehensive (loss) income	6,130	(6,796)	(13,836)	3,790	(2,957)	(3,135)	(3,307)	(3,473)	(3,629)
Comprehensive income (loss)	(10,306)	(16,385)	3,419	44,095	52,405	60,651	66,372	73,107	78,250

Hillman Solutions Corp

Cash Flow Statement \$ thousands

	2022A	2023A	2024A	2025A	2026F	2027F	2028F	2029F	2030F
Net income	(16,436)	(9,589)	17,255	40,305	55,362	63,785	69,679	76,580	81,879
Depreciation and amortization	120,010	121,640	130,040	141,102	141,576	150,071	158,325	166,241	173,722
(Gain) loss on dispositions of property and equipment	(26)	(34)	56	73	-	-	-	-	-
Impairment charges	-	24,600	-	-	-	-	-	-	-
Deferred income taxes	(873)	(8,693)	(5,038)	4,717	-	-	-	-	-
Deferred financing and original issue discount amortization	3,582	5,323	5,065	5,021	-	-	-	-	-
Loss on debt restructuring	-	-	3,008	906	-	-	-	-	-
Cash paid to third parties in connection with debt restructuring	-	-	(1,554)	(906)	-	-	-	-	-
Stock-based compensation expense	13,524	12,004	13,463	14,246	13,309	13,309	13,309	13,309	13,309
Customer bankruptcy reserve	-	-	8,640	-	-	-	-	-	-
Change in fair value of contingent consideration	(1,128)	(4,936)	228	(240)	-	-	-	-	-
Changes in operating items:									
Accounts receivable	19,889	(15,898)	(4,545)	(4,121)	299	(6,878)	(6,683)	(6,409)	(6,057)
Inventories	38,813	103,660	8,710	(79,432)	24,278	(27,700)	(26,915)	(25,814)	(24,394)
Other assets	566	3,068	(6,004)	(14,980)	-	-	-	-	-
Accounts payable	(53,760)	8,029	(7,784)	1,689	3,195	8,691	8,445	8,100	7,654
Accrued salaries and wages	7,553	6,750	12,707	711	-	-	-	-	-
Other accrued liabilities	(12,703)	(7,889)	9,089	(3,906)	-	-	-	-	-
Net cash provided by operating activities	119,011	238,035	183,336	105,185	238,020	201,280	216,161	232,007	246,113
Acquisitions of businesses, net of cash acquired	(2,500)	(1,700)	(57,900)	-	-	-	-	-	-
Capital expenditures	(69,589)	(65,769)	(85,219)	(70,100)	(80,342)	(85,162)	(89,846)	(94,338)	(98,583)
Other investing activities	(733)	(383)	(278)	(251)	-	-	-	-	-
Net cash used for investing activities	(72,822)	(67,852)	(143,397)	(70,351)	(80,342)	(85,162)	(89,846)	(94,338)	(98,583)
Repayments of senior term loans	(10,638)	(88,510)	(106,383)	(8,512)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
Borrowings of revolving credit loans	244,000	178,000	177,000	131,000	-	-	-	-	-
Repayments of revolving credit loans	(265,000)	(250,000)	(115,000)	(157,000)	-	-	-	-	-
Repurchases of common stock	-	-	-	(12,423)	-	-	-	-	-
Financing fees	-	-	(33)	-	-	-	-	-	-
Principal payments under finance lease obligations	(1,470)	(2,410)	(3,682)	(5,683)	(6,000)	(6,000)	(1,667)	-	-
Proceeds from exercise of stock options	2,609	2,167	9,657	1,207	3,910	3,910	3,910	3,910	3,910
Payments of contingent consideration	-	(1,232)	(260)	(265)	-	-	-	-	-
Other financing activities	1,777	9	(567)	(544)	-	-	-	-	-
Net cash used for financing activities	(28,722)	(161,976)	(39,268)	(52,220)	(8,590)	(8,590)	(4,257)	(2,590)	(2,590)
Effect of exchange rate changes on cash	(991)	(735)	5,286	152	-	-	-	-	-
Net increase in cash and cash equivalents	16,476	7,472	5,957	(17,234)	149,089	107,528	122,058	135,078	144,940
Cash and cash equivalents at beginning of period	14,605	31,081	38,553	44,510	27,276	176,365	283,892	405,950	541,029
Cash and cash equivalents at end of period	31,081	38,553	44,510	27,276	176,365	283,892	405,950	541,029	685,968

Hillman Solutions Corp

Balance Sheet in thousands (\$)

Cash and cash equivalents	31,081	38,553	44,510	27,276	176,365	283,892	405,950	541,029	685,968
Accounts receivable, net	86,985	103,482	109,788	114,926	114,627	121,505	128,187	134,597	140,654
Inventories, net	489,326	382,710	403,673	485,938	461,660	489,359	516,274	542,088	566,482
Other current assets	24,227	23,235	15,213	18,342	18,342	18,342	18,342	18,342	18,342
Total current assets	631,619	547,980	573,184	646,482	770,993	913,098	1,068,754	1,236,055	1,411,446
Property and equipment, net	190,258	200,553	224,174	231,482	238,444	245,824	253,609	261,784	270,327
Goodwill	823,812	825,042	828,553	830,747	830,747	830,747	830,747	830,747	830,747
Other intangibles, net	734,460	655,293	605,859	546,171	477,974	405,686	329,421	249,343	165,662
Operating lease right of use assets	66,955	87,479	81,708	75,152	75,152	75,152	75,152	75,152	75,152
Other assets	23,586	14,754	17,025	26,160	23,203	20,068	16,760	13,288	9,659
Total assets	2,470,690	2,331,101	2,330,503	2,356,194	2,416,513	2,490,574	2,574,443	2,666,369	2,762,993
Accounts payable	131,751	140,290	139,057	141,662	144,857	153,548	161,994	170,093	177,748
Current portion of debt and finance lease obligations	10,570	9,952	12,975	14,830	6,000	6,000	1,667	-	-
Current portion of operating lease liabilities	12,285	14,407	16,850	17,947	17,947	17,947	17,947	17,947	17,947
Accrued salaries and wages	15,709	22,548	34,977	35,790	35,790	35,790	35,790	35,790	35,790
Accrued pricing allowances	9,246	8,145	7,651	8,098	8,098	8,098	8,098	8,098	8,098
Accrued income and other taxes	5,300	6,469	10,377	9,466	9,466	9,466	9,466	9,466	9,466
Other accrued expenses	30,551	21,309	31,843	29,766	29,766	29,766	29,766	29,766	29,766
Total current liabilities	215,412	223,120	253,730	257,559	251,924	260,615	264,728	271,160	278,815
Long-term debt	884,636	731,708	691,726	668,337	664,667	652,167	648,333	643,500	637,000
Deferred tax liabilities	140,091	131,552	124,611	131,870	131,870	131,870	131,870	131,870	131,870
Operating lease liabilities	61,356	79,994	71,474	63,459	63,459	63,459	63,459	63,459	63,459
Other non-current liabilities	12,456	10,198	6,591	6,462	6,462	6,462	6,462	6,462	6,462
Total liabilities	1,313,951	1,176,572	1,148,132	1,127,687	1,118,382	1,114,573	1,114,852	1,116,451	1,117,606
Common stock	20	20	20	20	20	20	20	20	20
Treasury stock	-	-	-	(12,423)	(12,423)	(12,423)	(12,423)	(12,423)	(12,423)
Additional paid-in capital	1,404,360	1,418,535	1,442,958	1,457,422	1,474,641	1,491,861	1,509,080	1,526,299	1,543,518
Accumulated deficit	(226,617)	(236,206)	(218,951)	(178,646)	(123,284)	(59,498)	10,181	86,760	168,639
Accumulated other comprehensive loss	(21,024)	(27,820)	(41,656)	(37,866)	(40,823)	(43,958)	(47,266)	(50,738)	(54,367)
Total stockholders' equity	1,156,739	1,154,529	1,182,371	1,228,507	1,298,131	1,376,001	1,459,592	1,549,918	1,645,387
Total liabilities and stockholders' equity	2,470,690	2,331,101	2,330,503	2,356,194	2,416,513	2,490,574	2,574,443	2,666,369	2,762,993

Hillman Solutions Corp

Discounted Cash Flow Analysis

\$ thousands

		2026F	2027F	2028F	2029F	2030F
Unlevered FCF		179,940.5	137,838.5	147,576.8	158,586.0	168,134.7
WACC	9.50%					
Terminal growth rate	3%					
Exit EV/EBITDA	11					
Discount factor		0.913	0.834	0.762	0.696	0.635
PV of UFCF		164,329.2	114,958.8	112,402.4	110,308.3	106,803.8
Sum of PV	608,802.6					
Terminal Value - perpetual growth				Terminal Value - exit multiple		
TV	2,664,287.6			Year 5 EBITDA	340,989.8	
PV of TV	1,692,429.2			TV	3,750,888.3	
				PV of TV	2,382,668.0	
Enterprise Value	2,301,231.8				2,991,470.6	
Net Debt	655,881.0				655,881.0	
Equity Value	1,645,350.8				2,335,589.6	
Diluted Shares	199,480.0				199,480.0	
Per Share Value	\$8.25				\$11.71	