The Hackett Group, Inc.
Supplemental Data Discussed During Q3 2026 Earnings Conference Call

Q3 2026 total Company adjusted gross margin as % of revenue before reimbursements	44.9%
Q2 2026 total Company adjusted gross margin as % of revenue before reimbursements	44.1%
Q3 2025 total Company adjusted gross margin as % of revenue before reimbursements	42.6%
Q3 2026 total Company adjusted SGA	$16.6M
Q3 2026 total Company adjusted SGA as % of revenue before reimbursements	24.1%
Q2 2026 total Company adjusted SGA	$17.4M
Q2 2026 total Company adjusted SGA as % of total revenue	25.5%
Q3 2026 adjusted EBITDA	$15.4M
Q3 2026 adjusted EBITDA as a % of revenue before reimbursements	22.4%
Q2 2026 adjusted EBITDA	$13.9M
Q2 2026 adjusted EBITDA as a % of revenue before reimbursements	20.3%

The Hackett Group, Inc.
RECONCILIATION OF GAAP TO NON-GAAP MEASURES
(in thousands, except per share data)
(unaudited)

RECONCILIATION OF GAAP TO NON-GAAP MEASURES (ADJUSTED NET INCOME)

	Quarter Ended		Nine Months Ended	
	September 25, 2026	**September 26, 2025**	**September 25, 2026**	**September 26, 2025**
GAAP NET INCOME	$ 3,557	$ 2,547	$ 12,247	$ 7,351
Adjustments (1):				
Non-cash stock based compensation expense (2)	2,309	2,694	6,843	8,272
Stock price award program compensation expense (2)(3)	1,442	4,768	4,181	15,053
Acquisition-related cash compensation expense (reversal) (4)	-	(540)	(64)	76
Acquisition-related non-cash stock based compensation expense (reversal) (4)	1,333	(1,574)	(208)	1,956
Acquisition-related costs	-	11	-	398
Restructuring costs	1,433	3,112	3,881	3,112
Amortization of intangible assets (4)	297	311	911	685
ADJUSTED NET INCOME BEFORE INCOME TAXES ON ADJUSTMENTS (1)	10,371	11,329	27,791	36,903
Tax effect of adjustments above (5)	638	1,171	936	4,451
ADJUSTED NET INCOME (1)	$ 9,733	$ 10,158	$ 26,855	$ 32,452
GAAP diluted net income per common share	$ 0.14	$ 0.09	$ 0.49	$ 0.26
Adjusted diluted net income per common share (1)	$ 0.39	$ 0.37	$ 1.07	$ 1.15
Weighted average common and common equivalent shares outstanding	24,953	27,615	25,126	28,161

RECONCILIATION OF GAAP TO NON-GAAP MEASURES (ADJUSTED EBITDA)

	Quarter Ended		Nine Months Ended	
	September 25, 2026	**September 26, 2025**	**September 25, 2026**	**September 26, 2025**
GAAP NET INCOME	$ 3,557	$ 2,547	$ 12,247	$ 7,351
Add back:				
Income tax expense	2,774	2,474	8,513	6,100
Interest expense	1,154	438	3,373	1,006
Depreciation	1,110	1,052	3,423	3,111
Amortization	297	311	910	685
EBITDA	8,892	6,822	28,466	18,253
Adjustments:				
Non-cash stock based compensation expense (2)	2,309	2,694	6,843	8,272
Stock price award program compensation expense compensation expense (2)(3)	1,442	4,768	4,181	15,053
Acquisition-related cash compensation expense (reversal) (4)	-	(540)	(64)	76
Acquisition-related non-cash stock based compensation expense (reversal) (4)	1,333	(1,574)	(208)	1,956
Acquisition-related costs	-	11	-	398
Restructuing costs	1,433	3,112	3,881	3,112
ADJUSTED EBITDA	$ 15,409	$ 15,293	$ 43,099	$ 47,120

RECONCILIATION OF GAAP TO NON-GAAP MEASURES (ADJUSTED GROSS MARGIN)

	Quarter Ended		Nine Months Ended	
	September 25, 2026	**September 26, 2025**	**September 25, 2026**	**September 26, 2025**
Revenue:				
Revenue before reimbursements	$ 68,934	$ 72,166	$ 205,119	$ 226,026
Reimbursements	856	945	2,796	3,849
Total revenue	69,790	73,111	207,915	229,875
Costs and expenses:				
Cost of service:				
Personnel costs before reimbursable expenses	41,224	42,433	120,361	140,485
Reimbursable expenses	856	945	2,796	3,849
Total cost of service	42,080	43,378	123,157	144,334
GAAP GROSS MARGIN	27,710	29,733	84,758	85,541
Adjustments:				
Non-cash stock based compensation expense (2)	1,486	1,661	4,447	4,820
Stock price award program compensation expense (2)(3)	392	1,496	846	4,723
Acquisition-related cash compensation expense (4)	-	(540)	(64)	76
Acquisition-related non-cash stock based compensation expense (4)	1,331	(1,576)	(213)	1,951
ADJUSTED GROSS MARGIN	$ 30,919	$ 30,774	$ 89,774	$ 97,111

RECONCILIATION OF GAAP TO NON-GAAP MEASURES (ADJUSTED COS)

	Quarter Ended		Nine Months Ended	
	September 25, 2026	September 26, 2025	September 25, 2026	September 26, 2025
GAAP TOTAL COST OF SERVICE	$ 42,080	$ 43,378	$ 123,157	$ 144,334
Adjustments:				
Non-cash stock based compensation expense (2)	(1,486)	(1,661)	(4,447)	(4,820)
Stock price award program compensation expense compensation expense (2)(3)	(392)	(1,496)	(846)	(4,723)
Acquisition-related cash compensation expense (4)	-	540	64	(76)
Acquisition-related non-cash stock based compensation expense (4)	(1,331)	1,576	213	(1,951)
Reimbursable expenses	(856)	(945)	(2,796)	(3,849)
ADJUSTED COS	$ 38,015	$ 41,392	$ 115,345	$ 128,915

RECONCILIATION OF GAAP TO NON-GAAP MEASURES (ADJUSTED SGA)

	Quarter Ended		Quarter Ended	
	September 25, 2026	September 26, 2025	September 25, 2026	September 26, 2025
GAAP SELLING, GENERAL AND ADMINISTRATIVE COSTS	$ 18,792	$ 21,162	$ 56,744	$ 67,972
Adjustments:				
Non-cash stock based compensation expense (2)	(823)	(1,041)	(2,396)	(3,461)
Stock price award program compensation expense compensation expense (2)(3)	(1,050)	(3,272)	(3,336)	(10,330)
Acquisition-related non-cash stock based compensation expense (4)	(2)	-	(5)	(2)
Acquisition-related costs	-	(11)	-	(398)
Amortization expense	(296)	(311)	(911)	(685)
ADJUSTED SGA	$ 16,621	$ 16,527	$ 50,096	$ 53,096

(1) The Company provides adjusted earnings results (which excludes non-cash stock based compensation expense, stock price award program compensation expense, acquisition-related cash and non-cash stock based compensation expense, amortization expense, acquisition related costs and any one-time costs and includes a GAAP tax rate) as a complement to results provided in accordance with Generally Accepted Accounting Principles (GAAP). These non-GAAP results are provided to enhance the users' overall understanding of the Company's current financial performance and its prospects for the future. The Company believes the non-GAAP results provide useful information to both management and investors and by excluding certain expenses that it believes are not indicative of its core operating results. The non-GAAP measures are included to provide investors and management with an alternative method for assessing operating results in a manner that is focused on the performance of its ongoing primary operations and to provide a consistent basis for comparison between quarters. Further, these non-GAAP results are one of the primary indicators management uses for planning and forecasting. The presentation of this additional non-GAAP information should be considered in addition to, and not as a substitute for or superior to, any results prepared in accordance with GAAP.

(2) Non-cash stock based compensation expense is accounted for under Financial Accounting Standards Board Accounting Standards Codification Topic 718, Compensation-Stock Compensation. The Company excludes non-cash stock based compensation expense and the related tax effects for the purposes of adjusted net income and adjusted diluted earnings per share. The Company believes that non-GAAP measures of profitability, which exclude non-cash stock based compensation expense, are widely used by investors.

(3) The stock price award program compensation expense relates to equity awards that were granted with certain market share price hurdles and service conditions to meet before they are vested. The market price hurdles include twenty consecutive trading days of equal to or greater than $30, $40 and $50 per share price. As of September 25, 2026, the first market condition had been met, and although the shares have not vested they are included in the Company's dilutive shares outstanding for the quarter ended September 25, 2026. As of September 25, 2026, the second and third market conditions had not been met and as such the shares have not vested and are not included in the Company's basic or dilutive shares outstanding. Non-cash compensation expense of $1.4 million and $4.2 million was recorded in the third quarter and first nine months of 2026, respectively.

(4) The Company incurs cash and non-cash stock based compensation expense for acquisition related consideration that is recognized over time under GAAP. The Company believes excluding these amounts more consistently presents its ongoing results of operations because they are related to acquisitions and not due to normal operating activities. The acquisition-related non-cash stock based compensation expense is also accounted for under Financial Accounting Standards Board Accounting Standards Codification Topic 718, Compensation-Stock Compensation.

(5) The adjustment for the income tax expense is based on the accounting treatment and income tax rate for the jurisdiction of each item. The impact of all of the non-cash stock based compensation expense was expense of $1.3 million and $2.8 million and expense of $1.5 million and $6.6 million in the third quarter and first nine months of 2026 and 2025, respectively. The impact of acquisition related cash compensation reversal was a benefit of $16 thousand in the first nine months of 2026 and a benefit of $141 thousand and expense of $19 thousand in the third quarter and first nine months of 2025, respectively. The impact of the acquisition related costs including amortization was $77 thousand and $238 thousand and $81 thousand and $179 thousand in the third quarter and first nine months of 2026 and 2025, respectively. The impact of the restructuring cost was $0.4 million and $1.0 million in the third quarter and first nine months of 2026 and $0.8 million in both the third quarter and first nine months in 2025, respectively.