

The Hackett Group, Inc.
Supplemental Data Discussed During Q3 2020 Earnings Conference Call

Q3 2020 % of recurring net revenue (AMS and Executive Advisory) to total company net revenue	approx. 24%
Q3 2020 % of recurring net revenue (AMS and Executive Advisory) to total Company pre-tax practice profitability	approx. 36%
Q3 2020 S&BT pro forma gross margin as % of net revenue	42.4%
Q3 2019 S&BT pro forma gross margin as % of net revenue	49.0%
Q2 2020 S&BT pro forma gross margin as % of net revenue	26.4%
Q3 2020 EEA Solutions pro forma gross margin as a percentage of net revenue	27.5%
Q3 2019 EEA Solutions pro forma gross margin as a percentage of net revenue	33.7%
Q2 2020 EEA Solutions pro forma gross margin as a percentage of net revenue	29.7%
Q3 2020 International pro forma gross margin as % of net revenue	40.7%
Q3 2019 International pro forma gross margin as % of net revenue	22.9%
Q2 2020 International pro forma gross margin as % of net revenue	5.1%