

2017 INVESTOR DAY



February 28, 2017



FORWARD-LOOKING STATEMENTS

Statements in this presentation that are not historical in nature, including those concerning the company's current expectations about its future requirements and needs, are "forward-looking" statements as defined in Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. Forward-looking statements are identified by words such as "may," "should," "expects," "provides," "anticipates," "assumes," "can," "will," "meets," "could," "likely," "intends," "might," "predicts," "seeks," "would," "believes," "estimates," "plans," "continues," or "outlook" or similar expressions. These forward-looking statements reflect our current expectations about our future requirements and needs, results, levels of activity, performance, or achievements. Some of the factors that could cause actual results to differ materially from the forward-looking statements contained herein include, without limitation: failure to achieve expected utilization rates, billing rates and the number of revenue-generating professionals; inability to expand or adjust our service offerings in response to market demands; our dependence on renewal of client-based services; dependence on new business and retention of current clients and qualified personnel; failure to maintain third-party provider relationships and strategic alliances; inability to license technology to and from third parties; the impairment of goodwill; various factors related to income and other taxes; difficulties in successfully integrating the businesses we acquire and achieving expected benefits from such acquisitions; failure to complete the pending acquisition of Innosight or any material delay in the timing of such acquisition; risks relating to privacy, information security, and related laws and standards; and a general downturn in market conditions. These forward-looking statements involve known and unknown risks, uncertainties, and other factors, including, among others, those described under "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2016, that may cause actual results, levels of activity, performance or achievements to be materially different from any anticipated results, levels of activity, performance, or achievements expressed or implied by these forward-looking statements. We disclaim any obligation to update or revise any forward-looking statements as a result of new information or future events, or for any other reason.

AGENDA

1

Building a Platform
for Long-Term Growth

2

Financial Overview

3

Healthcare

4

Education

5

Life Sciences

6

Innosight

7

Enterprise Solutions &
Analytics (ES&A)

8

Business Advisory



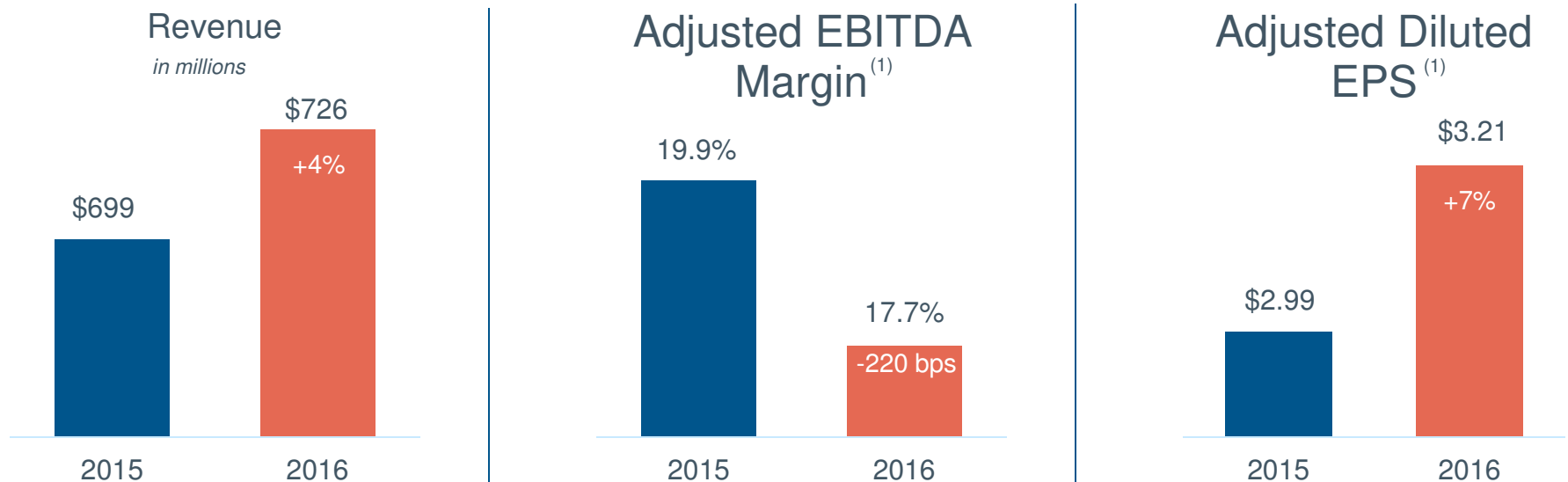
BUILDING A PLATFORM FOR LONG-TERM GROWTH

Jim Roth

Mark Hussey

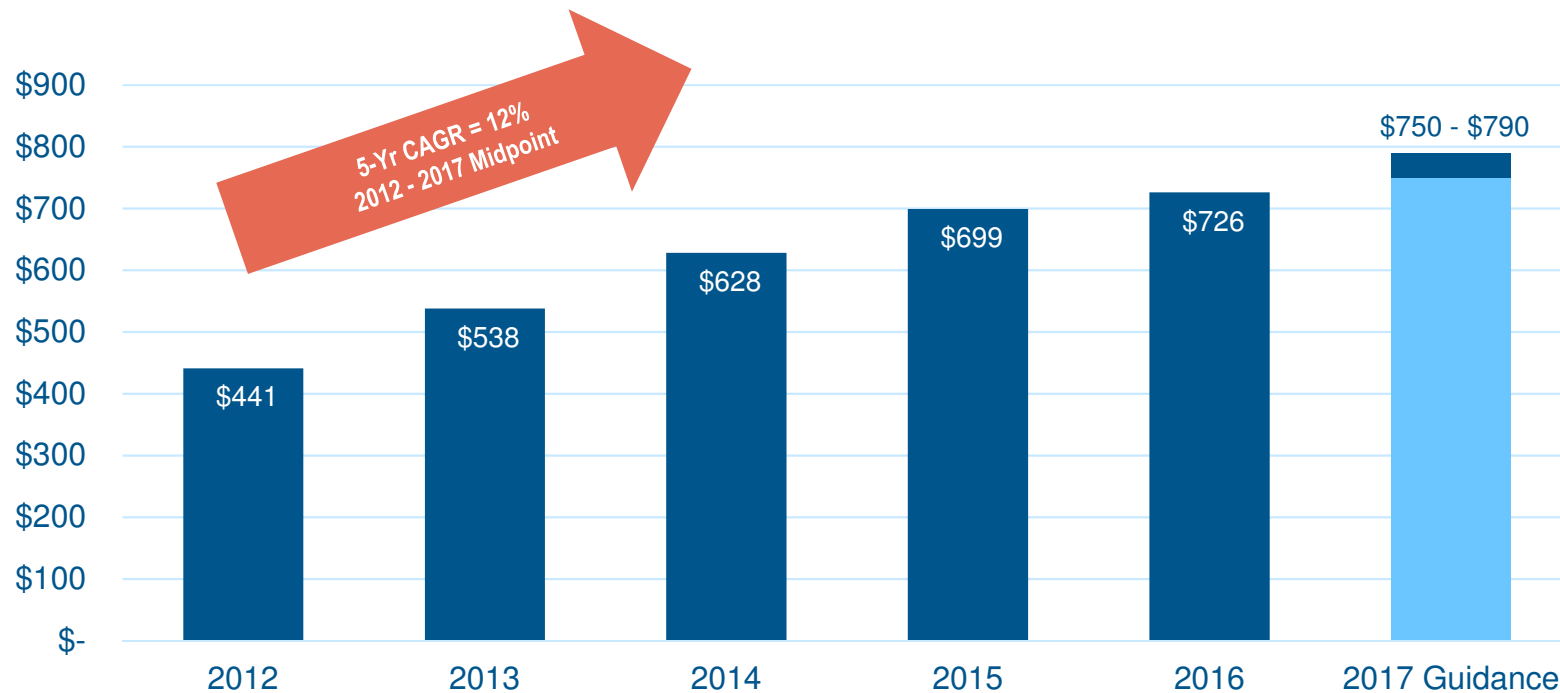


2016 PERFORMANCE

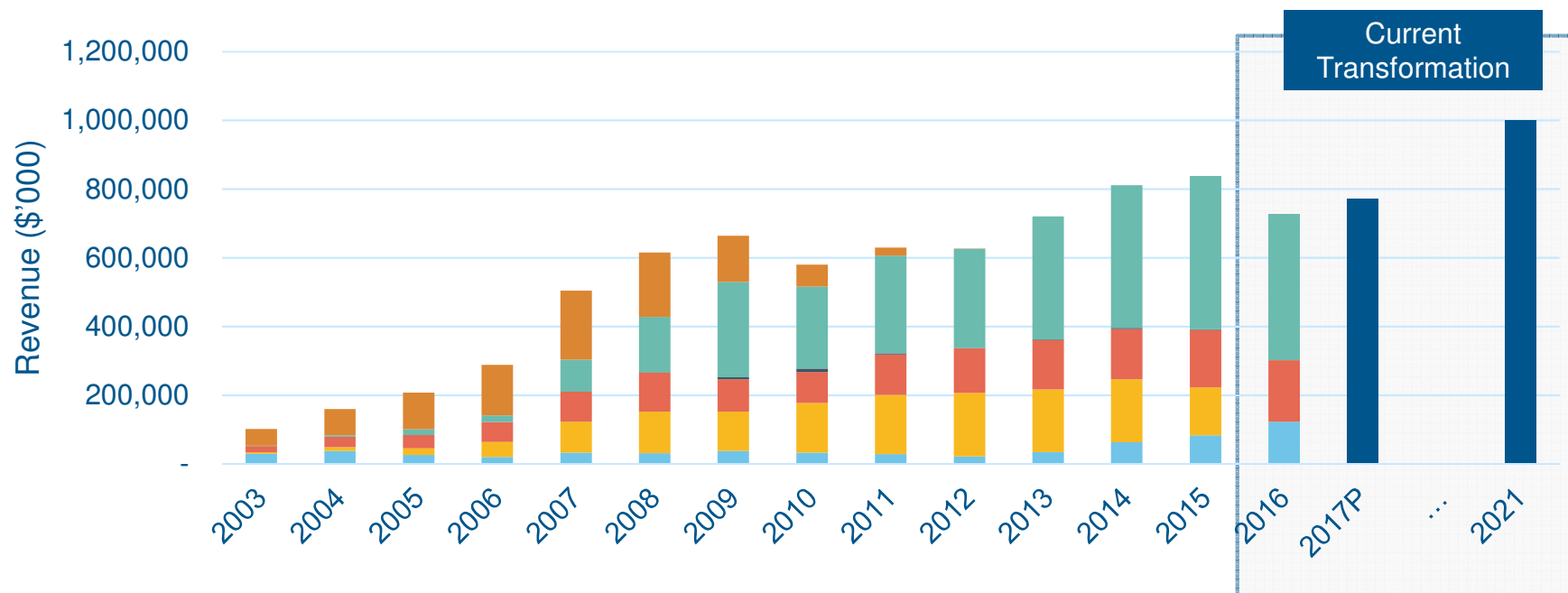


GROWTH TRACK RECORD

REVENUES FROM CONTINUING OPERATIONS (IN MILLIONS)



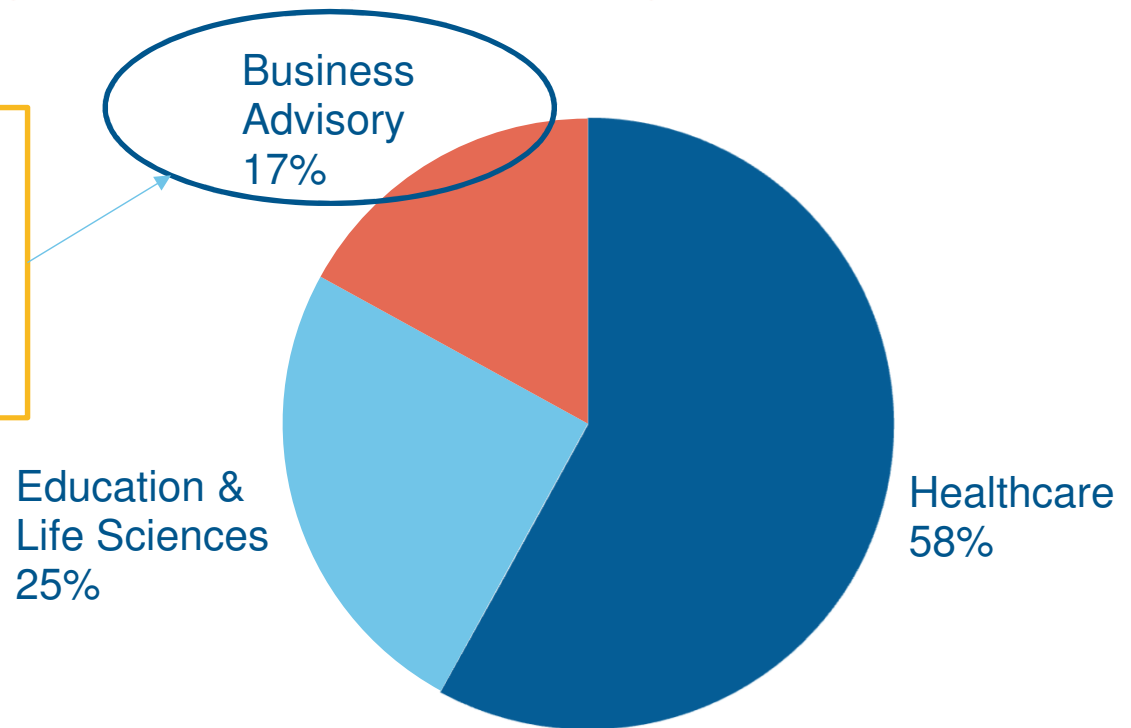
HURON'S ON-GOING TRANSFORMATION



■ Business Advisory ■ Legal ■ Education & Life Sciences ■ Other ■ Healthcare ■ Discontinued Operations

BUILDING STRATEGIC ADVANTAGE THROUGH COLLABORATION

22% of total 2016 Business Advisory segment revenue is generated in the healthcare, education & life sciences industries

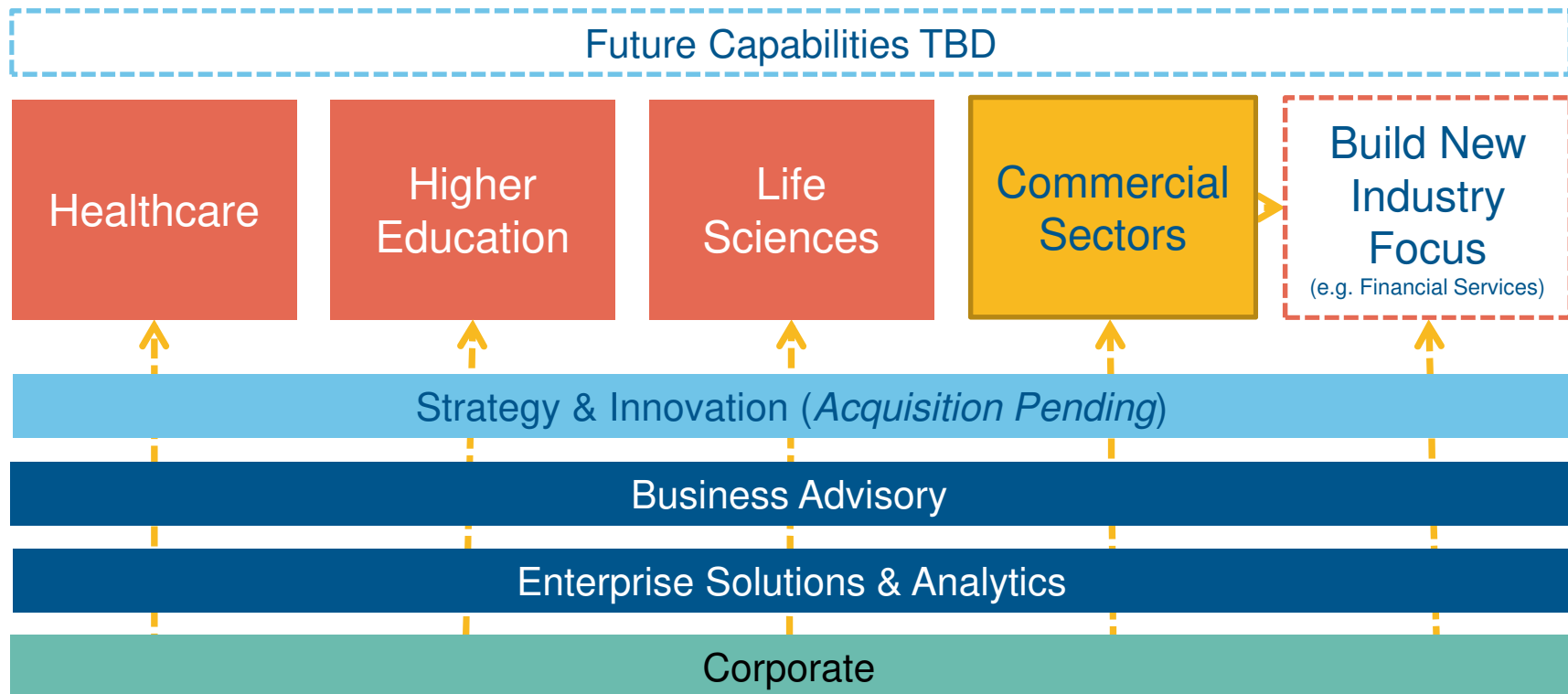


COLLABORATING TO ACHIEVE MARKET SUCCESS

HURON'S TOP 10 CLIENTS BY 2016 REVENUE

Client	Healthcare	Education	Life Sciences	ES&A	Business Advisory
Client #1	✓	✓	✓		✓
Client #2	✓				✓
Client #3		✓			
Client #4	✓	✓			
Client #5	✓	✓			
Client #6	✓	✓			
Client #7	✓				✓
Client #8	✓				✓
Client #9	✓	✓			
Client #10		✓		✓	

BUILDING A PLATFORM FOR LONG-TERM GROWTH



PRIORITIES TO DRIVE SHAREHOLDER VALUE

- 1 Return the Healthcare segment to growth
- 2 Accelerate growth in the Education & Life Sciences and Business Advisory segments
- 3 Enhance collaboration across businesses to better support our expanding client base
- 4 Integrate and optimize our acquisitions to address market needs
- 5 Execute our strategy to drive long-term value for our clients and shareholders



FINANCIAL OVERVIEW

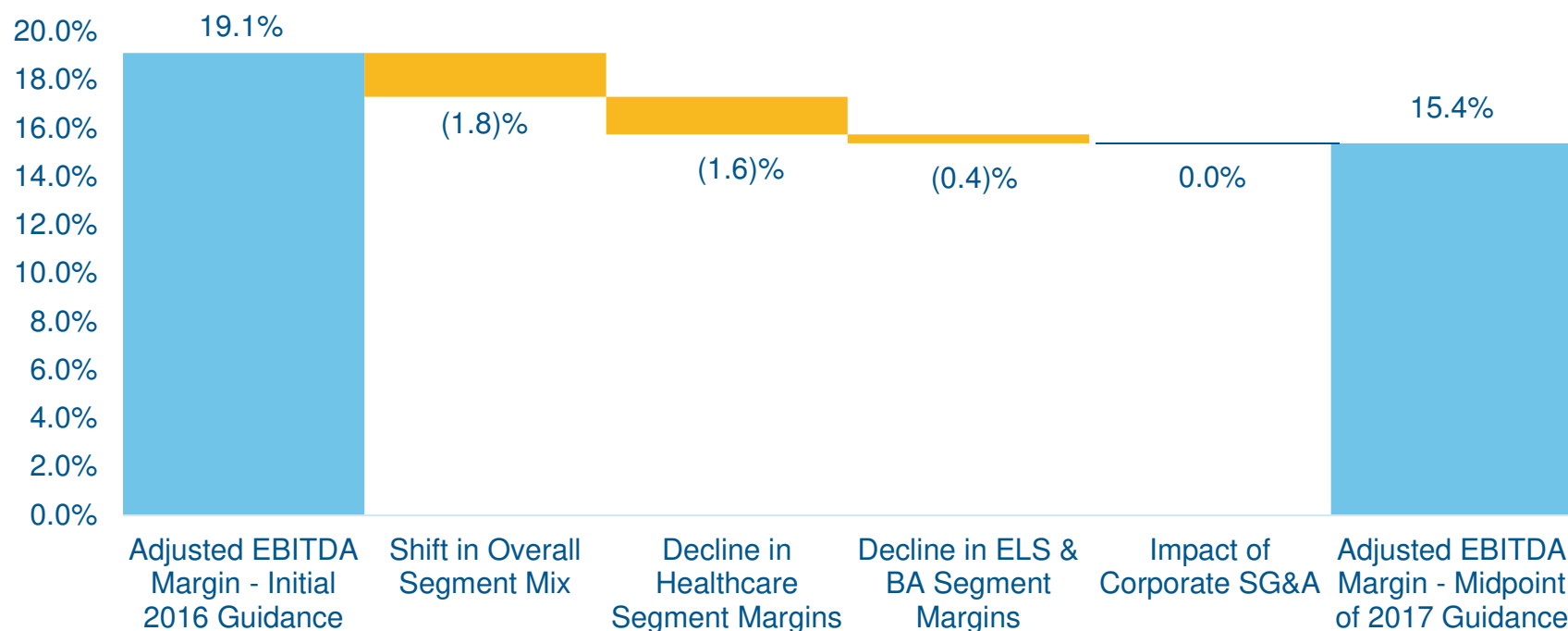
John Kelly



2017 FINANCIAL GUIDANCE

		Mid Point	YoY Impact
Revenue	• \$750.0 to \$790.0 million	\$770M	Up 6.0%
Adjusted EBITDA ⁽¹⁾	• \$112.5 to \$124.5 million	\$118.5M	Down 7.8%
Adjusted EPS ⁽¹⁾	• \$2.40 to \$2.70	\$2.55	Down 20.6%

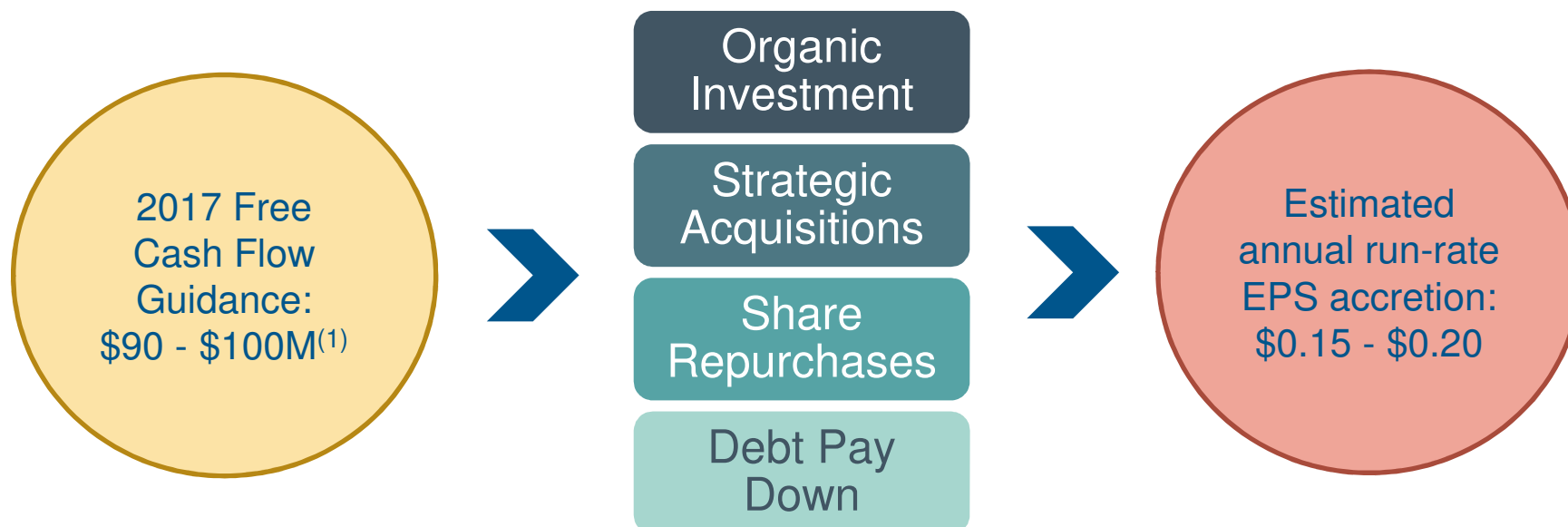
EBITDA MARGIN COMPRESSION



FINANCIAL FRAMEWORK

Benchmarks		2015	2016	2017 Guidance Assumptions	Medium Term Goals
Healthcare	Revenue	\$446.9M	\$424.9M	Low Double Digit Decline	Middle Single Digit Growth
	Operating Margin %	37.9%	34.8%	34-35%	Stable
Education & Life Sciences	Revenue	\$167.9M	\$179.0M	Low Double Digit Increase	Upper Single Digit Growth
	Operating Margin %	26.3%	24.2%	23-24%	Stable
Business Advisory	Revenue	\$83.0M	\$122.4M	High Teen Increase	Low Double Digit Growth
	Operating Margin %	23.2%	20.0%	21-22%	Likely to decline by 100bps
Innosight	Revenue			\$38-\$40 million	Low Double Digit Growth
	Operating Margin %			20-21%	Stable
Corporate SG&A	YoY Growth %			Flat	2-3% growth

ENHANCE LONG-TERM SHAREHOLDER VALUE THROUGH STRATEGIC INVESTMENT & CAPITAL DEPLOYMENT



INCREASING SHAREHOLDER VALUE

Medium Term Goals

- Drive sustainable revenue growth in all segments while maintaining segment profitability and leveraging our corporate infrastructure

Strategic Capital Deployment

- Leverage strong cash flows to accelerate strategic opportunities

Long-Term Financial Strategy

- Expand revenues and cash flows to seed future growth and provide efficient expansion of the Huron strategy

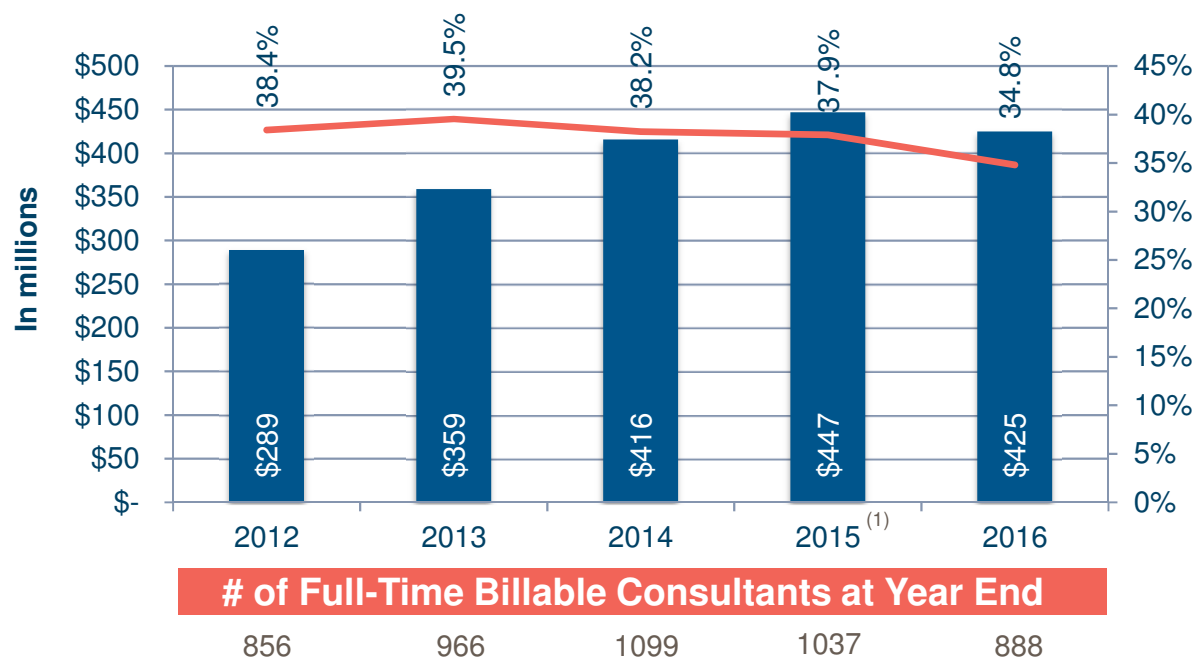


HEALTHCARE



HEALTHCARE

Revenue & Operating Margin %



of Full-Time Billable Consultants at Year End

856 966 1099 1037 888

Clients We Serve

- Integrated Health Systems
- Academic Medical Centers
- Children's Hospitals
- Community Hospitals
- Public Hospitals
- Government Health Systems
- Physician Groups

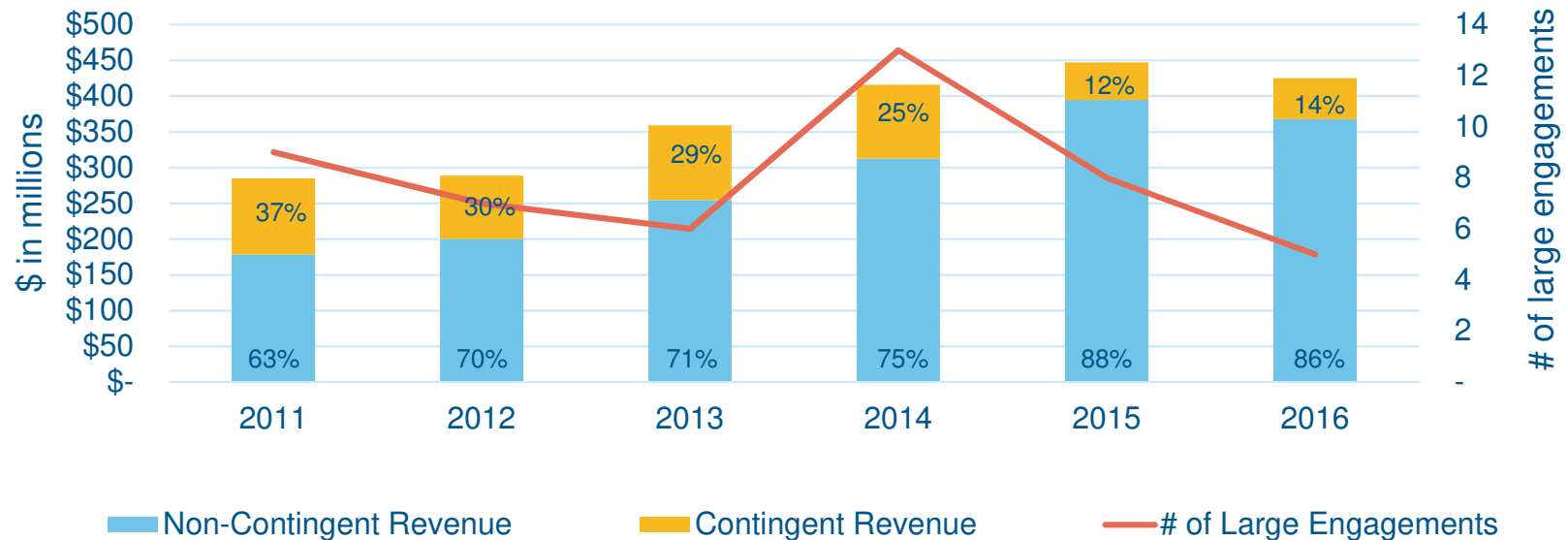


HEALTHCARE

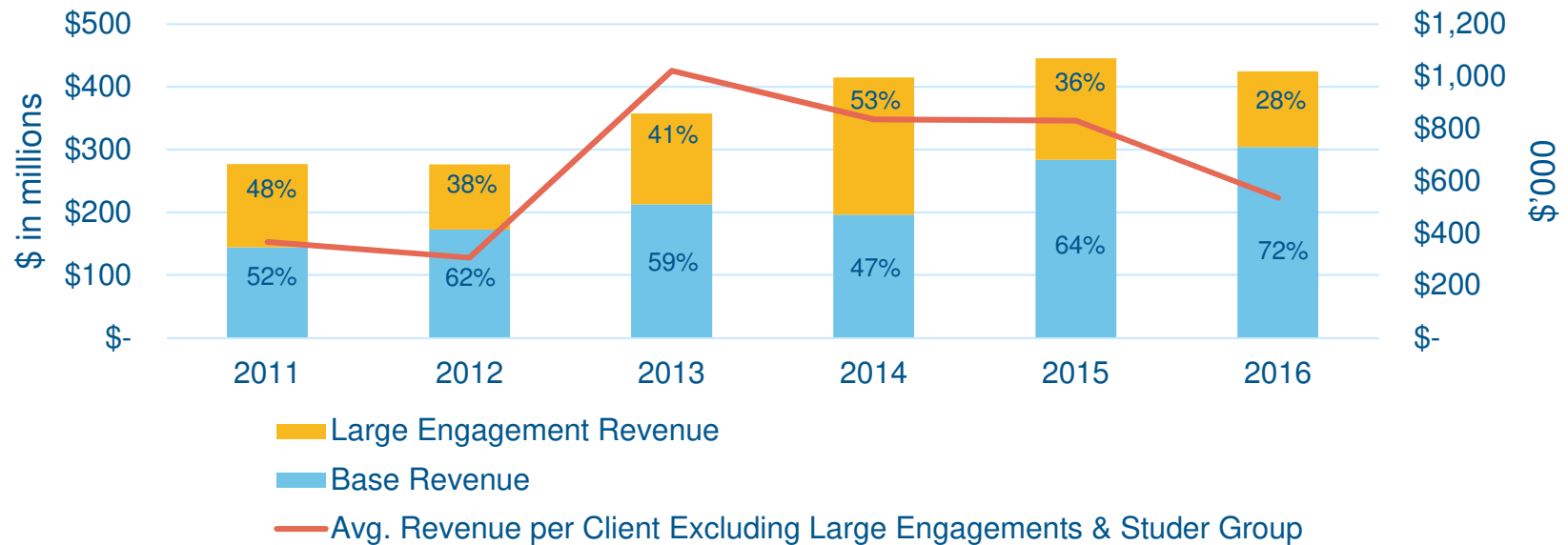
Mark Hussey
BG Porter



CLIENT BUYING PATTERN TRANSITION

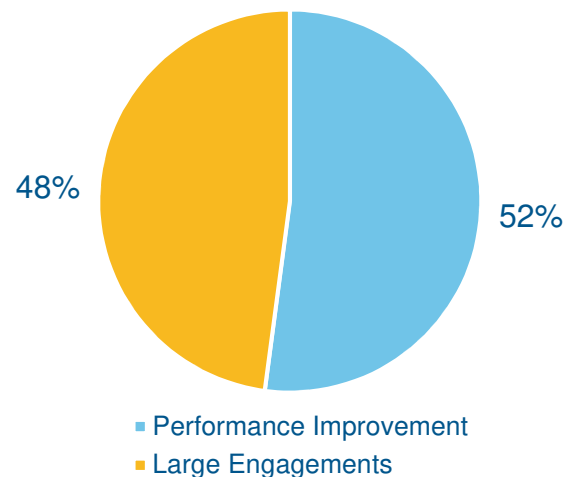


CLIENT BUYING PATTERN TRANSITION

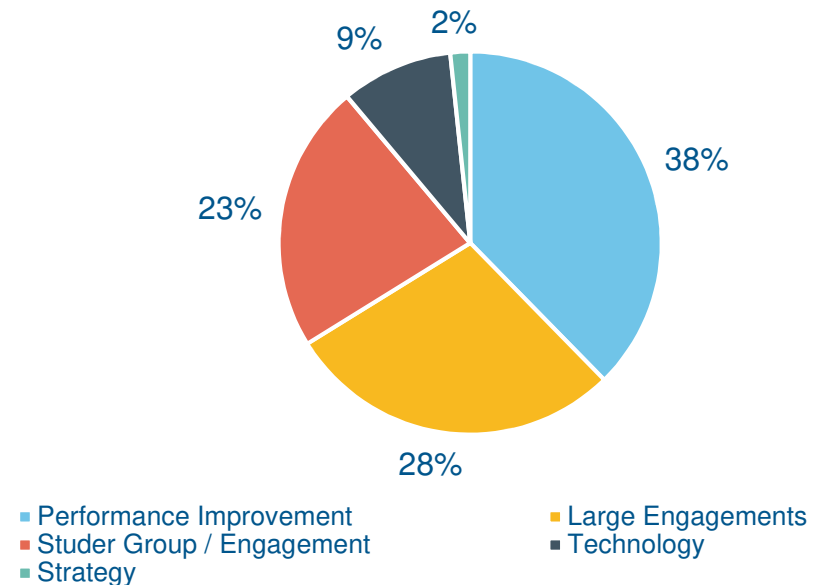


HEALTHCARE PRACTICE TRANSFORMATION

% of 2011 Revenue



% of 2016 Revenue



Note: Large engagements are defined as projects generating greater than \$10 million in revenue in a given year.

HEALTHCARE STRATEGIC PRIORITIES



Complete the sales and marketing transformation to align with current market buying patterns and accelerate sales



Drive greater operating efficiencies in performance improvement through a more flexible delivery model



Capitalize on our expanding client base



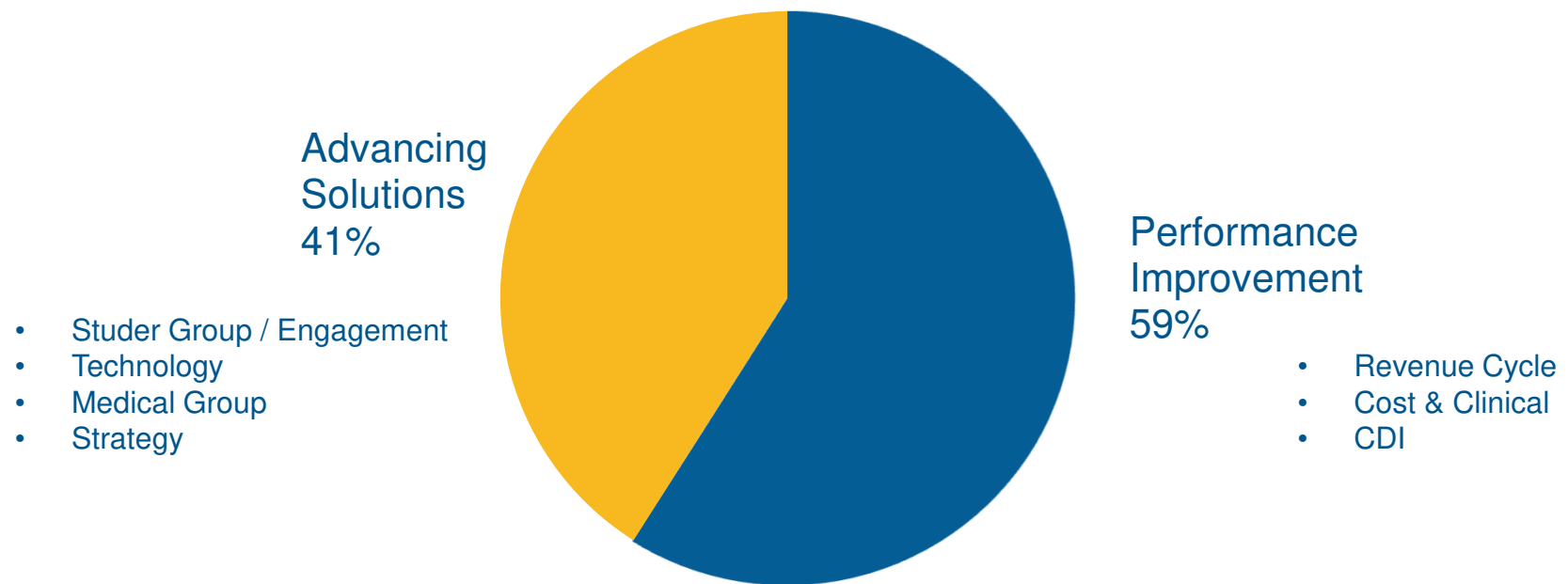
Broaden, enhance and integrate products and product portfolio to maintain market relevance and increase competitive differentiation



Innovate new solutions to address the evolving needs in the provider market



2017 HEALTHCARE STRUCTURE



HEALTHCARE

CLIENT QUESTION: HOW CAN WE IMPROVE QUALITY AND ACCESS TO CARE IN OUR REGION WHILE EXPANDING OUR ORGANIZATIONAL MISSION AND VISION?



CHALLENGE

- Transform the health system to be the provider of choice in the region and enhance community health
- Identify the best strategic partner for affiliation that would enable future growth and be compatible on multiple levels:
 - Finance & Operations
 - Strategy
 - Governance & Leadership
 - Mission & Culture
 - Geography



APPROACH

- Engaged Studeer Group to build leadership alignment and cultural readiness for change
- Engaged Huron Medical Group to optimize scheduling, increase provider productivity and improve the patient's overall experience of care
- Engaged Huron Transaction Advisory to design and manage the affiliation process, including an assessment of cultural fit



SOLUTION

- Growing market share in the region through premier patient experience
- Increasing access and the number of providers seeing patients in the area
- Increasing revenue resulting from improved cash collections & reduced no-shows
- Pursuing new models of healthcare delivery in accordance with their strategic plan, that they previously would have been unable to do alone

HEALTHCARE GROWTH OPPORTUNITIES 2017

Enable and accelerate provider transformation through our broadened portfolio of solutions

Capitalize on opportunities to leverage penetration throughout the expanded client base

Execute the new selling model to respond to current market demand patterns

Reposition core offerings to increase delivery flexibility and competitive differentiation



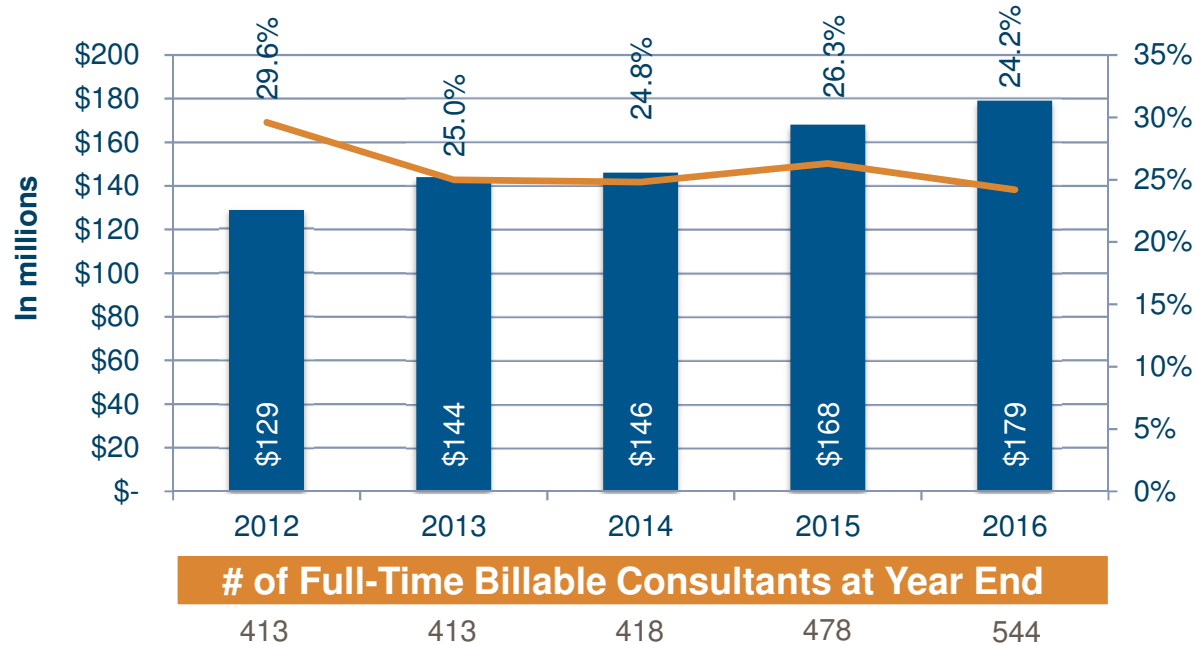


EDUCATION & LIFE SCIENCES



EDUCATION & LIFE SCIENCES

Revenue & Operating Margin %



Clients We Serve

- Colleges and Universities
- Academic Medical Centers
- Research Institutions
- Pharmaceutical Companies
- Medical Device Manufacturers
- Law and Investment Firms



EDUCATION

Laura Yaeger

Peter Eschenbach



EDUCATION

RECENT ACCOMPLISHMENTS



Served
99
of the top 100
research universities
in the U.S.

22x

increase in cloud technology
implementation revenue in 2016

90%

of 2016 revenues were generated
from clients we have previously
served

17%

increase in billable headcount
from 2015 to 2016

45+

new clients served in 2016

14%

increase in \$1M+
clients from 2015
to 2016



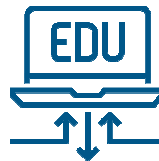
EDUCATION

CLIENT QUESTION: HOW CAN WE REDUCE THE ADMINISTRATIVE BURDEN ON FACULTY AND STAFF WHILE INCREASING TRANSPARENCY AND RESPONSIVENESS AND MAINTAINING COMPLIANCE WITH REGULATORY STANDARDS?



CHALLENGE

- Leveraged a number of independent IT systems with little to no integration, causing large delays in the academic medical center's payroll and accounting processes
- Wanted to maintain compliance while modernizing the organization's research administration processes and systems, including, but not limited to, the institutional review board (IRB), conflict of interest, and biosafety systems
- Utilized legacy technologies that were not effectively being used across the organization



APPROACH

- Support business transformation, not just implementation
- Enable process improvement based on best practices from peer institutions
- Assist transformation efforts through increased integration and communication throughout the enterprise
- Ensure appropriate data capture for improved reporting and decision-making across all levels of the organization
- Facilitate the reduction of human error/manual data capture through system automation
- Address user pain points and eliminate unnecessary customizations



SOLUTION

- Enabled change across the entire academic medical center beyond a sole implementation focus, working across nearly 20 departments to transform the business
- Addressed critical data, system and business process issues related to prior implementation efforts
- Offset \$25M in over/understated accounts receivable and deferred revenue across 1,000 awards
- Reduced payroll processing from nearly 10 hours to just under 2 hours
- Improved a manual data entry process for electronic Personnel Forms that historically took over 2 weeks to just under 2 days

EDUCATION

CLIENT QUESTION: FACING SIGNIFICANT BUDGET CHALLENGES AND THE NEED TO IMPROVE STUDENT SUCCESS, HOW CAN WE TRANSFORM THE UNIVERSITY'S PROCESSES AND REPORTING TO MINIMIZE DISRUPTION?



CHALLENGE

- Underwent extensive leadership changes in the 18 months prior to Huron's engagement, including new President, Provost, VP of Administration and numerous deans
- Turnover changed expectations with regard to accessing and utilizing data, information, and reporting for decision-making
- Lack of transparency and robust reporting from the financial system of record was identified by the State and Board of Trustees as there was no publicly available disaggregated financial information



APPROACH

- Address the University's opportunities with Huron's expertise in the broader issues and context of change in higher education
- Document and present on a variety of financial trends, institutional challenges and competitive threats to navigate academic changes through better data, information and reporting
- Collaborate across the Higher Education and ESA practices to provide the University with the best resources and expertise available
- Implement cloud technologies to better support the institution's faculty and administration and reduce administrative burden



SOLUTION

- Developed an enrollment strategy roadmap, focusing on market demand, recruitment, and retention, with a goal of increasing enrollment by 500 students
- Documented over 300+ processes and 55 points of systems integrations to simplify workflows and produce accurate, reliable reporting
- Identified the need to replace the institution's enterprise systems, including the finance, HR, grants and budgeting systems
- Tracking towards ~\$20 million in annual, recurring resource optimization opportunities – both revenue enhancements and cost reductions

EDUCATION GROWTH OPPORTUNITIES 2017

Continue Strategic and Operational Transformation Efforts to Meet Clients' Evolving Business Models

Expand Operational and Technology-Enabled Support for the Complex and Highly Regulated Research Enterprise

Support Administrative Systems Shift to the Cloud





LIFE SCIENCES

Laura Yaeger



LIFE SCIENCES

RECENT ACCOMPLISHMENTS

Pope Woodhead & Associates

acquired in January 2017



3x

increase in revenues generated by our government pricing managed services business from 2013 to 2016

50+

new clients served in 2016



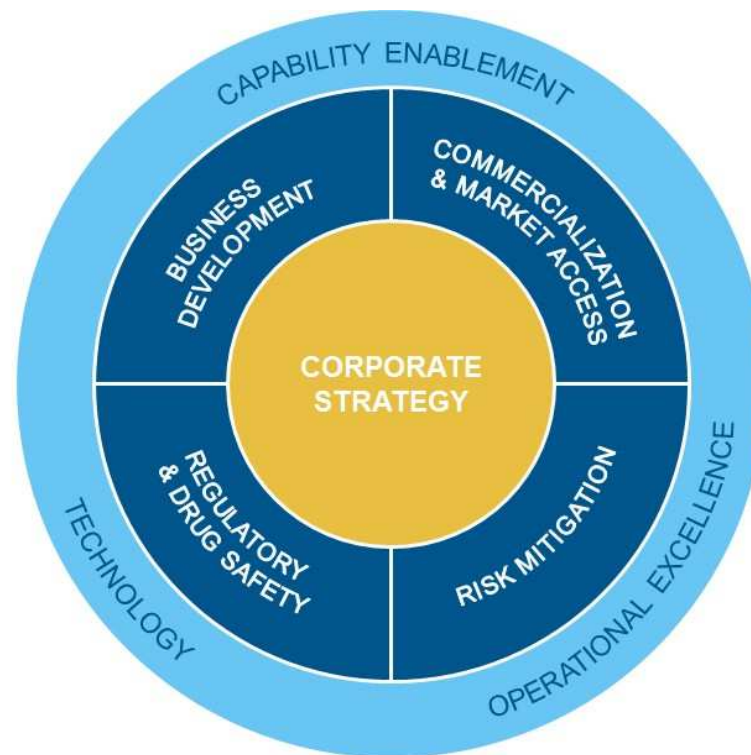
150+%

increase in revenues generated by the Business Advisory segment in the life sciences industry from 2015 to 2016 driven by strong market collaboration

LIFE SCIENCES



Huron is positioned to meet the demands of a complex, global, and highly regulated environment with a comprehensive suite of strategic solutions



LIFE SCIENCES

CLIENT QUESTION: WHY IS THERE A VARIANCE IN BIOSIMILAR UPTAKE ACROSS EUROPEAN MARKETS?



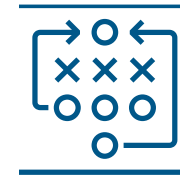
CHALLENGE

- Understand why the client's biosimilar had been on the market for 3 years and had seen wide variation in uptake across European markets
- Diagnose why some markets had high penetration for their biosimilar agent whereas other country markets had very low penetration



APPROACH

- Analyzed 6 varied European markets to understand drivers of and limitations to biosimilar usage by geography
- Conducted primary research in each country market across stakeholders (providers, pharmacists, payors, regulators, etc.)
- Benchmarked other biosimilar markets to understand clinical and commercial drivers of adoption



SOLUTION

- Provided a country-specific commercialization strategy that optimizes market access via:
 - Appropriate patient segmentation,
 - Pricing strategy, and
 - Approach to messaging
- Created a strategy that improves uptake/ROI prior to potential competitive biosimilar entrants

LIFE SCIENCES

CLIENT QUESTION: HOW CAN WE UTILIZE TECHNOLOGY TO IMPROVE OUR PROCESSES AND REMAIN COMPLIANT WITH AMERICAN TRANSPARENCY REQUIREMENTS?



CHALLENGE

- Identify and implement a solution to support compliance with regulatory standards related to Healthcare Professionals (HCPs) and Healthcare Organizations (HCOs) transparency requirements
- Deliver needs quickly to reduce the potential risks to the company while helping to achieve the business outcomes needed



APPROACH

- As part of a three-phase rollout, the client is implementing Salesforce as a method of submitting, reviewing, and maintaining all contracts with external HCPs, which have strict regulatory requirements
- Areas impacted include:
 - Fee-for-service (FFS) arrangements paid to HCPs for consulting and presentations
 - Non-FFS meetings with HCPs including panel discussions and symposiums
 - Funding to HCOs in the form of sponsorships or grants



SOLUTION

- Developed an innovative solution for which no application existed leveraging Huron's deep life sciences and technology expertise
- Increased transparency and ease of tracking of payments through improved data governance and intuitive workflows
- With Phase I complete, the client engaged Huron to complete Phase II discovery and implementation, which includes enhancements to Phase I, and to develop a road map for Phase III and global deployment

LIFE SCIENCES GROWTH OPPORTUNITIES 2017

Focus on Unique Combination of Services
to Meet Complex Industry Needs

Expand Global Footprint to Address
Market Shifts

Drive Innovation to Create Insights
and Efficiencies





INNOSIGHT
Mark Johnson



INTRODUCING INNOSIGHT

- + A global strategy consulting firm entirely focused on growth transformation
- + Founded in 2000 by renowned strategists Mark Johnson and Clayton Christensen, a Harvard Business School Professor, author and the world's foremost authority on disruptive innovation

3 global locations

with offices in the U.S., Singapore and Switzerland



Named one of Forbes' America's Best Management Consulting Firms

90+ employees

who help clients transform for the future



Ranked in the Vault Consulting 50 in 2017

HELPING CLIENTS ACHIEVE REPEATABLE AND SUSTAINABLE BUSINESS GROWTH & INNOVATION

A PURE-PLAY FOCUS ON THREE CORE CAPABILITIES



DRIVING GROWTH AND TRANSFORMATION WITH A DIFFERENTIATED APPROACH

TRADITIONAL STRATEGY APPROACH Strategy extrapolated from present market view and current capabilities	FUTURE BACK STRATEGY APPROACH Strategy based on defining the portfolio of tomorrow, and aligning resources to it
Generally a 2-3 year plan based on current trends and performance	Generally a 5-10 year plan that integrates insights on future trends, ecosystem evolution, and the customer of the future
Typically extrapolated from existing business model	Provides context around stakeholder unmet needs to guide needed business model innovation
Assumes market dynamics are more stable than they actually are	Develops high level scope and direction while leaving room to maneuver
Ad hoc and opportunistic identification of applications that match an existing product or service offering	Aligns long-term strategy with near-term actions
Announces strategy and vision that lack broader organizational commitment	Promotes decision-making and leadership alignment through dialogue-based approach

INNOSIGHT

CLIENT QUESTION: HOW CAN WE GROW BEYOND TREATMENT INTO “DISEASE INTERCEPTION” AND PREVENTION?



CHALLENGE

- As a traditional pharmaceutical company, moving into disease interception, prevention, and wellness is highly disruptive to the existing business
- Existing therapeutic areas (TA's), could not prioritize any efforts that were not enhancing to their existing disease area strongholds and developing treatments for the most challenging of treatment conditions
- But truly addressing the escalating cost of healthcare requires more prevention and interception, even if not immediately accretive to the bottom line



APPROACH

- Develop a 2030 vision and “future back” strategy with the senior leadership team and participation of high potential leaders to understand the environment and future technologies and systems that would enable the ability to intercept the progression of disease at a very early stage
- Walk the future back to prioritize “get started” initiatives -- particular diseases with the greatest potential to intercept early in their progression given today's technology and company capabilities



SOLUTION

- Developed a “Disease Interception Accelerator” to separate out from the core TA's and develop the appropriate business model to allow a new business approach for disease interception
- Accelerated progression of scientific knowledge, methods, tools, and techniques to address prioritized disease areas along the line of prevention, interception, and cure

INNOSIGHT

CLIENT QUESTION: WHAT NEW STRATEGIC PROCESSES ARE NEEDED TO ENABLE TRANSFORMATION AND LEVERAGE KEY DISRUPTIVE TECHNOLOGIES?



CHALLENGE

- Given key trends in connectivity, electrification, and autonomy, major automotive OEM clearly sees the imperative to move beyond a traditional automotive manufacturer and become in addition a mobility services provider
- But absent are the right strategic planning, resource allocation, and organizational and governance mechanisms to enable the needed changes in the core business along with creating new growth businesses in mobility services



APPROACH

- Work with top leadership through a set of 2-day strategic dialogues over a six month period, developed a long range strategy and an on-going “Future Back” strategic planning process
- Work with individual “tiger” team to move forward on key initiatives coming out of the strategic planning process – both business building and capability building initiatives



SOLUTION

- A long-range strategy with focused priorities to “fortify” key pillars of the existing business, “transform” underperforming areas, and “grow” in new areas pertaining to city-based mobility solutions and needed new business models, enabled by electrification, autonomy, and connectivity
- A repeatable, dynamic strategic planning process which heavily involves senior leadership in on-going dialogues to continually shape the strategy and incorporate the right choices to innovate the business model

INNOSIGHT GROWTH OPPORTUNITIES 2017

Continue to grow “dual transformation” business

Accelerate European and Asian expansion

Drive growth in the Healthcare industry by combining Huron’s and Innosight’s offerings

Productize a new, less partner-centric business model using select Innosight IP



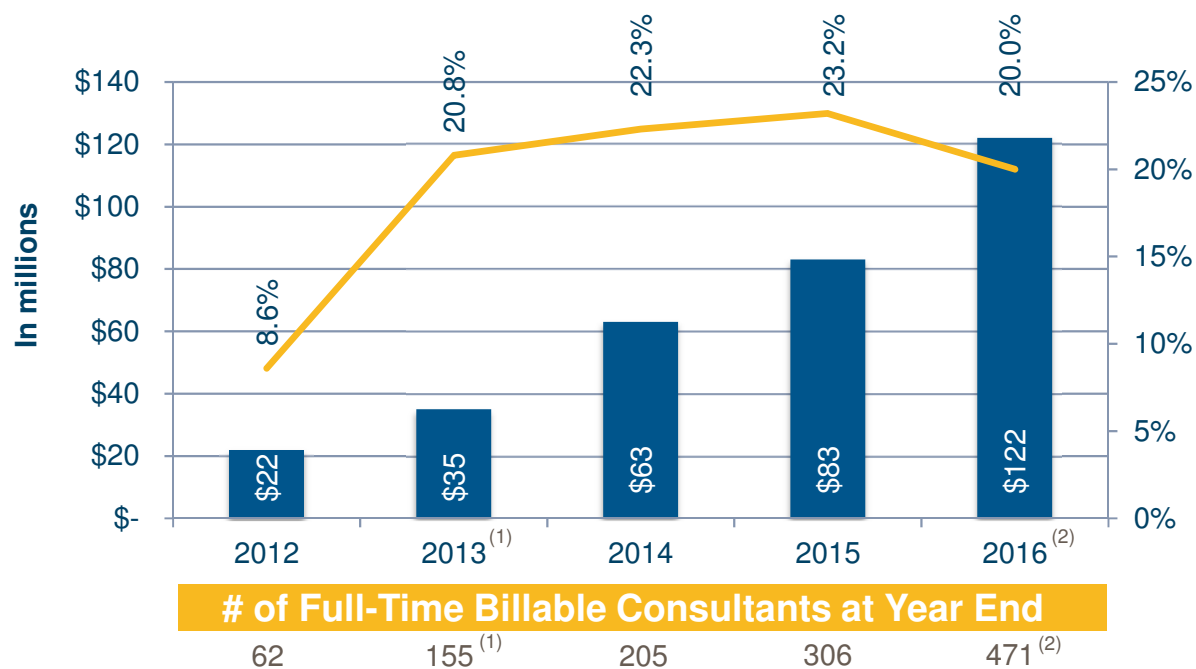


BUSINESS ADVISORY



BUSINESS ADVISORY

Revenue & Operating Margin %



Clients We Serve

- Large and Middle Market Corporations
- Hospitals & Health Systems
- Colleges & Universities
- Law Firms
- Investment Banks
- Lenders & Private Equity Firms

Industries We Serve

Financial Services, Higher Education, Healthcare, Energy, Retail, and More



ES&A

Mario Desiderio



ES&A

2016 ACCOMPLISHMENTS

88%

growth in Salesforce revenue
from 2015 to 2016

73%

increase in new clients from
2015 to 2016

40%

increase in \$1M+ clients
from 2015 to 2016



23%

of total ES&A revenues were
generated in the healthcare,
education and life sciences
industries

**ADI
Strategies**

acquired the U.S. assets in
May 2016

31%

of total ES&A revenues were
generated in the financial
services industry

ES&A

CLIENT QUESTION: HOW CAN WE TRANSFORM OUR ENTERPRISE FINANCIAL SYSTEMS TO DEAL WITH THE EVER CHANGING REGULATORY REPORTING PRESSURES?



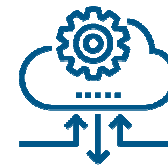
CHALLENGE

- Prepare for and respond to the capital requirement regulatory reporting requirements and transition to the latest IFRS regulations
- Sunset obsolete, “siloe” legacy general ledger and finance applications with sub-optimal chart of accounts (COA) and data integration challenges
- Move to a driver-based budgeting and forecasting process to gain additional insight into key revenue and expense drivers
- Enhance the internal controls and procedures in the area’s of financial data quality & governance



APPROACH

- The right balance of best practices, practical experience & change management delivering tangible measurable results
- Multi-phased agile program management approach with an integrated team of more than 60 Huron and client team members
- Global consolidation and reporting solution
- Enhance the internal data governance procedures / controls
- Integrated strategic & operational planning including asset liability management & balance sheet forecasting



SOLUTION

- Created a modern, integrated, core financial systems footprint
- Implemented a unified COA with a single version of the truth
- Integrated strategic and operational planning process
- Enhanced balance sheet planning approach
- Improved operational analytics
- Enabled IFRS compliance and Stress Test reporting across all financial systems

ES&A

CLIENT QUESTION: HOW CAN HEALTHCARE PROVIDERS OBTAIN A 360 DEGREE VIEW OF THE PATIENT AND ACQUIRE/RETAIN MORE PATIENTS?



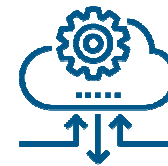
CHALLENGE

- Give healthcare providers a better way to understand each patient's distinctive clinical and personal needs
- Increase patient engagement
- Drive patient and caregiver referrals
- Streamline back office processes



APPROACH

- A comprehensive approach leveraging Salesforce Service Cloud, Community Cloud, Omni Channel contact (Phone, Web Chat, Video Chat) and real-time Integration with EHR solution (AllScripts SCM)
- A unique Cancer Fighters Community that leverages Community Cloud to enable prospects, patients, caregivers, family and physicians to connect with employees and each other



SOLUTION

- Created a business model of the future for helping cancer patients. Includes:
 - Improved referral management
 - More connected patient communities
 - Easier patient acquisition processes
 - A streamlined insurance verification process

ES&A GROWTH OPPORTUNITIES 2017

Broaden Advisory and Technology Portfolio

Cloud Adoption

Further Penetrate Core &
Commercial Industries

Expand Geographic Presence





LEGACY BUSINESS ADVISORY

John DiDonato



LEGACY BUSINESS ADVISORY RECENT ACCOMPLISHMENTS



Recognized in 2016 by Turnaround Atlas
as one of the

**Turnaround Consulting
Firms of the Year**

in the Middle Market category

10%

increase in clients served from 2015 to 2016

18%

growth in managing director team from 2015 to 2016

22%

of total Business Advisory
revenues were generated in the
healthcare, education and life
sciences industries



LEGACY BUSINESS ADVISORY

KEY QUESTION: HOW CAN WE BEST ESTABLISH GOVERNANCE AND MANAGE THE SEPARATION OF TWO BUSINESS UNITS OF AN EXISTING MULTI-BILLION DOLLAR PUBLIC COMPANY INTO TWO DISTINCT PUBLICLY TRADED ENTITIES?



CHALLENGE

- Extraordinary complex and large established business
- Determine the methods, costs and timing associated with the separation of functional areas of the business in a tax-free spin
- Identify the agreements and costs necessary to provide certain transition services on a post-spin basis
- Replaced an incumbent project management office team from a multi-national based service provider with a Huron team one-third the size



APPROACH

- Manage and arbitrate the separation process
- Develop extensive project plans and monitor critical paths at both companies
- Lead the process with overall responsibility for the management of the spin
- Provide an independent view and business judgment when misalignment arose
- Facilitate agreement between the two executive management teams
- Work with all functional teams of each business to align transition services and ensure a successful spin



SOLUTION

- On July 1, 2016 the two businesses successfully separated after a year of planning and began trading on NYSE as stand-alone, publicly traded companies

LEGACY BUSINESS ADVISORY

KEY QUESTION: HOW CAN WE OPTIMIZE OUR WAREHOUSE SYSTEMS AND PROCESSES IN THE MOST COST EFFICIENT WAY TO MEET THE NEEDS OF OUR CLIENTS' BUSINESS MODELS?



CHALLENGE

- The consolidation of warehouse operations left the client unable to ship their licensed seasonal designer apparel by its due dates
- The warehouse failures extended through two prior seasons, leaving the management team and the private equity investor with a total loss of credibility among its major constituents including customers, creditors and business partners
- National retailers were threatening to terminate orders from the designer and return any remaining product if not sold in season. Out of season sales meant significant reductions in margin



APPROACH

- Assembled a core team and governance model to effect change on an accelerated timeline
- Systematically identified and isolated root causes of the warehouse failure
- Performed warehouse modeling analysis
- Created a business plan to amend credit facilities, identify the capital investment requirements of the private equity group to perpetuate the business
- Managed, executed the operational turnaround project plan that restored creditability



SOLUTION

- As evidenced by recent results, the warehouse is now meeting customer demand requests and revenue forecasts at the peak seasonal demand
- The warehouse is now operated with a leaner staff, decreasing permanent and temporary staffing cost by approximately 30%
- The creditor constituents are peaceful through a third seasonal period that will allow the company to restore its performance and seek replacement financing

LEGACY BUSINESS ADVISORY GROWTH OPPORTUNITIES

2017

Expand Breadth and Depth of Existing Offerings

Expand Capabilities and Expertise to
Differentiate our Service Offerings and
Facilitate Future Growth

Continue Collaboration
Across Huron Verticals





CLOSING REMARKS

Jim Roth



OUR PEOPLE ARE OUR BUSINESS

TRAINING HOURS PROVIDED

63K



EXECUTIVE COACHING HOURS



300

COMMUNITY SERVICE EVENTS

193



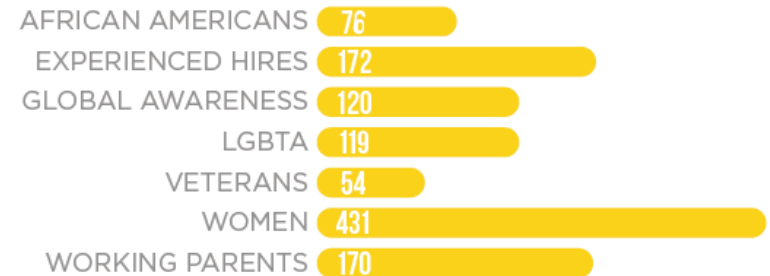
INCLUDING DAY
OF SERVICE



268

MENTORING
MATCHES

iMATTER TEAM PARTICIPANTS

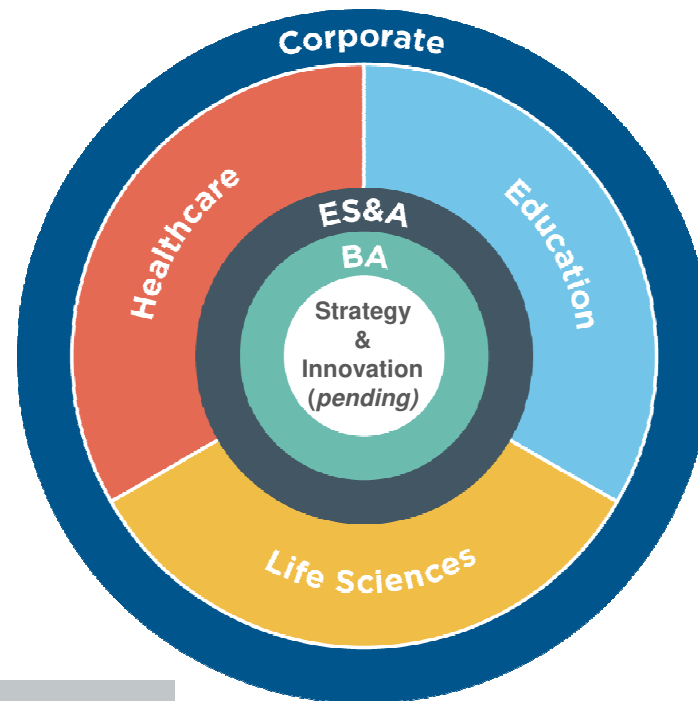


COMMUNITY SERVICE HOURS

6,036



A STRONG FOUNDATION FOR GROWTH



A low-angle, upward-looking photograph of several tall skyscrapers at night. The buildings are illuminated with warm yellow and orange lights from their windows, contrasting with the deep blue twilight sky. The perspective creates a sense of height and scale.

APPENDICES



1

RECONCILIATIONS OF NON-GAAP MEASURES

RECONCILIATIONS OF NON-GAAP MEASURES TO COMPARABLE GAAP MEASURES

In evaluating the company's financial performance and outlook, management uses earnings before interest, taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA, adjusted EBITDA as a percentage of revenues, adjusted net income from continuing operations, adjusted diluted earnings per share from continuing operations and free cash flow, which are non-GAAP measures. Our management uses these non-GAAP financial measures to gain an understanding of our comparative operating performance (when comparing such results with previous periods or forecasts). These non-GAAP financial measures are used by management in their financial and operating decision making because management believes they reflect our ongoing business in a manner that allows for meaningful period-to-period comparisons. Management also uses these non-GAAP financial measures when publicly providing our business outlook, for internal management purposes, and as a basis for evaluating potential acquisitions and dispositions. We believe that these non-GAAP financial measures provide useful information to investors and others in understanding and evaluating Huron's current operating performance and future prospects in the same manner as management does, if they so choose, and in comparing in a consistent manner Huron's current financial results with Huron's past financial results. Investors should recognize that these non-GAAP measures might not be comparable to similarly titled measures of other companies. These measures should be considered in addition to, and not as a substitute for or superior to, any measure of performance, cash flows or liquidity prepared in accordance with accounting principles generally accepted in the United States.

RECONCILIATIONS OF NON-GAAP MEASURES

RECONCILIATION OF NET INCOME FROM CONTINUING OPERATIONS TO ADJUSTED EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION AND AMORTIZATION (EBITDA) (IN MILLIONS)

	2012	2013	2014	2015	2016	2017 Guidance	
						Low	High
Revenues	\$ 441	\$ 538	\$ 628	\$ 699	\$ 726	\$ 750	\$ 790
Net income from continuing operations	\$ 17	\$ 52	\$ 47	\$ 62	\$ 40	\$ 18	\$ 25
Add back:							
Income tax expense	14	32	32	21	20	13	18
Interest & other expenses	8	6	9	20	15	18	18
Depreciation & amortization	14	13	21	42	46	63	63
EBITDA	53	103	109	145	121	112	124
Add back:							
Restatement related expenses	2	-	-	-	-	-	-
Restructuring charges	3	1	3	3	10	-	-
Goodwill impairment	13	-	-	-	-	-	-
Litigation and other (gains) losses	1	(6)	(1)	(9)	(2)	-	-
Adjusted EBITDA	\$ 72	\$ 98	\$ 111	\$ 139	\$ 129	\$ 112	\$ 124
Adjusted EBITDA %	16.4%	18.2%	17.6%	19.9%	17.7%	15.0%	15.8%

RECONCILIATIONS OF NON-GAAP MEASURES

RECONCILIATION OF NET INCOME FROM CONTINUING OPERATIONS TO ADJUSTED NET INCOME FROM CONTINUING OPERATIONS (IN MILLIONS, EXCEPT EARNINGS PER SHARE)

	2012	2013	2014	2015	2016	2017 Guidance	
						Low	High
Net income from continuing operations	\$ 17	\$ 52	\$ 47	\$ 62	\$ 40	\$ 18	\$ 25
Weighted average shares - diluted	22	23	23	23	21	22	22
Diluted earnings per share (EPS)	\$ 0.77	\$ 2.26	\$ 2.05	\$ 2.74	\$ 1.84	\$ 0.85	\$ 1.15
Add back:							
Amortization of intangible assets	5	3	9	28	33	47	47
Restatement related expenses	2	-	-	-	-	-	-
Restructuring charges	3	1	3	3	10	-	-
Goodwill impairment	13	-	-	-	-	-	-
Litigation and other (gains) losses	1	(6)	(1)	(9)	(2)	-	-
Non-cash interest on convertible notes	-	-	2	7	7	8	8
Tax effect	(9)	1	(5)	(12)	(19)	(21)	(21)
Total adjustments, net of tax	15	(1)	8	17	29	34	34
Net tax benefit related to "check-the-box" election	-	-	1	(12)	-	-	-
Adjusted net income from continuing operations	\$ 32	\$ 51	\$ 56	\$ 67	\$ 69	\$ 52	\$ 59
Weighted average shares - diluted	22	23	23	23	21	22	22
Adjusted diluted EPS from continuing operations	\$ 1.41	\$ 2.22	\$ 2.45	\$ 2.99	\$ 3.21	\$ 2.40	\$ 2.70

RECONCILIATIONS OF NON-GAAP MEASURES

RECONCILIATION OF CASH FROM OPERATING ACTIVITIES TO FREE CASH FLOW (IN MILLIONS)

	2012	2013	2014	2015	2016
Cash from Operating Activities	\$ 102	\$ 115	\$ 147	\$ 164	\$ 128
Less Capital Expenditures	(17)	(20)	(26)	(18)	(14)
Free Cash Flow	\$ 85	\$ 95	\$ 121	\$ 146	\$ 114
Diluted Shares	22	23	23	23	21
Free Cash Flow per Share	\$ 3.81	\$ 4.17	\$ 5.26	\$ 6.45	\$ 5.32
End of Period Stock Price	\$ 33.69	\$ 62.67	\$ 68.39	\$ 59.40	\$ 50.65
Free Cash Flow Yield	11.3%	6.7%	7.7%	10.9%	10.5%



2

MARKET DRIVERS & AREAS OF EXPERTISE



HEALTHCARE MARKET DRIVERS

Managing Unit Cost and Reducing the Cost of Care Delivery

- The transition from fee-for-service to value-based care requires more effective use of resources to coordinate and deliver care
- Providers are taking on payment risk for delivering better care at a lower cost under new reimbursement models
- Organizations are looking at traditional and non-traditional ways to reduce costs, including new innovative care models

Population Health and the Increasing Importance of Cost and Margin

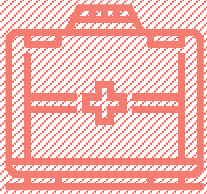
- There is an increased need to engage physicians to optimize performance across broader care networks
- Hospitals will need to realize a decrease in hospital admissions as more care moves into the ambulatory setting
- Both providers and stakeholders in the public and private sectors will need access to better data and analytics to manage cost trends and improve quality

Increasing Scale and Broadening Partnerships

- Increased competition for attracting and retaining patients has led to an increase in the number of care options for consumers
- Scale allows systems to reach more patients, manage populations more effectively, and negotiate better rates with suppliers and insurers



HEALTHCARE AREAS OF EXPERTISE



Strategic Direction Setting

Evaluate options and set priorities to help board members and executives navigate the complex and ever-changing world of healthcare



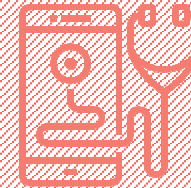
Clinical Transformation

Improve quality and outcomes and minimize unnecessary care variation to fundamentally improve patient and population health



Financial and Operational Excellence

Set direction, reduce complexity, improve operations, manage profitability while growing market share, and manage change to address fee-for-service and value-based care demands in more predictable and lasting ways



Technology Implementation, Optimization, and Strategy

Align data, information, analytics, and technological capabilities to meet current and future business needs



Patient and Caregiver Engagement

Work side-by-side with healthcare organizations to ensure that employee engagement and patient experience transform clinical outcomes and financial success



HIGHER EDUCATION



HIGHER EDUCATION MARKET DRIVERS

Significant Pressure Facing the Industry

- Public pressure exists to reduce the cost of education while increasing quality and student outcomes
- Technology is changing the way education is delivered, disrupting traditional business models
- Expectations are increasing to reduce costs and improve student progression amidst wavering views on the benefit of some academic programs

Financial Challenges Amidst Limited Revenue Growth and Increasing Expenses

- Net tuition revenue growth is constrained by price sensitivity
- State funding for public institutions continues to decline
- The cost curve is increasing, largely attributable to increased investment in facilities, technology, labor and regulatory requirements
- The cost of maintaining multiple missions at research universities is becoming harder to accommodate

ERP Systems Moving to the Cloud

- Higher Education institutions are increasingly moving their ERP systems to the cloud
- Investing in cloud technology requires a significant change to traditional highly-decentralized administrative business models



HIGHER EDUCATION AREAS OF EXPERTISE



Strategy

Establish vision, develop strategies, and set priorities to measure progress, achieve goals and improve outcomes



Operations

Assess, design and implement organizational changes to drive more effective and efficient operations and improved financial performance



Technology

Design and implement integrated solutions and programs to operationalize and sustain results across the institution



Research

Leverage deep experience to improve support for the research mission, including increasing levels of service, productivity and compliance



LIFE SCIENCES



LIFE SCIENCES MARKET DRIVERS

Challenges to Innovation and Commercialization

- R&D costs, regulatory expenses and slower pricing growth are pressuring margins
- Traditional salesforce-driven commercial models are not driving historic-level returns
- Increasing M&A and partnership activity is needed to maintain a healthy pipeline
- Mass amounts of data have created the need for innovation and analytics

Changing Market Dynamics

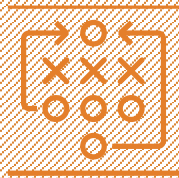
- Consolidating providers and payers creates increased barriers to market access
- Evolving definition and measurement of how payors adjudicate “value”
- Increasing cost burden on the patient, driving their role in care decision making
- Challenges to expanding in emerging markets

Increasing Global Regulations to Ensure Patient Safety and Cost Management

- Increasing government scrutiny driving the need to ensure physician interactions are appropriate
- Greater need to enhance reporting and data management capabilities in order to meet evolving global regulations and reporting requirements



LIFE SCIENCES AREAS OF EXPERTISE



Strategy

Ensure that corporate vision results in achievable solutions by applying R&D best practices to drive innovation, as well as aligning brand, marketing, sales, and channels within a compliant environment to develop sustainable competitive advantage




Operations

Deliver operational support to meet the growing challenges of a complex payer and reimbursement environment by supporting organizations to develop federal and commercial contracting strategies and infrastructure



Compliance

Reduce risks associated with regulatory and government scrutiny to meet evolving compliance requirements and enable strategy execution



ENTERPRISE SOLUTIONS & ANALYTICS (ES&A)



ES&A MARKET DRIVERS

MODERNIZATION of the Finance Function

- + Finance organizations are managing change in the digital age by implementing best practices which leverage technology and analytics
- + Integrating cloud, social, mobile and big data can help organizations plan for, capture, and react to information in rapidly changing business and regulatory environments

ADVANCEMENT Business Intelligence & Analytics Solutions

- + Data-driven organizations leverage predictive analytics to capitalize on market trends
- + New solutions drive the need for enterprise-wide data strategies and deeper systems integration
- + Clients are transitioning to easy-to-use, fast and agile BI/A platforms

CONNECTION Customer Experience & Insights

- + Connecting organizations with employees, partners, and customers in innovative and intelligent ways
- + Applying analytics to provide one-on-one, personalized interactions with customers

TRANSITION Mapping a path to the Cloud

- + Client adoption of the cloud is transforming the ERP/HCM/CRM/EPM/Business Intelligence (BI) landscape
- + The shift from on-premise to cloud-based solutions is driving new business models, creating opportunities for those with broader scale and industry specialization



ES&A

AREAS OF EXPERTISE



Performance Management

Enabling organizations to effectively manage and optimize their financial performance and operational efficiency



Analytics & Reporting

Improve an institution's ability to continuously measure, plan, and act through the use of reporting and analysis tools



Enterprise Resource Planning

Leveraging today's available Cloud technologies, deliver differentiated, seamless end-to-end business processes and applications



Advisory Services

From blueprint through solution sustainability, our decades of experience translates into business advisory for our clients, to actualize solutions that result in a competitive advantage



Managed Services

Provide ongoing world-class systems support and administration, including remote delivery, private cloud, custom development, and 24/7 application and technical support

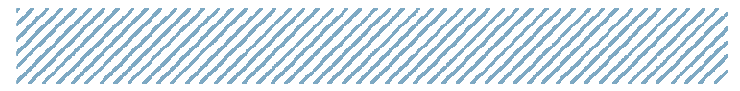


Customer Relationship Management

Deliver creative, collaborative and cost-effective solutions utilizing Salesforce to increase productivity, streamline operations and enhance enterprise performance



LEGACY BUSINESS ADVISORY



LEGACY BUSINESS ADVISORY MARKET DRIVERS

Challenging Economic Environment

- While the overall outlook for advanced economies has improved in the last year, the primary factor underlying the strengthening global outlook is growth in emerging markets and developing countries.
- While companies remain optimistic, higher interest rates, uncertainties surrounding the policy stance of the new U.S. administration and the long-term implications of Brexit have resulted in tighter financial conditions in the global economy.

Significant Pressures in Critical Industry Sectors

- Increased oil and base metal prices are putting pricing pressures on multiple industries.
- Rising interest rates are making it more expensive to finance infrastructure and modernization.
- Cost cutting and operational transformation are critical to strategic plans in virtually every sector.

Optimistic M&A and Replacement Financing Outlook

- M&A activity is expected to be robust in 2017 with strategic, smaller deals that are increasingly focused on technology, innovation, and transformational change.



LEGACY BUSINESS ADVISORY AREAS OF EXPERTISE



Capital Advisory

Assess opportunities and execute transaction or financing options to best position organizations for strategic success



Commercial Dispute Advisory

Bring unique insights and expertise to complicated cases to assist institutions in achieving the most positive outcome possible



Operational Improvement

Enhance operations to drive sustainable, measurable results



Restructuring & Turnaround

Stabilize finance and operations while guiding organizations through complex situations, including bankruptcy or periods of reduced liquidity



Transaction Advisory Services

Help clients navigate the complexities associated with executing a transaction



Valuation

Assess enterprise asset values while improving financial reporting and tax planning

The background of the slide features a complex, abstract pattern of overlapping, slightly offset rectangular and linear shapes in shades of blue, grey, and white, creating a sense of depth and movement. A large, semi-transparent white rectangle is centered over the image, serving as a backdrop for the text.

3

PRESENTER BIOGRAPHIES

PRESENTER BIOGRAPHIES



Jim Roth

President & CEO

Jim Roth is the President and Chief Executive Officer of Huron Consulting Group Inc., and one of the founding members of the Company. Jim has more than 35 years of consulting experience working with many of the premier research universities, academic medical centers, healthcare organizations, and non-profit research institutes across the United States and abroad.

Jim has served as CEO since July 2009. He was elected to Huron's Board of Directors in November 2009 and was appointed President of the Company in March 2011.

Prior to his tenure as CEO, Jim was appointed Vice President of Huron's Health and Education Consulting segment in 2009. He was also a Managing Director and Practice Leader of the Company's Higher Education consulting practice since the Company's inception in 2002, which he grew into one of Huron's largest organically grown practices.



Mark Hussey

Executive Vice President & Chief Operating Officer

Mark Hussey is the Chief Operating Officer of Huron Consulting Group.

Prior to joining Huron, Mark was CFO for CrossCom National, LLC. He was responsible for all finance and administrative functions, including Finance, MIS, Pricing, Human Resources, Mergers and Acquisitions, Legal and Memphis Operations. During his 9 years, Mark optimized processes and controls to reduce costs and expand margins. He established extensive financial reporting/analysis capabilities and built an award winning MIS team.

Mark's prior positions include EVP and CFO North America at Information Resources, Inc., Vice President and CFO at EZLinks Golf, Inc., Vice President and CFO of the Dominick's Division of Safeway, Inc., Director of Investor Relations at Acme Metals, Inc. and Senior Manager Logistics Finance at The Quaker Oats Company.



John Kelly

Executive Vice President, Chief Financial Officer & Treasurer

John Kelly is the Chief Financial Officer and Treasurer of Huron Consulting Group.

Prior to joining the executive team, John was the Chief Accounting Officer and Treasurer. John has also previously served as Assistant Treasurer, Controller, Assistant Controller and as a Director in Huron's Disputes & Investigations practice.

Prior to joining Huron, John held several positions on Deloitte & Touche's Assurance and Advisory Services team.

PRESENTER BIOGRAPHIES



BG Porter

Managing Director, Healthcare

BG Porter is the leader of the Advancing Solutions business within the Healthcare practice.

BG joined Huron through the acquisition of Studer Group, where he served as the CEO since 2011 and President since 2001. As CEO, BG ensured that systems were in place so each client received quality service and Studer Group continuously improved and progressed its Mission and Vision.

With an undergraduate degree from Stanford University and an MBA from Harvard, BG is strongly influenced by a commitment to excellence. At both institutions he studied the key factors that can make an organization great.

His background with McKinsey & Company, Inc. gave BG the opportunity to work with top organizations on issues of strategy, operations and sustaining excellence. He then served in leadership roles in insurance and financial service companies putting in place and teaching others what he had learned at McKinsey.



Laura Yaeger

Executive Vice President, Education & Life Sciences

Laura Yaeger is a founding member and the leader of Huron's Education and Life Sciences segment and has been consulting in the higher education and healthcare environments for more than 23 years. She has worked as a key business advisor to more than 50 premier universities, academic medical centers, healthcare organizations, and other non-profit research institutes.

Laura specializes in helping research universities, academic medical centers, and hospitals become better-positioned to achieve strategic and financial goals, manage risk, and plan for the future. This includes areas as diverse as strategic and financial planning, organizational design, operational performance improvement, information technology, and enterprise risk management. Prior to joining Huron, Laura was a partner in the higher education practice of Arthur Andersen LLP.



Peter Eschenbach

Practice Leader, Education

Peter Eschenbach is a Managing Director and Practice Leader for Huron's education practice. He has more than 20 years of experience helping educational and healthcare organizations improve operational efficiency through the application of sound business principles and technology. He specializes in organization and information technology (IT), strategic planning, business process redesign, software selection, systems design, and systems implementation.

Peter specializes in the selection, planning and implementation of software applications, including PeopleSoft, Lawson, SAP, and others, as well as developing and implementing strategic plans for the information technology function at higher education and healthcare organizations.

Prior to joining Huron, Peter was a partner in the higher education practice of Arthur Andersen LLP.

PRESENTER BIOGRAPHIES



Mark Johnson

Co-founder & Senior Partner, Innosight

Mark Johnson is a co-founder and Senior Partner of Innosight, which he co-founded with Harvard Business School professor Clayton M. Christensen. He has been a strategic advisor to both Global 1000 and start-up companies in a wide range of industries—including automotive, health care, aerospace/defense, enterprise IT, energy, and consumer packaged goods.

Prior to co-founding Innosight, Mark was a consultant at Booz Allen Hamilton, where he advised clients on managing innovation and implementing comprehensive change programs. Before that, he served as a nuclear power-trained surface warfare officer in the U.S. Navy.

Mark received an MBA from Harvard Business School, a master's degree in civil engineering and engineering mechanics from Columbia University, and a bachelor's degree with distinction in aerospace engineering from the United States Naval Academy.



Mario Desiderio

Practice Leader, Enterprise Solutions & Analytics

Mario is a Managing Director and Practice Leader for Huron's Enterprise Solutions & Analytics practice.

Mario Desiderio is a recognized industry thought leader and has over 20 years of experience in the development and execution of financial strategic business and technology transformation solutions for both mid-market and Global 100 organizations.

As President of ADI Strategies, Mario was responsible for setting the strategic direction for the company and establishing and managing relationships with key clients and partners. Prior to joining ADI Strategies, Mario was an executive vice president with Rolta, President of WhittmanHart Consulting, and founder and Chief Executive Officer of Infinis, Inc. In 2005, Ernst and Young honored Mario with the award of "Technology Entrepreneur of the Year."



John DiDonato

Practice Leader, Business Advisory

John DiDonato has more than 25 years of experience in reorganization, operational transformation, capital raising, buy side advisory and merger integration. His expertise encompasses a wide range of industries, including automotive OEMs, original equipment and aftermarket suppliers, mining, specialty paper manufacturers, integrated metal manufacturers, aerospace suppliers, engineering and construction, metals, equipment leasing, logistics, distribution, transportation, retail, among others.

Throughout his career, John has served in excess of 150 companies, functioning for many as chief restructuring officer and the lead fiduciary. He served as the President of Glass & Associates, having sold the firm to Huron in 2007.

John has extensive experience servicing debtors with complex capital structures and also advises creditors in these situations. Throughout his crisis management career, John has raised multiple billions of replacement and exit financings.