

INVESTOR PRESENTATION

Q4 2019

February 25, 2020



Forward-looking Statements

Statements in this presentation that are not historical in nature, including those concerning the company's current expectations about its future results, 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," "guidance," or "outlook" or similar expressions. These forward-looking statements reflect the company's current expectations about 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; 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 Huron's Annual Report on Form 10-K for the year ended December 31, 2019, 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. The company disclaims any obligation to update or revise any forward-looking statements as a result of new information or future events, or for any other reason. Guidance noted in this presentation is effective as of February 25, 2020. Nothing in this presentation should be construed as reaffirming, disaffirming or updating such guidance.

1

COMPANY OVERVIEW

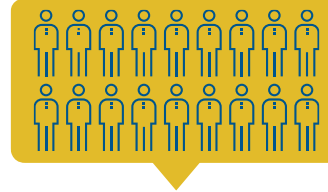
Trusted Advisor For Transformative Strategic Decisions And Execution



We are a global consultancy that helps our clients drive growth, enhance performance and sustain leadership in the markets they serve. We partner with them to develop strategies and implement solutions that enable the transformative change our clients need to own their future.

FORMED IN
2002

With approximately 200 professionals



More than 3,800 professionals with leading expertise



2019 revenue of \$877 million



Headquartered in Chicago with domestic and international offices

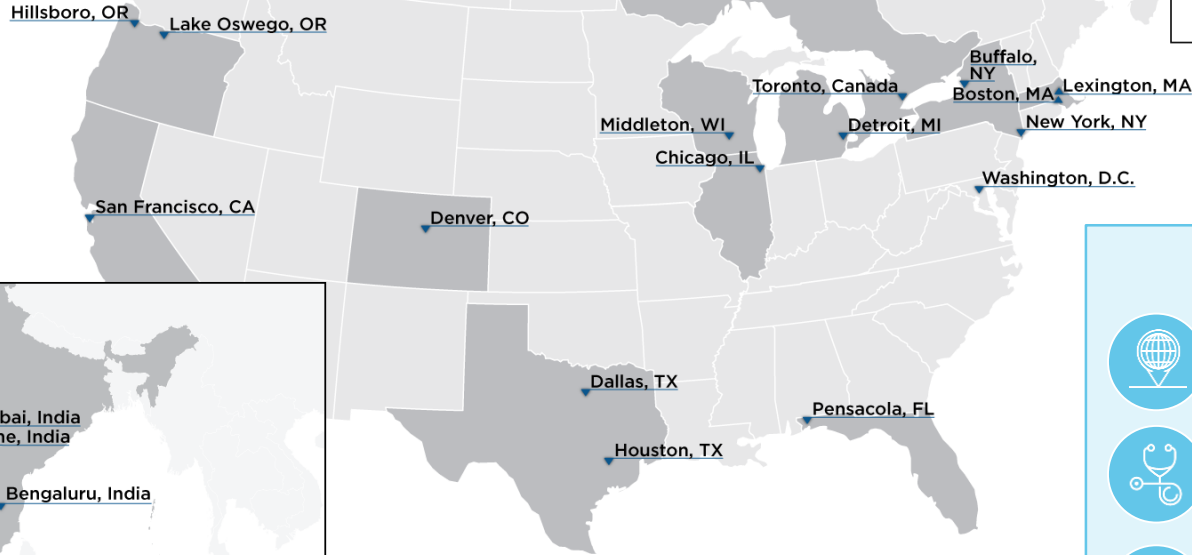


Publicly traded on the NASDAQ since October 2004

IN
2019

Huron served more than 1,800 businesses and institutions, including 350 new clients

Global Client Base And Footprint



Clients Served



45+ of the Fortune 100



65 of the top 100 Great Hospitals in America⁽¹⁾



100 of the top 100 research universities

(1) Based on Becker's Hospital Review ranking.

Partner With Clients To Strengthen Their Business Today And Create Future Growth For Tomorrow



Improve
Fundamental
Performance

How do I drive efficiency and improve my financial position to make the strategic investments I need to?



Reinvent
Core Business

How do I spot, seize and scale opportunities to create new growth businesses?



Generate
New Growth
Platforms

How do I ensure my organization continues to achieve its growth goals in an ambiguous and changing environment?

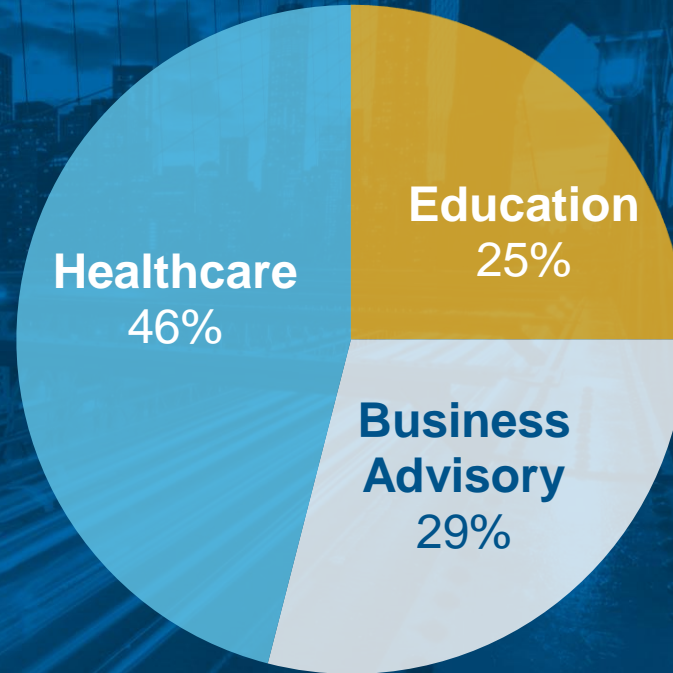


Enable
Transformational
Change

How do I unlock opportunities and align my organization to achieve transformative growth and enduring relevance?

**Focused
on serving
industries
facing
significant
disruption
and/or
regulatory
change...**

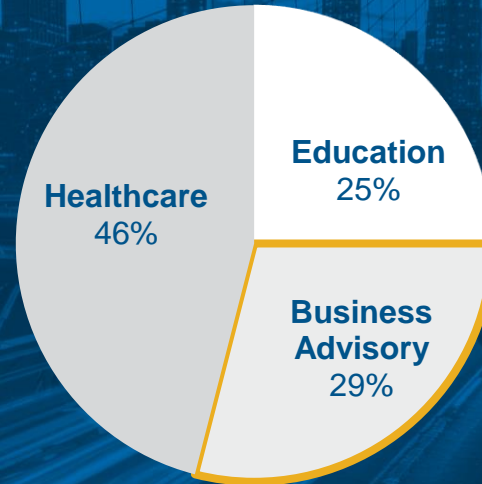
Operating Segment Mix



Segment percentages are based on full year 2019 revenue results.

...with a unified platform that drives strategic advantage through collaboration.

Operating Segment Mix



32%

of total full year 2019 Business Advisory segment revenue is generated in the healthcare and education industries

Segment percentages are based on full year 2019 revenue results.

Strategic Priorities To Drive Shareholder Value



ACHIEVE SUSTAINABLE
ORGANIC GROWTH



DRIVE MARGIN
EXPANSION



DEPLOY CAPITAL
STRATEGICALLY



INVEST IN OUR
PEOPLE

Huron's 2022 Strategic Framework



2

SERVICES OVERVIEW

Healthcare Segment Overview

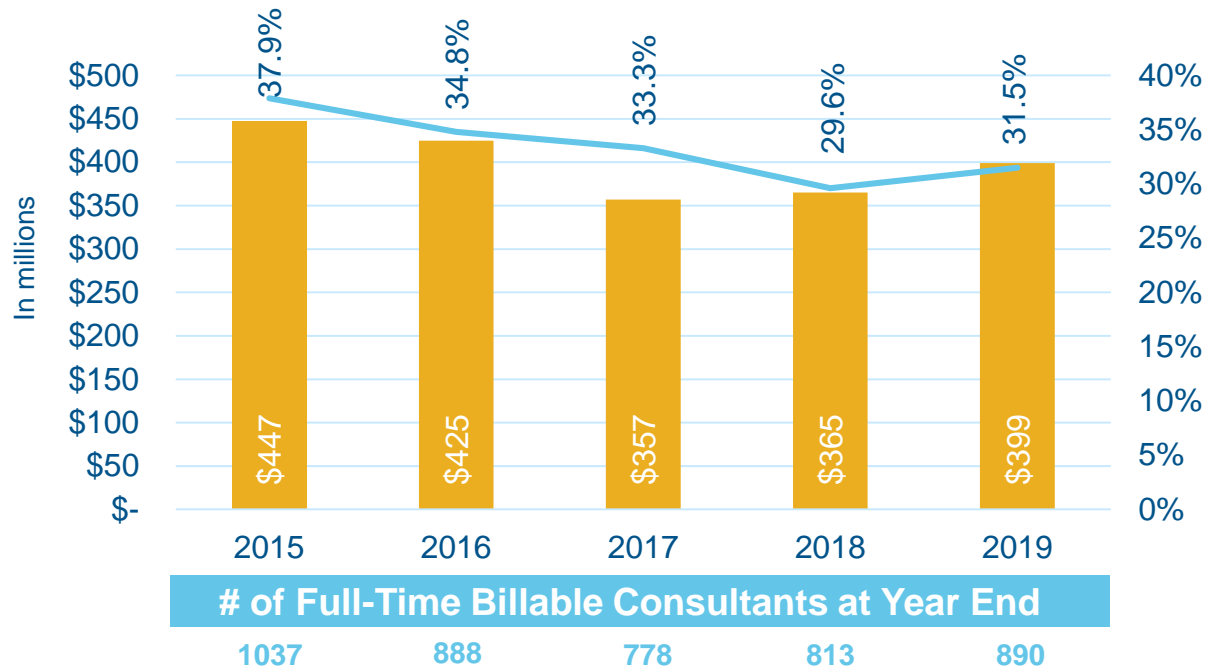
Health systems, hospitals and medical clinics are under immense pressure to improve clinical outcomes and reduce the cost of providing patient care. Investing in new partnerships, clinical services and technology is not enough to create meaningful and substantive change. To succeed long term, healthcare organizations must empower leaders, clinicians, employees, affiliates and communities to build cultures that foster innovation to achieve the best outcomes for patients. We help healthcare organizations build innovation capabilities and accelerate key growth initiatives, enabling organizations to own the future, instead of being disrupted by it.

AT A GLANCE

- Served more than 450 health systems, hospitals and physician organizations, including 65 of the top 100 Great Hospitals in America (Source: Becker's Hospital Review)
- Over 1,000 specialists and experienced consultants dedicated to the healthcare industry including a leadership team that brings more than 25 years of healthcare and consulting experience
- Fully integrated implementation approach resulting in 3% to 6% revenue benefit and 5% to 10% operating expense benefit annually with a potential improvement rate of 2-9%

Healthcare

Revenue & Operating Margin %



Clients We Serve

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

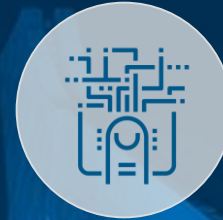
Market Trends



SUSTAINING MARGINS WHILE TRANSFORMING

92 percent of C-Suite respondents say growing margins, investing in the future and restoring dollars back into the community is a top focus for 2020.

(source: Health Management Academy)



TECHNOLOGY INVESTMENT

Trends indicate healthcare organizations are investing in ways to activate valuable data from their technology investments.



CONSUMERISM

79 percent of consumers want a single point of contact for their health information needs.



TALENT & CULTURE

79 percent of respondents name talent acquisition and retention as one of their top business needs.



HIGH RELIABILITY AND SAFETY

75 percent of healthcare leaders agree industry collaboration is vital to their organizations' longevity.

Healthcare Expertise



Care Transformation

- Improved transitions of care
- Improved quality outcomes
- Increased patient satisfaction
- Increased clinical efficiency



Financial and Operational Excellence

- Increased cash flow
- Leveraged resources more effectively
- Increased revenue by 3% to 6% annually
- Decreased operating expenses by 5% to 10% annually



Technology and Analytics

- Activated technology to create a competitive advantage
- Maximized return on current investment



Leadership Excellence

- Developed accountable leaders
- Improved employee satisfaction and engagement

Business Advisory Segment Overview

Across industries worldwide, increasingly complex challenges are making it difficult for businesses to grow revenues and increase value. Success depends on the relationships companies have with their customers and their ability to make insightful decisions that deliver value. Our experience across a range of commercial sectors enables us to truly understand the complexities of the competitive landscape, stakeholder needs and statutory regulations. We work in partnership with our clients and their stakeholders to evaluate and implement solutions that address the challenges they face and help move their businesses forward.

AT A GLANCE

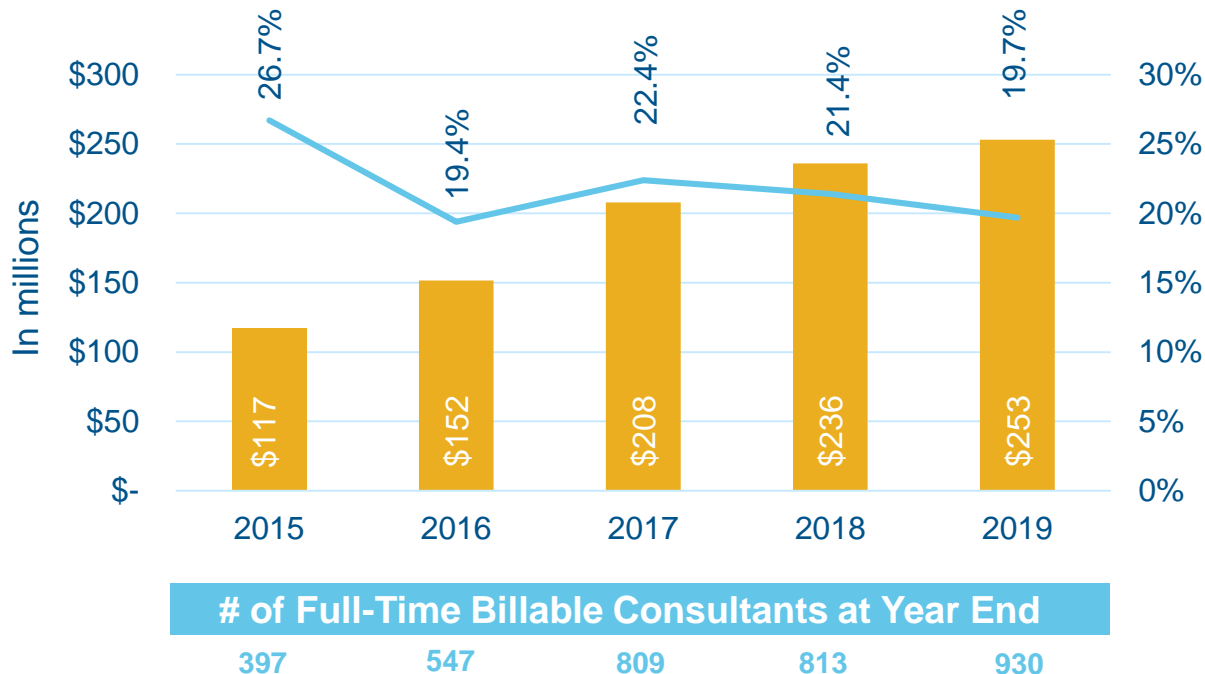
- 2019 Small Company Transaction of the Year Award Winner, *Turnaround Management Association*
- 2018 Best Innovation Strategy Consulting, *ALM Intelligence*
- 2018 Restructuring Award Winner, *The M&A Advisor*
- AWS Standard Consulting Partner
- Oracle Platinum and Cloud Premier Partner
- Salesforce Gold Partner
- Workday Services Partner

Business Advisory

Industries We Serve

Healthcare, Education, Financial Services, Life Sciences, Energy and Utilities, Manufacturing and Industrials, Government and Other Commercial Industries

Revenue & Operating Margin %



Clients We Serve

Fortune 500 and Middle Market Corporations

Pharmaceutical, Biotech & Medical Device Companies

Hospitals & Health Systems

Colleges & Universities

Law Firms

Commercial and Investment Banks

Lenders & Private Equity Firms

Market Trends



SHRINKING CORPORATE LIFESPANS

The 33-year average tenure of companies on the S&P 500 in 1964 narrowed to 24 years by 2016 and is forecast to shrink to just 12 years by 2027. (source: 2019 Corporate Longevity Briefing)



TECHNOLOGY INVESTMENT

Global IT spending is projected to total \$3.9 trillion in 2020, with software being the fastest growing market, primarily driven by the adoption of software-as-a-service. (source: Gartner)



CONSUMERISM

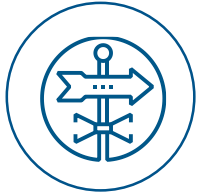
70 percent of the US economy is driven by consumer spending (source: The Bureau of Economic Analysis)



SUSTAINABILITY

2020 will see renewed calls to tackle the use of plastic and its replacements with sustainable options as opposed to an overreliance on recycling. (source: Sustainability Trends)

Enterprise Solutions & Analytics Expertise



Advisory Services

- Developed custom solutions to create a competitive advantage
- Maximized return on current investment



Customer Relationship Management (CRM)

- Increased revenues and productivity
- Increased consumer engagement and productivity
- Leveraged resources more effectively



Enterprise Resource Planning (ERP)

- Streamlined processes
- Increased productivity
- Increased transparency



Performance Management

- Increased cash flow
- Leveraged resources more effectively
- Increased revenues
- Decreased operating expenses



Analytics and Reporting

- Maximized return on current investment
- Utilized proactive decision making
- Increased transparency



Managed Services

- Improved service
- Leveraged resources more effectively

Legacy Business Advisory Expertise



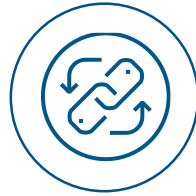
Capital Advisory

- Strengthened competitive advantage through strategy-driven M&A
- Increased financial flexibility through financial transactions



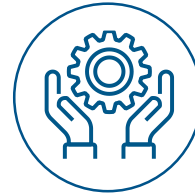
Commercial Dispute Advisory

- Achieved most favorable outcomes
- Reduced complexity in case management



Operational Improvement

- Increased cash flow
- Leveraged resources more effectively
- Increased revenues
- Decreased operating expenses



Restructuring & Turnaround

- Increased cash flow
- Stabilized financial performance
- Improved operational efficiency



Transaction Advisory Services

- Mitigated risk during M&A
- Increased financial and operational understanding of strategic assets



Valuation

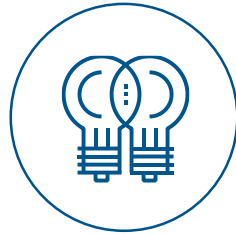
- Assessed asset valuation using third-party
- Improved financial reporting and tax planning

Strategy & Innovation Expertise



Create Growth Strategies

- Achieved growth ambitions in fast-moving and unpredictable environments



Build Innovation Capabilities

- Developed the internal capabilities required to make innovation repeatable and sustainable



Accelerate New Growth Initiatives

- Identified and scaled high-potential opportunities for growth

Life Sciences Expertise



Strategy and Innovation

- Created clear plan for the future and positioned your organization, business unit and R&D portfolio
- Optimized assets and core services



Asset Commercialization

- Optimized clinical strategy
- Defined go-to-market strategy to position product launch for success
- Strengthened revenue forecasting



Pricing and Market Access

- Defined product value proposition and messaging
- Defined evidence plan to demonstrate value to payers
- Improved payer engagement



Provider Engagement

- Increased provider engagement to combat declining access and limited field resources



Technology and Analytics

- Activated technology to create a competitive advantage
- Maximized return on current investment
- Increased consumer engagement

Education Segment Overview

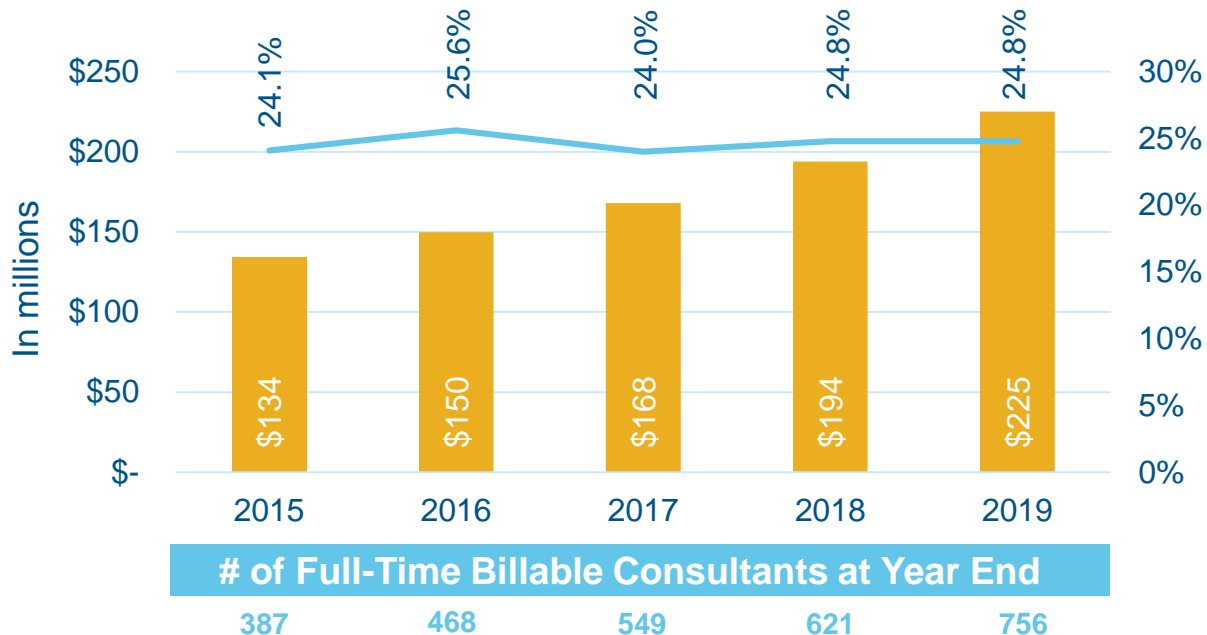
Higher education institutions, academic medical centers and research organizations face mounting pressures from increased public scrutiny, evolving student demographics and declining enrollments and public funding. At the same time, these organizations are trying to improve outcomes and reduce costs in a dynamic, disruptive environment. To thrive long term, institutions must design the path forward with an intentional approach and innovative thinking, whereby stakeholders across the entire institution rally around a shared vision and embrace the hard work of effecting change. We help organizations tackle today's challenges while accelerating growth initiatives, enabling them to own their future, instead of being disrupted by it.

AT A GLANCE

- Worked with more than 500 institutions, including all top 100 research universities
- Conducted over 7,000 successful engagements
- Professionals have been dedicated to providing professional services and solutions for the industry for more than 25 years

Education

Revenue & Operating Margin %



Clients We Serve

- Colleges
- Universities
- Academic Medical Centers
- Children's Hospitals
- Cancer Centers
- Research Institutions

Market Trends

\$1.6T

Student debt is \$1.6 trillion and rising, driven by increasing education costs (source: Forbes, 2020)



Tuition discount rates were at an all-time high (44.2% for all undergraduates), extending the gap between sticker prices and what most students actually pay (source: National Association of College and University Business Officers)

49%

Only 49% of public university chief executives are confident in their institution's financial sustainability over the next decade (source: Inside Higher Ed, 2019)



Compared to 25% of Millennials, only 18% of Gen Z is confident that they will have sufficient funds to pay for a degree (source: Harris Poll, 2018)

\$0.53

Average additional amount medical schools invested for each dollar of sponsored research money received (source: Association of American Medical Colleges)



Cloud spend in higher education is forecasted to grow from \$509m in 2017 to nearly \$1.13bn in 2021 (source: Ovum)

Education Expertise



Strategy and Innovation

- Created clear plan for the future and positioned your organization
- Optimized assets and core services



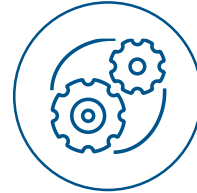
Student Success

- Improved retention, progression and graduation rates
- Improved quality outcomes
- Increased student satisfaction



Research Transformation

- Optimized funding and research portfolio
- Improved research outcomes
- Leveraged resources more effectively



Financial and Operational Excellence

- Increased cash flow
- Leveraged resources more effectively
- Increased revenues
- Decreased operating expenses



Technology and Analytics

- Activated technology to create a competitive advantage
- Maximized return on current investment



Leadership Excellence

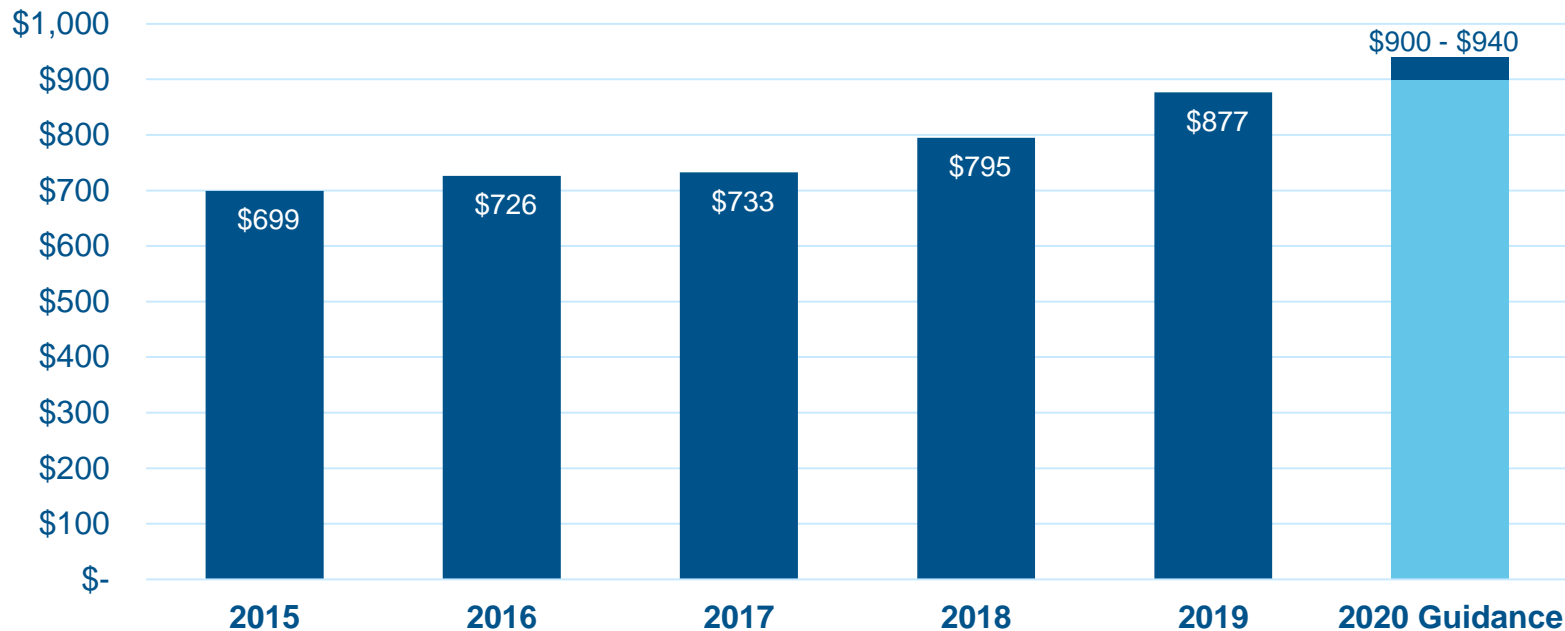
- Improved employee satisfaction and engagement

3

FINANCIAL OVERVIEW

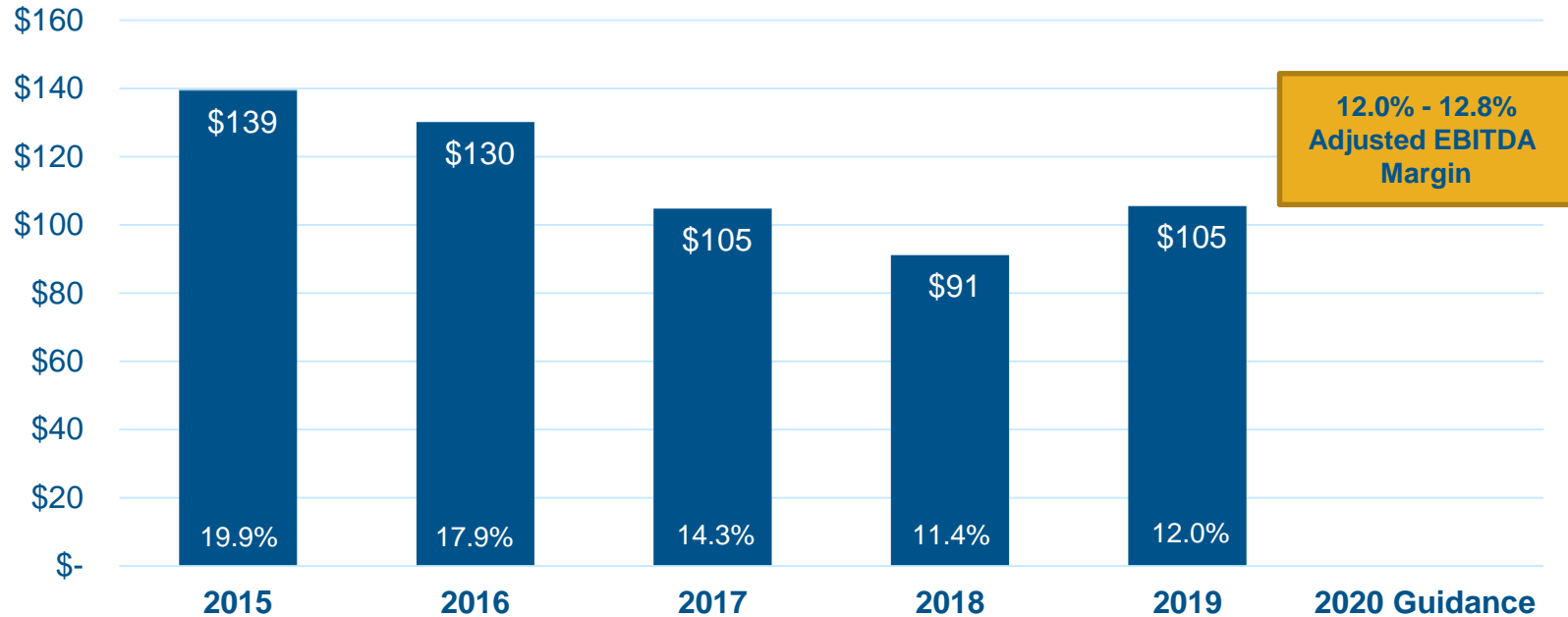
Revenue trend

Revenues from Continuing Operations *(in millions)*



Adjusted EBITDA trend

Adjusted EBITDA (in millions) and Adjusted EBITDA Margins from Continuing Operations

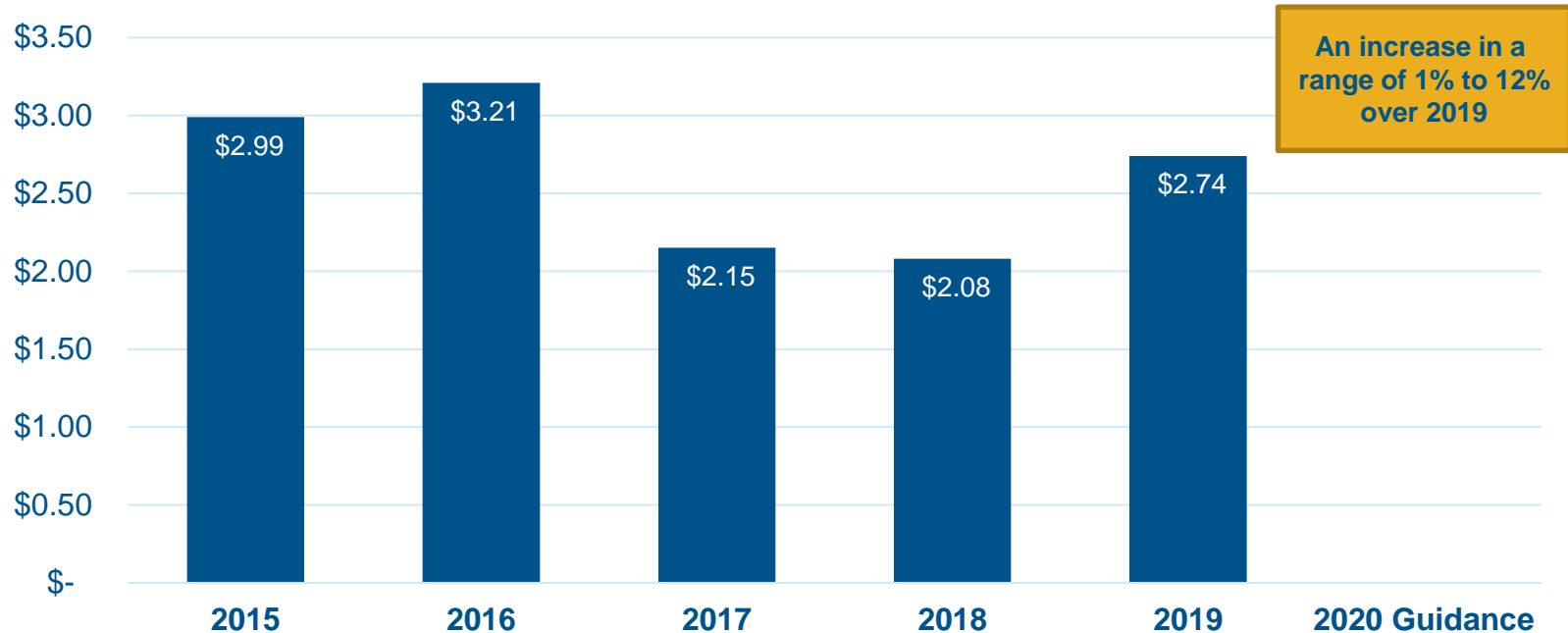


+ 2020 Guidance noted in this presentation is effective as of February 25, 2020. Nothing herein should be construed as reaffirming, disaffirming or updating such guidance.

+ See accompanying appendix for a reconciliation of Adjusted EBITDA, which is a non-GAAP measure, to the most comparable GAAP measure.

Adjusted EPS trend

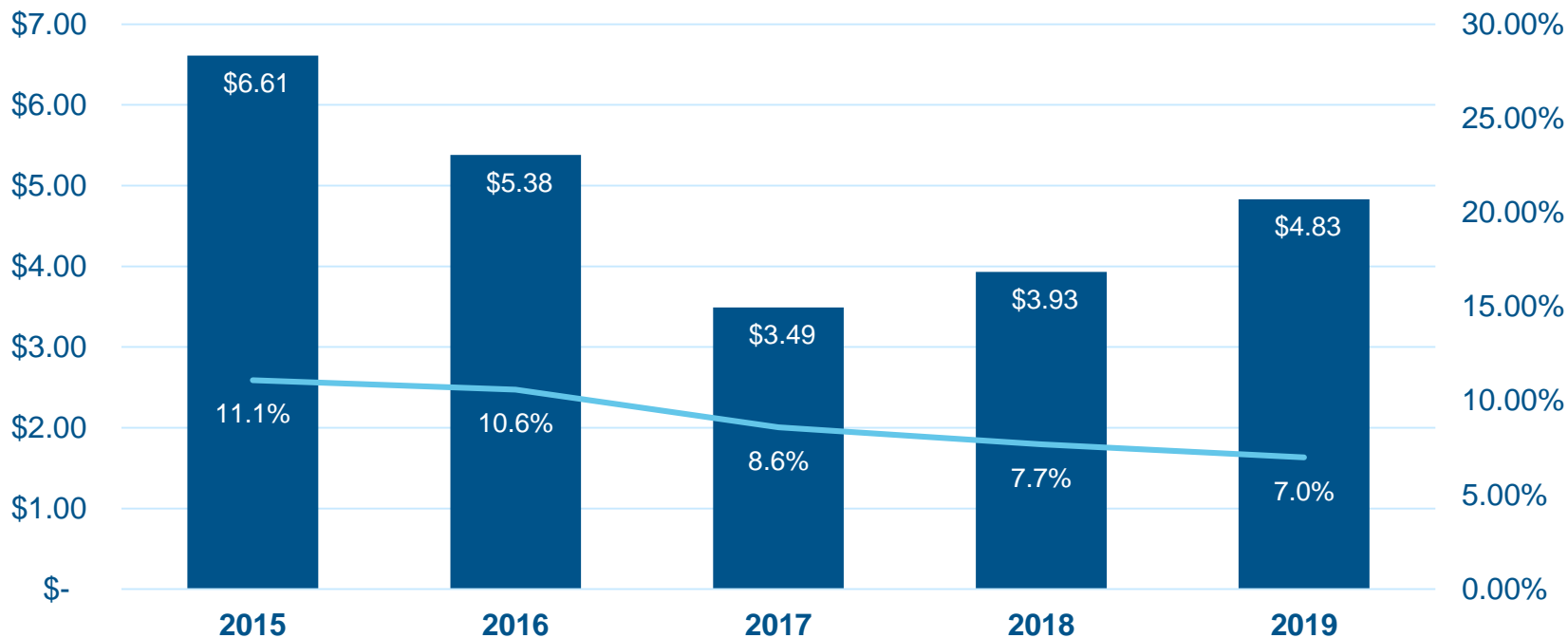
Adjusted Diluted Earnings per Share from Continuing Operations



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+ See accompanying appendix for a reconciliation of Adjusted Diluted Earnings per Share, which is a non-GAAP measure, to the most comparable GAAP measure.

Free Cash Flow Per Share & Free Cash Flow Yield



Free cash flow is defined as cash from operations minus capital expenditures. Free cash flow yield is defined as free cash flow per diluted share divided by end of period stock price. See accompanying appendix for a reconciliation of free cash flow, which is a non-GAAP measure, to the most comparable GAAP measure.

Operating Metrics From Continuing Operations

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|--------------------|---------|---------|---------|---------|
| Number of Full-Time Billable Consultants | 1,821 | 1,903 | 2,136 | 2,247 | 2,576 |
| Headcount Leverage ⁽¹⁾ | 15.0 | 14.7 | 15.3 | 15.5 | 17.4 |
| Full-Time Billable Consultant Utilization Rate | 76.9% | 74.6% | 74.5% | 77.5% | 76.1% |
| Average Full-Time Equivalents | 229 ⁽²⁾ | 262 | 268 | 281 | 305 |
| Revenue Per Day (in thousands) | \$ 2,963 | \$3,070 | \$3,112 | \$3,349 | \$3,732 |

(1) Headcount leverage is the number of non-MD full-time billable consultants divided by the number of MDs at the end of each period.

4

APPENDIX

Reconciliations Of Non-GAAP Measures To Comparable GAAP Measures

In evaluating the company's financial performance and outlook, management uses earnings (loss) before interest, taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA, adjusted EBITDA as a percentage of revenues, adjusted net income from continuing operations, and adjusted diluted earnings per share from continuing operations, which are non-GAAP measures. Management uses these non-GAAP financial measures to gain an understanding of the company's 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 the company's ongoing business in a manner that allows for meaningful period-to-period comparisons. Management also uses these non-GAAP financial measures when publicly providing the company's business outlook, for internal management purposes, and as a basis for evaluating potential acquisitions and dispositions. Management believes 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.

Management has provided its outlook regarding adjusted EBITDA and non-GAAP adjusted diluted earnings per share, both of which are non-GAAP financial measures and exclude certain charges. Management has not reconciled these non-GAAP financial measures to the corresponding GAAP financial measures because guidance for the various reconciling items are not provided. Management is unable to provide guidance for these reconciling items because we cannot determine their probable significance, as certain items are outside of the company's control and cannot be reasonably predicted since these items could vary significantly from period to period. Accordingly, the reconciliations to the corresponding GAAP financial measures are not available without reasonable effort.

Reconciliations of non-GAAP measures

Reconciliation of net income (loss) from continuing operations to adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) *(in millions)*

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|--------|--------|----------|--------|--------|
| Revenues | \$ 699 | \$ 726 | \$ 733 | \$ 795 | \$ 877 |
| Net income (loss) from continuing operations | \$ 62 | \$ 40 | \$ (170) | \$ 14 | \$ 42 |
| Add back: | | | | | |
| Income tax expense (benefit) | 22 | 20 | (52) | 11 | 11 |
| Interest expense, net of interest income | 18 | 16 | 19 | 19 | 16 |
| Depreciation and amortization | 42 | 46 | 49 | 39 | 34 |
| EBITDA | 144 | 122 | (154) | 83 | 102 |
| Add back: | | | | | |
| Restructuring charges | 3 | 10 | 6 | 4 | 2 |
| Litigation and other (gains) / losses, net | (9) | (2) | 1 | (2) | (1) |
| Goodwill impairment charges | - | - | 253 | - | - |
| Other nonoperating expense (income), net | - | - | (1) | 6 | - |
| Transaction-related expenses | - | - | - | - | 3 |
| Foreign currency transaction losses (gains), net | 1 | - | (0) | 0 | 0 |
| Adjusted EBITDA | \$ 139 | \$ 130 | \$ 105 | \$ 91 | \$ 105 |
| Adjusted EBITDA % | 19.9% | 17.9% | 14.3% | 11.4% | 12.0% |

Reconciliations of non-GAAP measures

Reconciliation of net income (loss) from continuing operations to adjusted net income from continuing operations *(in millions, except earnings per share)*

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---------|---------|-----------|---------|---------|
| Net income (loss) from continuing operations | \$ 62 | \$ 40 | \$ (171) | \$ 14 | \$ 42 |
| Weighted average shares – diluted | 23 | 21 | 21 | 22 | 23 |
| Diluted earnings (loss) per share (EPS) from continuing operations | \$ 2.74 | \$ 1.84 | \$ (7.95) | \$ 0.63 | \$ 1.87 |
| Add back: | | | | | |
| Restructuring charges | 3 | 10 | 6 | 4 | 2 |
| Litigation and other (gains) / losses, net | (9) | (2) | 1 | (2) | (1) |
| Transaction-related expense | - | - | - | - | 3 |
| Amortization of intangible assets | 28 | 33 | 35 | 24 | 18 |
| Goodwill impairment charges | - | - | 253 | - | - |
| Non-cash interest on convertible notes | 7 | 7 | 8 | 8 | 6 |
| Loss (gain) on sale of businesses | - | - | (1) | 6 | - |
| Other nonoperating expense (income), net | - | - | (0) | - | 0 |
| Tax effect ⁽¹⁾ | (12) | (19) | (83) | (8) | (8) |
| Total adjustments, net of tax | 1 | 29 | 220 | 32 | 20 |
| Net tax benefit related to "check-the-box" election | (12) | - | (3) | - | (1) |
| Adjusted net income from continuing operations | \$ 67 | \$ 69 | \$ 47 | \$ 46 | \$ 62 |
| Weighted average shares - diluted | 23 | 21 | 22 | 22 | 23 |
| Adjusted diluted EPS from continuing operations | \$ 2.99 | \$ 3.21 | \$ 2.15 | \$ 2.08 | \$ 2.74 |

(1) In 2017 and 2018, tax effect includes \$9 million and \$2 million, respectively, of tax expense related to the enactment of the Tax Cuts and Jobs Act of 2017.

Reconciliations of non-GAAP measures

Reconciliation of cash from operating activities to free cash flow *(in millions)*

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|----------|----------|----------|----------|----------|
| Cash from operating activities | \$ 168 | \$ 129 | \$ 100 | \$ 102 | \$ 132 |
| Less: Capital expenditures | (19) | (14) | (25) | (15) | (23) |
| Free cash flow | \$ 149 | \$ 115 | \$ 75 | \$ 87 | \$ 109 |
| Weighted average shares - diluted | 23 | 21 | 22 | 22 | 23 |
| Free cash flow per share | \$ 6.61 | \$ 5.38 | \$ 3.49 | \$ 3.93 | \$ 4.83 |
| End of period stock price | \$ 59.40 | \$ 50.65 | \$ 40.45 | \$ 51.31 | \$ 68.72 |
| Free cash flow yield | 11.1% | 10.6% | 8.6% | 7.7% | 7.0% |

Our Leadership



Jim Roth

Chief Executive Officer



Mark Hussey

President &
Chief Operating Officer



John Kelly

Chief Financial Officer
& Treasurer



Ernie Torain

General Counsel &
Corporate Secretary