



# Investor Presentation

## Third Quarter 2012

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# Overview of Huron Consulting Group

# Huron Consulting Group



**May 2002:** Huron Founded with 200+ Employees

**Today:** Approximately 2,000 Employees and 2011 Revenues of \$600 Million



**Jim Roth**  
Chief Executive Officer  
& President



**Diane Ratekin**  
EVP, General Counsel &  
Corporate Secretary



**Mark Hussey**  
EVP, Chief Financial  
Officer & Treasurer



**Gordon Mountford**  
EVP, Huron Healthcare

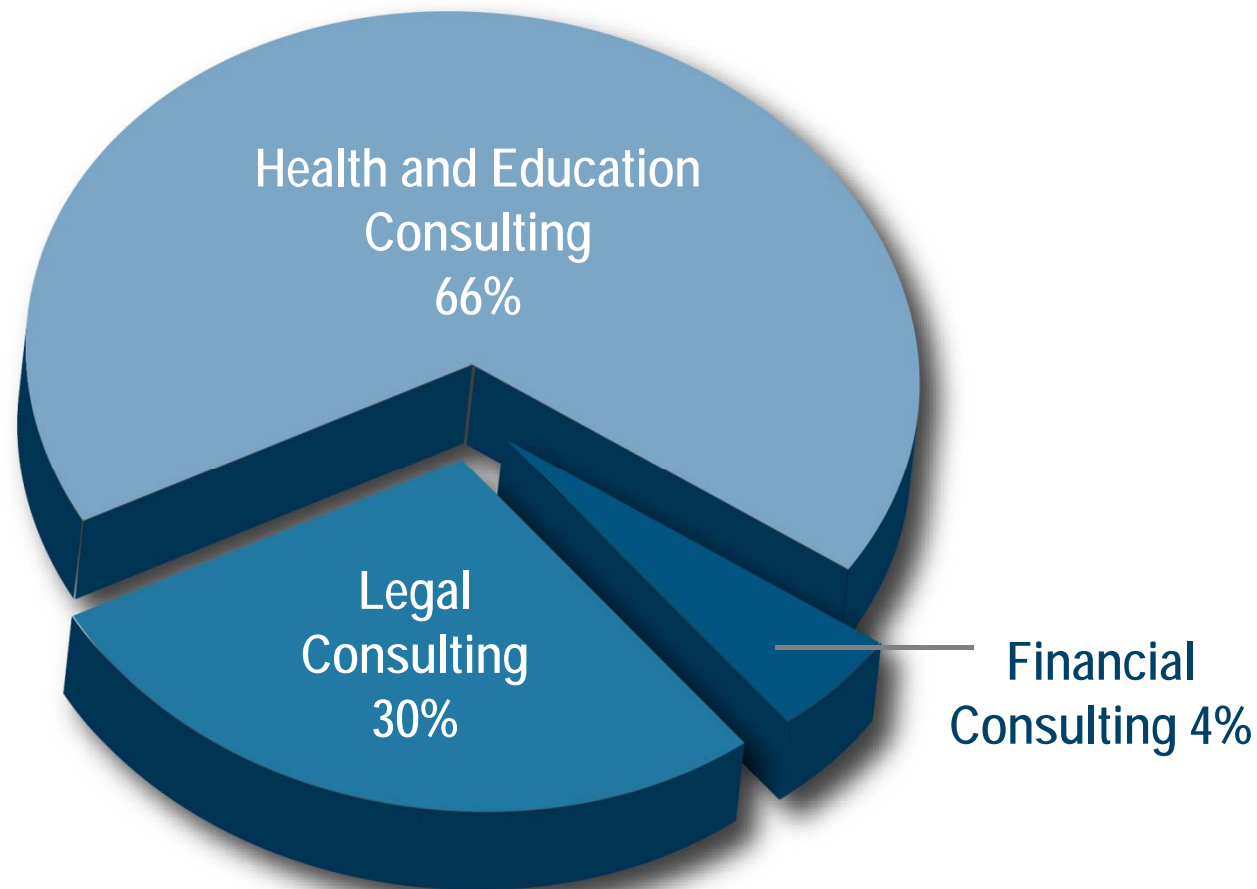


**Shahzad Bashir**  
EVP, Huron Legal



**Laura Yaeger**  
EVP, Huron Education  
& Life Sciences

# Operating Segments



*Note: Segment percentages are based on year-to-date 2012 revenue results.*

# Focused Approach to the Marketplace

**Huron**  
CONSULTING GROUP

**Focused services to meet client demands:** Leading the way forward in Healthcare, Education, Legal, and Financial Consulting

## ▶ Healthcare

Helping hospitals improve quality, increase revenues, reduce expenses and enhance patient/employee satisfaction.



## ▶ Higher Education and Life Sciences

Helping universities and research institutes, academic medical centers, and pharmaceutical companies and device manufacturers develop and implement strategic, financial, operational, and regulatory solutions.



## ▶ Legal

Helping corporate legal departments and law firms control costs and improve efficiency related to discovery and operational challenges.



## ▶ Financial Services

Helping corporations address financial and operational matters.

# Huron Healthcare

YOUR MISSION | OUR SOLUTIONS

**Huron**Healthcare



# Healthcare Industry Dynamics



## Decelerating Price Growth

- Federal, state budget pressures constraining public payer price growth
- Payments subject to quality
- Commercial cost shifting



## Continuing Cost Pressure

- No sign of slower cost growth ahead
- Drivers of new cost growth largely non-accretive



## Shifting Payer Mix

- Baby Boomers entering Medicare rolls
- Coverage expansion boosting Medicaid eligibility
- Demand/growth over next decade from publicly insured patients



## Deteriorating Case Mix

- Medicaid demand from aging population threatens to crowd out profitable procedures
- Incidence of chronic disease rising

Source: AHA, April 2011



# Huron Education & Life Sciences

YOUR MISSION | OUR SOLUTIONS

**Huron**Education  
**Huron**LifeSciences

**ecrt**®  
a Huron solution

**efacs**™  
a Huron solution

**Click**®  
a Huron solution



# Education & Life Sciences Industry Dynamics

▶ **Era of Austerity:**  
University revenue sources are under pressure due to macro-economic trends.

▶ **Emphasis on Compliance:**  
Clinical Research and Medical Affairs issues will increase consulting services regarding patient safety.

▶ **The “Sunshine Legislation”:**  
Takes effect in 2012 – drug and device companies need to fix issues with processes and systems.

▶ **Financial Pressures:**  
Hospitals and AMC’s are creating more financial and operating performance improvement initiatives.

▶ **New Price Reporting Rules:**  
Drug companies will further increase the need for outside experts.

▶ **Healthcare Reform:**  
Forcing many AMC’s to develop new strategic plans that focus on doing more with less.

Source: MD Interviews, Lit Reviews

# Huron Legal

DELIVERING VALUE | DRIVING RESULTS

**Huron**Legal

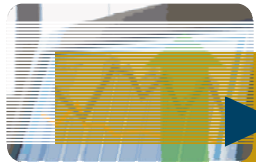
**sp3ctrum**<sup>®</sup>  
a Huron solution

**IMPACT**<sup>®</sup>  
a Huron solution

**V3locity**  
a Huron solution

**r3con**<sup>™</sup>  
a Huron solution





## Litigation Growth

Outside litigation costs for Fortune 200 firms grew 73% between 2000 and 2008.



## Corporate Costs

Corporations are increasingly sensitive about legal expenses.



## Other Service Models

Alternative service models have emerged providing focused expertise at reduced costs.



## Data Management

Corporations produce and retain more data than ever before, increasing the need for sophisticated e-discovery tools and providers.

Source: Socha-Gelbmann Electronic Discovery Survey Report

# Financial Consulting

Assisting companies, boards, investors and lenders identify and execute strategies that provides economic and strategic value.



# Financial Consulting Services and Solutions

PROVEN TRACK RECORD OF SUCCESS MAXIMIZING VALUE

**Huron**  
CONSULTING GROUP

## Scalable Solutions

- ▶ **Capital Advisory** - Provide assistance evaluating strategic alternatives; advise on steps to enhance liquidity and assist with capital raise activities for capital investment, working capital and other growth initiatives.
- ▶ **Forensics & Litigation** - Work with counsel to investigate, understand and expose fraud and financial malfeasance providing astute analyses and compelling presentation of our findings, whether reporting to a board or testifying in court.
- ▶ **Operational Improvement** - Work with clients to identify the business issues that affect success and achieve sustainable value through our fact based approach.
- ▶ **Restructuring & Turnaround** - Provide comprehensive solutions to companies in transition, creditor constituencies, investors and other stakeholders in connection with out-of-court restructurings, bankruptcy proceedings and special situations.
- ▶ **Valuation** - Deliver independent valuations and related consulting services to help clients make more informed decisions when faced with issues including tax and financial reporting requirements, transaction pricing and adversarial actions.



# Promoting the Huron Brand



**YOUR MISSION | OUR SOLUTIONS**  
Comprehensive Performance Improvement  
Revenue Cycle | Workforce | Non-Labor | Patient Flow | Clinical | Physician

**Patient Flow Solution**



**THE POWER TO DO MORE OF WHAT YOU DO BEST**

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**HuronHealthcare**

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Strategy | Operations | Technology

**Research Enterprise Management**




**BRINGING EXCELLENCE ACROSS THE INSTITUTION.**

The best results are derived from team efforts. Huron's Research Enterprise Management solutions improve every aspect of research administration performance. Our solutions and deep expertise enable clients to more effectively manage the business of research, improve financial management and cost reimbursement, improve service to faculty, and mitigate compliance risks. To see how our solutions can impact your mission, visit [www.huronconsultinggroup.com](http://www.huronconsultinggroup.com).

**HuronEducation**

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SMALL KNOTS. BIG TANGLES. SCALABLE SOLUTIONS FOR BOTH.



Restructuring & Turnaround Group consistently ranks among  
Crisis Management Firms by volume and deal size.

so can scale our comprehensive services and senior-level  
to the middle market, across a breadth of industries. From  
ing advisory to interim management to bankruptcy services,  
we're the right size for the deal.  
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SCALABLE SOLUTIONS | CONSISTENT PERFORMANCE

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**DELIVERING VALUE | DRIVING RESULTS**



**HURON LEGAL PROVIDES:**

- Advice on strategy and its implementation including organisational change and merger advice for law firms globally
- Advice and the implementation of strategy, organisation design and development, and operational efficiency to Legal Departments
- Services for the effective management of matters, contracts, records, digital evidence and e-Disclosure

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**HuronLegal**

**YOUR MISSION | OUR SOLUTIONS**  
Managing Compliance | Mitigating Risk | Developing Solutions | Driving Results

provided was excellent  
priority issues  
h deep resources to back them up  
needed."  
with whom they interacted  
dramatic, relevant and sustainable  
period of time."

**TAKE OUR CLIENTS' WORDS FOR IT**

**"The (Huron) team has made our priorities, their priority, throughout."**  
Huron Life Sciences partners with academic medical centers, hospitals, and organizations involved in clinical research to improve regulatory compliance, increase efficiencies, and achieve financial and operational objectives. We have a balanced perspective and unparalleled experience with identifying issues and developing solutions in a manner that serves the best interests of the entire enterprise, freeing you to focus on your mission. Visit [www.huronconsultinggroup.com](http://www.huronconsultinggroup.com).

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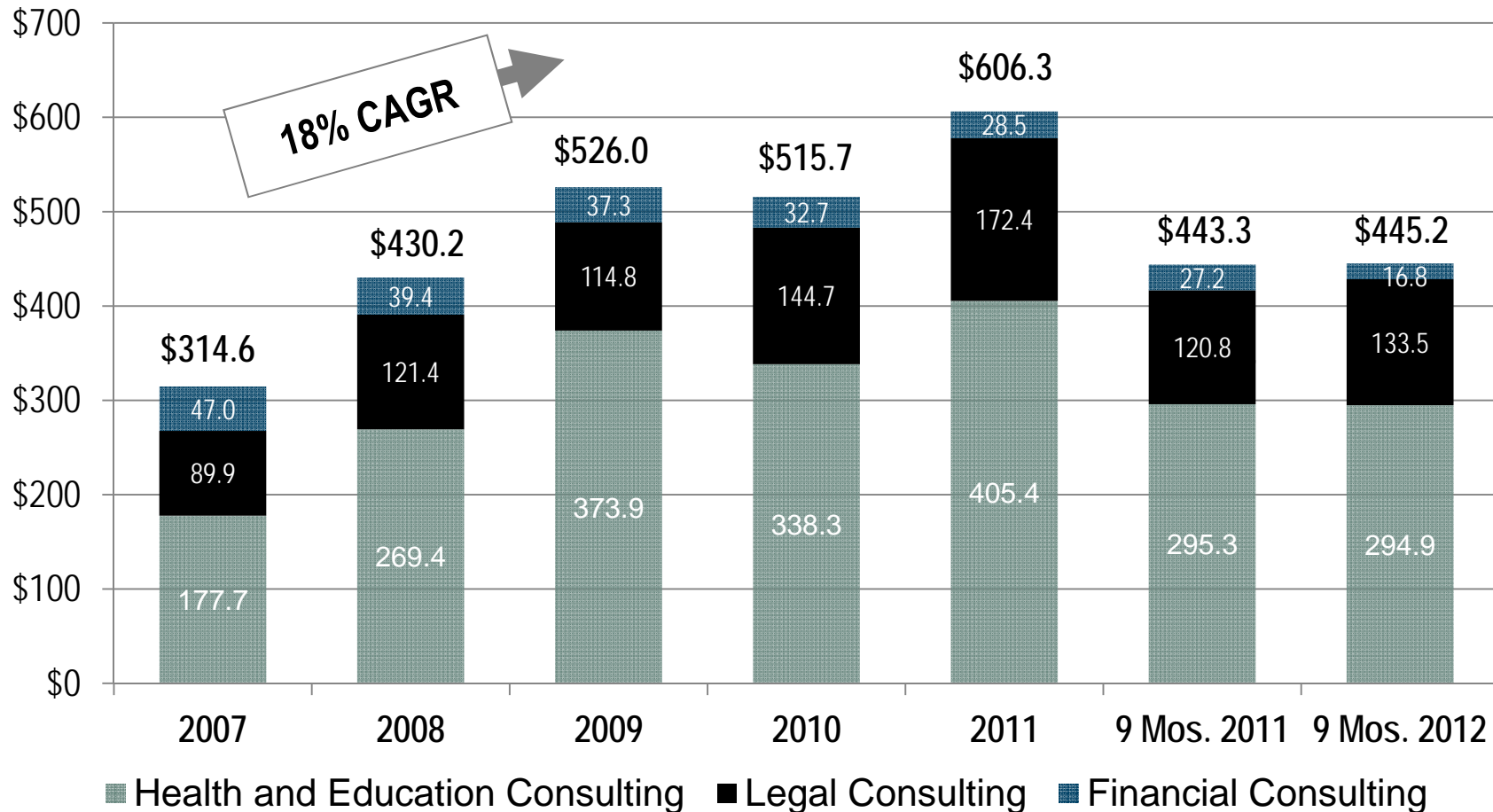
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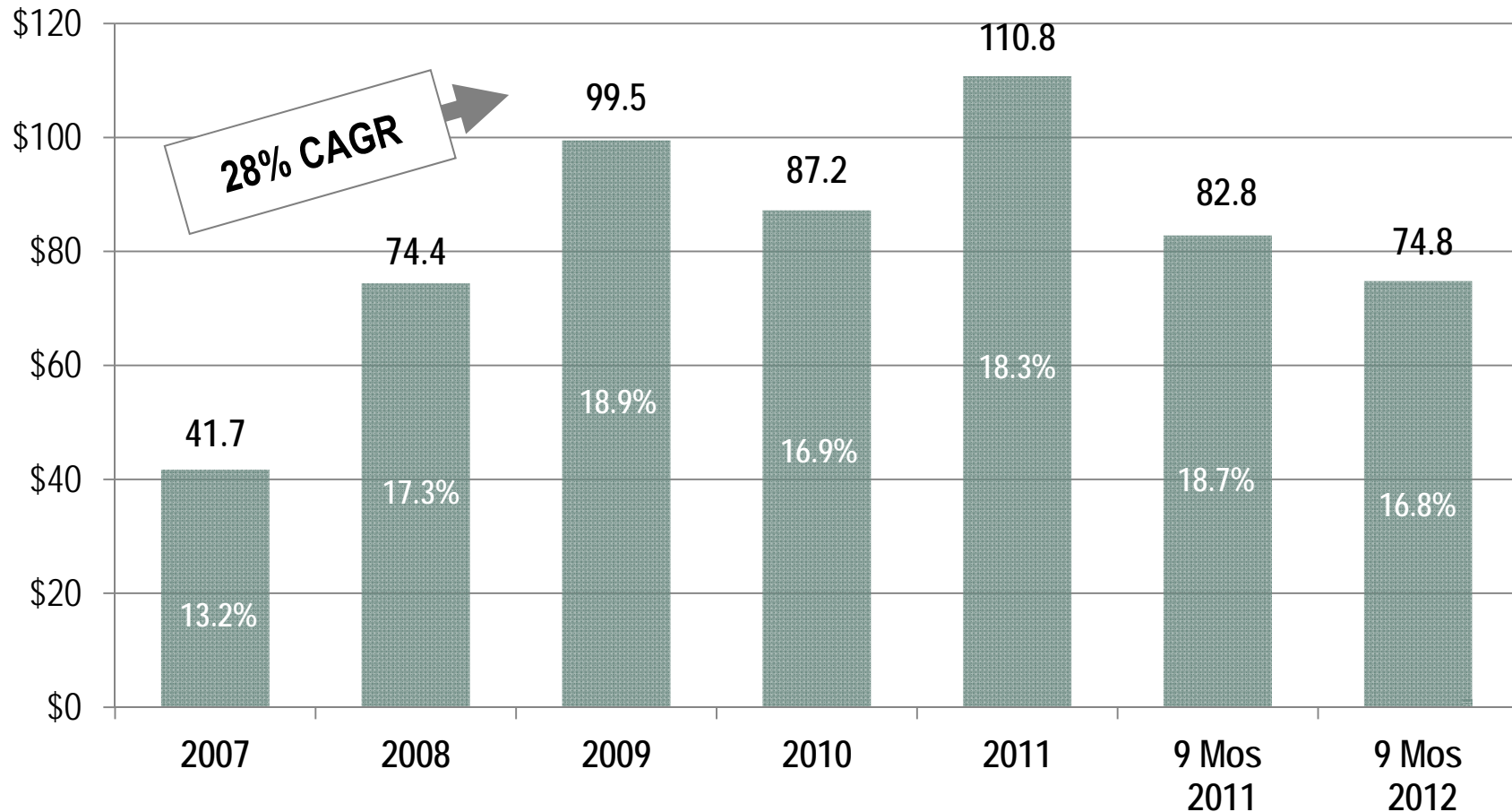
# Financial Overview



# Growth Track Record – Revenues from Continuing Operations (in millions)



# Adjusted EBITDA (in millions) and Adjusted EBITDA Margins



*View the Company's Investor Relations Webcasts page on its web site for reconciliation of non-GAAP financial measures.*

# Operating Metrics (from Continuing Operations)



	2007	2008	2009	2010	2011	9 Mos. 2011	9 Mos. 2012
Number of Revenue-Generating Managing Directors	97	105	103	101	104	103	99
Number of Full-Time Billable Consultants	754	1,100	1,056	1,088	1,232	1,211	1,386
Full-Time Billable Consultant Utilization Rate	74.2%	73.6%	72.4%	73.7%	75.3%	75.5%	75.4%
Revenue per Average Full-Time Billable Consultant (in thousands)	\$394	\$372	\$374	\$331	\$354	\$357	\$311
Average Full-Time Equivalents	403	655	757	917	1,166	1,101	1,125
Revenue per Full-Time Equivalents (in thousands)	\$144	\$138	\$160	\$185	\$165	\$165	\$167
Revenue per Day (in thousands)	\$1,329	\$1,808	\$2,219	\$2,173	\$2,539	\$2,445	\$2,471

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