Forward-looking Statements

"Safe Harbor" Statement under the Private Securities Litigation Reform Act of 1995:

This presentation may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to future events or DLH’s future financial performance. Any statements that refer to expectations, projections or other characterizations of future events or circumstances or that are not statements of historical fact (including without limitation statements to the effect that the Company or its management “believes”, “expects”, “anticipates”, “plans”, “intends” and similar expressions) should be considered forward looking statements that involve risks and uncertainties which could cause actual events or DLH’s actual results to differ materially from those indicated by the forward-looking statements. Forward-looking statements reflect our belief and assumptions as to future events that may not prove to be accurate. Our actual results may differ materially from such forward-looking statements made in this presentation due to a variety of factors, including: the outbreak of the novel coronavirus (“COVID-19”), including the measures to reduce its spread, and its impact on the economy and demand for our services, which are uncertain, cannot be predicted, and may precipitate or exacerbate other risks and uncertainties; the failure to achieve the anticipated benefits of any future acquisitions (including anticipated future financial operating performance and results); diversion of management’s attention from normal daily operations of the business and the challenges of managing larger and more widespread operations resulting from any future acquisitions; the inability to retain any future acquisitions’ employees and customers; contract awards in connection with recompetes for present business and/or competition for new business; compliance with bank financial and other covenants; changes in client budgetary priorities; government contract procurement (such as bid protest, small business set asides, loss of work due to organizational conflicts of interest, etc.) and termination risks; the ability to successfully integrate the operations of any future acquisitions; and other risks described in our SEC filings. For a discussion of such risks and uncertainties which could cause actual results to differ from those contained in the forward-looking statements, see “Risk Factors” in the Company’s periodic reports filed with the SEC, including our Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as well as subsequent reports filed thereafter. The forward-looking statements contained herein are not historical facts, but rather are based on current expectations, estimates, assumptions and projections about our industry and business. Such forward-looking statements are made as of the date hereof and may become outdated over time. The Company does not assume any responsibility for updating forward-looking statements, except as may be required by law.
Agenda

Overview

Financial Highlights

Q & A

Kathryn JohnBull
Chief Financial Officer
DLH Holdings Corp.

Zach Parker
President and CEO
DLH Holdings Corp.
Business at-a-Glance

**Overview**

- **Founded:** 1969
- **Headquarters:** Atlanta, GA
- **Additional Offices:**
  - Silver Spring, MD
  - Falls Church, VA
  - Durham, NC
  - Kampala, UG
- **Nasdaq:** DLHC
- **Public Since:** 1986
- **Employees:** ~2,200
- **Locations:** > 30 locations in the US and overseas

**Core Competencies**

- **Digital Transformation**
  - Health IT DME
  - Cloud Migration and Computing
  - Data Science and Analytics
  - AI, ML, RPA Application

- **Health and Medical Research**
  - Clinical Trials and Research
  - Public Health Research
  - Medical Modeling and Simulation
  - Medical Systems RDT & E

- **Health Care Delivery**
  - Pharmacy/Medication Therapy Management
  - Health Readiness Assessment
  - Point of Care Treatment
  - Telehealth

- **Performance Evaluation**
  - Health Services Assessment
  - Performance Monitoring and Compliance
  - Capacity Building
  - Fraud, Waste, and Abuse

**Market Focus Areas**

- **Defense & Veteran Solutions**
- **Human Services & Solutions**
- **Public Health & Life Sciences**

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Key Customers

- NIH (National Institutes of Health)
- CDC (Center for Disease Control and Prevention)
- DHA
- TATRC
- ACF
- U.S. Department of Homeland Security
- U.S. Department of Health and Human Services
Leverage Technology Differentiators to Achieve Growth

- **Clinical Management Info System**: Promotes retention and recruitment of study participants
- **Virtual Pharmacy**: Allows remote consultative support for military and disabled Veterans’ dependents
- **Telehealth**: Provides access to simulation and consultation for deployed military personnel
- **Study Enrollment System**: Supports engagement of medical institutions
- **Mobile Health**: Enhances participation in public health studies
- **Infinibyte® Cloud**: Cloud-based PaaS solution platform for large scale/Big Data secure data analytics
- **SPOT-m™**: Integrated tool suite to Measure, Manage and Optimize performance focused on Productivity and Quality metrics
- **e-PRAT™**: Practitioner Resource Allocation Tool for HCPs and related SMEs
- **AMS 2.0**: Next generation aligned monitoring system for evaluating grants programs for compliance, fraud, and quality improvement
- **TAMS**: Time & Absence Management System a key component of SPOT-m™
Consistently Recognized for Health IT Innovation

- Developed and sustained a VA production analytics model that improved overall quality of service to veterans
- Implemented an online portal that enables virtual medical appointments, pharmacy refills, and COVID-19 test result notifications for DHA

AMS 2.0: Large-scale system modernization and integration effort for HHS

Leading mission-focused strategic programs across the federal technology and consulting community

NETCCN: Support for digital health ecosystem which virtually extends critical care capabilities

Valor: Implementing a joint medical logistics enterprise system across VA and DHA
Integration of Technology and Health Expertise

Cloud Architects
Biomedical Engineers
Aeronautical Engineers
Modeling & Simulation Engineers
Agile System Developers
Scrum Masters
Robotics Engineers
CISSP (Certified Information Security Professionals)
AI/ML Engineers

Laboratory Scientists
Research Analysts
Clinical Data Managers
Clinical Research Scientists/Professionals
Epidemiologists
Data Scientists
Biostatisticians
Principal Investigators
Quality and Regulatory Officers

EMTs
Nurse Practitioners
Nurses
Physicians
Pharmacists
Psychiatrists
Clinical Psychologists
Social Workers
Delivering on Strategy Across the Business

**Diversification & Mission-Criticality**

Strategy execution has yielded a presence in each key Federal health/human services market:

- Defense & Veteran Health
- Human Services & Solutions
- Public Health & Life Sciences

Anchor programs providing long-term revenue visibility in each market segment.

**Top Talent with Best Practices**

Premier executive team with diverse leadership experiences gained from a range of industry leaders.

**Revenue & EBITDA Growth**

Achieved by organic and acquisitive growth on more complex and differentiated programs, leveraging our operating structure which is well-suited to manage $300-500M in revenue.

**Strategic Capital Deployment**

Robust YoY growth accomplished largely via senior debt financing, with minimal (<10%) equity dilution.
Financial Highlights

Kathryn JohnBull | Chief Financial Officer
Strategically Building a Powerful Health IT Portfolio

**Historical Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in $ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>$53.5</td>
</tr>
<tr>
<td>FY14</td>
<td>$60.5</td>
</tr>
<tr>
<td>FY15</td>
<td>$65.3</td>
</tr>
<tr>
<td>FY16</td>
<td>$85.6</td>
</tr>
<tr>
<td>FY17</td>
<td>$115.7</td>
</tr>
<tr>
<td>FY18</td>
<td>$133.2</td>
</tr>
<tr>
<td>FY19</td>
<td>$160.4</td>
</tr>
<tr>
<td>FY20</td>
<td>$209.2</td>
</tr>
</tbody>
</table>

FY13 to FY20

- **Health IT/Compliance & Monitoring**
- **Infinibyte®/Clinical Scientific Research**
- **MHS R&D/AI/ML Eng**

**21.5% CAGR**
...Resulting in Increased Value

Historical EBITDA

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>EBITDA (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>$0.4</td>
</tr>
<tr>
<td>FY14</td>
<td>$0.9</td>
</tr>
<tr>
<td>FY15</td>
<td>$2.6</td>
</tr>
<tr>
<td>FY16</td>
<td>$4.5</td>
</tr>
<tr>
<td>FY17</td>
<td>$8.4</td>
</tr>
<tr>
<td>FY18</td>
<td>$11.0</td>
</tr>
<tr>
<td>FY19</td>
<td>$13.9</td>
</tr>
<tr>
<td>FY20</td>
<td>$20.5</td>
</tr>
</tbody>
</table>

- Acquired May 2016
- Acquired Jun 2019
- Acquired Oct 2020

77.5% CAGR
Recent Financials – FY2021 Q2 (period ending 3/31/2021)

A reconciliation of net income to EBITDA and EBITDA as a percentage of revenue is provided in the back of this presentation.
Debt Position and Outlook (period ending 3/31/2021)

<table>
<thead>
<tr>
<th></th>
<th>S3 Acquisition</th>
<th>IBA Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>06/07/19</td>
<td>09/30/19</td>
</tr>
<tr>
<td>Debt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Term debt (legacy)</td>
<td>$70,000</td>
<td>$56,000</td>
</tr>
<tr>
<td>Term debt (IBA)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revolving debt</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total debt</td>
<td>70,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Cash on hand</td>
<td>(1,900)</td>
<td>(1,790)</td>
</tr>
<tr>
<td>Net debt</td>
<td>$68,100</td>
<td>$54,210</td>
</tr>
<tr>
<td>Total Leverage Ratio</td>
<td>3.47</td>
<td>2.67</td>
</tr>
</tbody>
</table>

Strong operating cash flow anticipated for remainder of fiscal 2021, leading to a projected year-end debt balance of $50 to $52 million.

Net Debt is a non-GAAP metric used by investors and lenders and management believes it provides relevant and useful information to investors and other users of our financial data. Net Debt is calculated by subtracting cash and cash equivalents from the sum of current and long-term debt. A reconciliation of the Total Leverage Ratio is included in the back of this presentation.
Healthy New Business Pipeline (as of 6/30/21)

New opportunities are well distributed across DLH end markets, targeting existing and adjacent agencies.

$395.9M

$915.3M

$636.5M

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Next Chapter – Positioned to Drive Higher Returns

Collaborate, Innovate, and Accelerate for Growth
Leverage recent infusion of new Leadership Talent
Effective integration with robust growth engine
Broad capabilities aligned with customers’ growth initiatives.

Secure cloud computing, AI, and digital transformation
Certified Paas / IaaS solution for Cyber and Health IT markets
Major government-wide Health IT IDIQs on the horizon
Complements expanded Agile, DevOps, Artificial Intelligence

Leveraging a balanced portfolio, stronger company, and ultimately, enhanced shareholder value.
Q & A

Zach Parker | President & Chief Executive Officer
Kathryn JohnBull | Chief Financial Officer
**Appendix**

**Non-GAAP Reconciliations**

This document contains non-GAAP financial information including EBITDA and EBITDA as a percentage of revenue. Management uses this information in its internal analysis of results and believes this information may be informative to investors in gauging the quality of our financial performance, identifying trends in our results, and providing meaningful period-to-period comparisons. These measures should be used in conjunction with, rather than instead of, their comparable GAAP measures. A reconciliation of non-GAAP measures to the comparable GAAP measures is presented in this document. The Company defines EBITDA as net income excluding interest expense, provision for or benefit from income taxes, and depreciation and amortization; EBITDA as a percent of revenue is EBITDA divided by revenue. Definitions of the other non-GAAP measures we use in the presentation are contained in the Company’s most recent earnings press release, which is available on the investor relations section of our web site at www.dlhcorp.com.

**Debt Covenant**

We are also including Total Leverage Ratio in this presentation. Total Leverage Ratio is used for the purpose of testing the Maximum Total Leverage Ratio covenant in our Amended and Restated Credit Agreement dated September 30, 2020 (the “Credit Agreement”), which provides for a maximum total leverage ratio of 3.75 to 1.00 for all periods from closing date to September 30, 2021. Management considers the Total Leverage Ratio to be an important indicator of the Company’s ability to incur additional debt, its ability to service existing debt and the extent of our compliance with the leverage covenant in the Credit Agreement. We believe that analysts and investors use this metric to assess the Company’s ability to service existing debt and our liquidity, generally. The reconciliation of the Total Leverage Ratio is presented in the appendix to this presentation. As used in this presentation, Total Leverage Ratio, which is not calculated in accordance with GAAP, is defined as total debt as of the respective date(s) presented herein, divided by Consolidated EBITDA for the period(s) then ended. Total Leverage Ratio and Consolidated EBITDA are calculated in accordance with the Credit Agreement.
# Trending EBITDA Reconciliation

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net (loss)/income</td>
<td>$(159)</td>
<td>$5,357</td>
<td>$8,728</td>
<td>$3,384</td>
<td>$3,288</td>
<td>$1,836</td>
<td>$5,324</td>
<td>$7,114</td>
</tr>
<tr>
<td>(i) Interest expense/other (income)</td>
<td>407</td>
<td>4</td>
<td>(744)</td>
<td>823</td>
<td>1,228</td>
<td>1,116</td>
<td>2,473</td>
<td>3,441</td>
</tr>
<tr>
<td>(ii) (Benefit)/provision for taxes</td>
<td>-</td>
<td>(4,597)</td>
<td>(5,488)</td>
<td>(938)</td>
<td>2,114</td>
<td>5,830</td>
<td>2,171</td>
<td>2,906</td>
</tr>
<tr>
<td>(iii) Depreciation and amortization</td>
<td>121</td>
<td>106</td>
<td>55</td>
<td>1,244</td>
<td>1,754</td>
<td>2,242</td>
<td>3,956</td>
<td>7,003</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$369</td>
<td>$870</td>
<td>$2,551</td>
<td>$4,513</td>
<td>$8,384</td>
<td>$11,024</td>
<td>$13,924</td>
<td>$20,464</td>
</tr>
<tr>
<td>Revenue</td>
<td>$53,506</td>
<td>$60,493</td>
<td>$65,346</td>
<td>$85,602</td>
<td>$115,662</td>
<td>$133,236</td>
<td>$160,391</td>
<td>$209,185</td>
</tr>
<tr>
<td>EBITDA as a % of revenue</td>
<td>0.7%</td>
<td>1.4%</td>
<td>3.9%</td>
<td>5.3%</td>
<td>7.2%</td>
<td>8.3%</td>
<td>8.7%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>
## FY2021 Q2 EBITDA Reconciliation

(amounts in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended</th>
<th></th>
<th>Six Months Ended</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
<td>2020</td>
<td>Change</td>
<td>2021</td>
<td>2020</td>
</tr>
<tr>
<td>Net income</td>
<td>$ 2,567</td>
<td>$ 2,076</td>
<td>$ 491</td>
<td>$ 4,381</td>
<td>$ 3,628</td>
</tr>
<tr>
<td>(i) Interest expense, net</td>
<td>1,004</td>
<td>906</td>
<td>98</td>
<td>2,084</td>
<td>1,846</td>
</tr>
<tr>
<td>(ii) Provision for taxes</td>
<td>1,049</td>
<td>855</td>
<td>194</td>
<td>1,790</td>
<td>1,488</td>
</tr>
<tr>
<td>(iii) Depreciation and amortization</td>
<td>2,029</td>
<td>1,760</td>
<td>269</td>
<td>4,091</td>
<td>3,619</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$ 6,649</strong></td>
<td><strong>$ 5,597</strong></td>
<td><strong>$ 1,052</strong></td>
<td><strong>$ 12,346</strong></td>
<td><strong>$ 10,581</strong></td>
</tr>
<tr>
<td>Net income as a % of revenue</td>
<td>4.2 %</td>
<td>3.7 %</td>
<td>0.5 %</td>
<td>3.7 %</td>
<td>3.4 %</td>
</tr>
<tr>
<td>EBITDA as a % of revenue</td>
<td>10.8 %</td>
<td>10.2 %</td>
<td>0.6 %</td>
<td>10.3 %</td>
<td>9.9 %</td>
</tr>
<tr>
<td>Revenue</td>
<td>$ 61,506</td>
<td>$ 54,798</td>
<td>$ 6,708</td>
<td>$ 119,358</td>
<td>$ 107,036</td>
</tr>
</tbody>
</table>

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## Reconciliation of Leverage Ratio

Consolidated EBITDA and Total Funded Debt are calculated as per the Company’s Credit Agreement.

<table>
<thead>
<tr>
<th></th>
<th>S3 Acquisition</th>
<th>IBA Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>06/07/19</td>
<td>09/30/19</td>
</tr>
<tr>
<td>Term Loan</td>
<td>$ 70,000</td>
<td>$ 56,000</td>
</tr>
<tr>
<td>Revolving Credit Loan</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Letters of Credit</td>
<td>-</td>
<td>1,745</td>
</tr>
<tr>
<td>Total Funded Debt</td>
<td>$ 70,000</td>
<td>$ 57,745</td>
</tr>
<tr>
<td>Consolidated EBITDA</td>
<td>$ 20,162</td>
<td>$ 21,664</td>
</tr>
<tr>
<td>Total Leverage Ratio</td>
<td>3.47</td>
<td>2.67</td>
</tr>
</tbody>
</table>

Consolidated EBITDA and Total Funded Debt are calculated as per the Company’s Credit Agreement.