



Investor Presentation  
February, 2021



# 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 the IBA acquisition (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 the acquisition; the inability to retain IBA employees and customers; contract awards in connection with re-competes 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 IBA and 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



**ZACH PARKER**  
President & CEO  
DLH Holdings Corp.



**KATHRYN M. JOHNBULL**  
Chief Financial Officer  
DLH Holdings Corp.

# Business Overview

**Founded:** 1969

**Headquarters:**  
Atlanta, GA

**Complementary Offices:**

- Silver Spring, MD
- Durham, NC
- Kampala, UG

**Nasdaq:** DLHC

**Public Since:** 1986

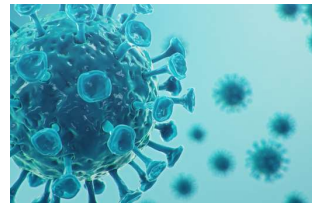
**Employees:** ~2,200

**Locations:** > 30 locations  
in the US and overseas

## Technology Enabled Services and Solutions



Healthcare Research



Disease Prevention



Program Monitoring  
& Evaluation

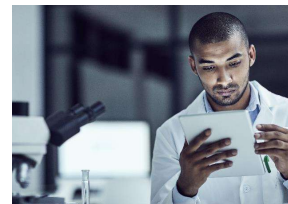


Patient Care Services

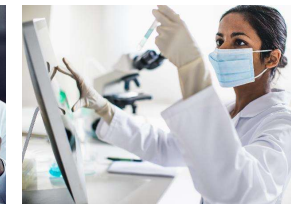
## Three Market Focus Areas



Defense and Veterans  
Solutions



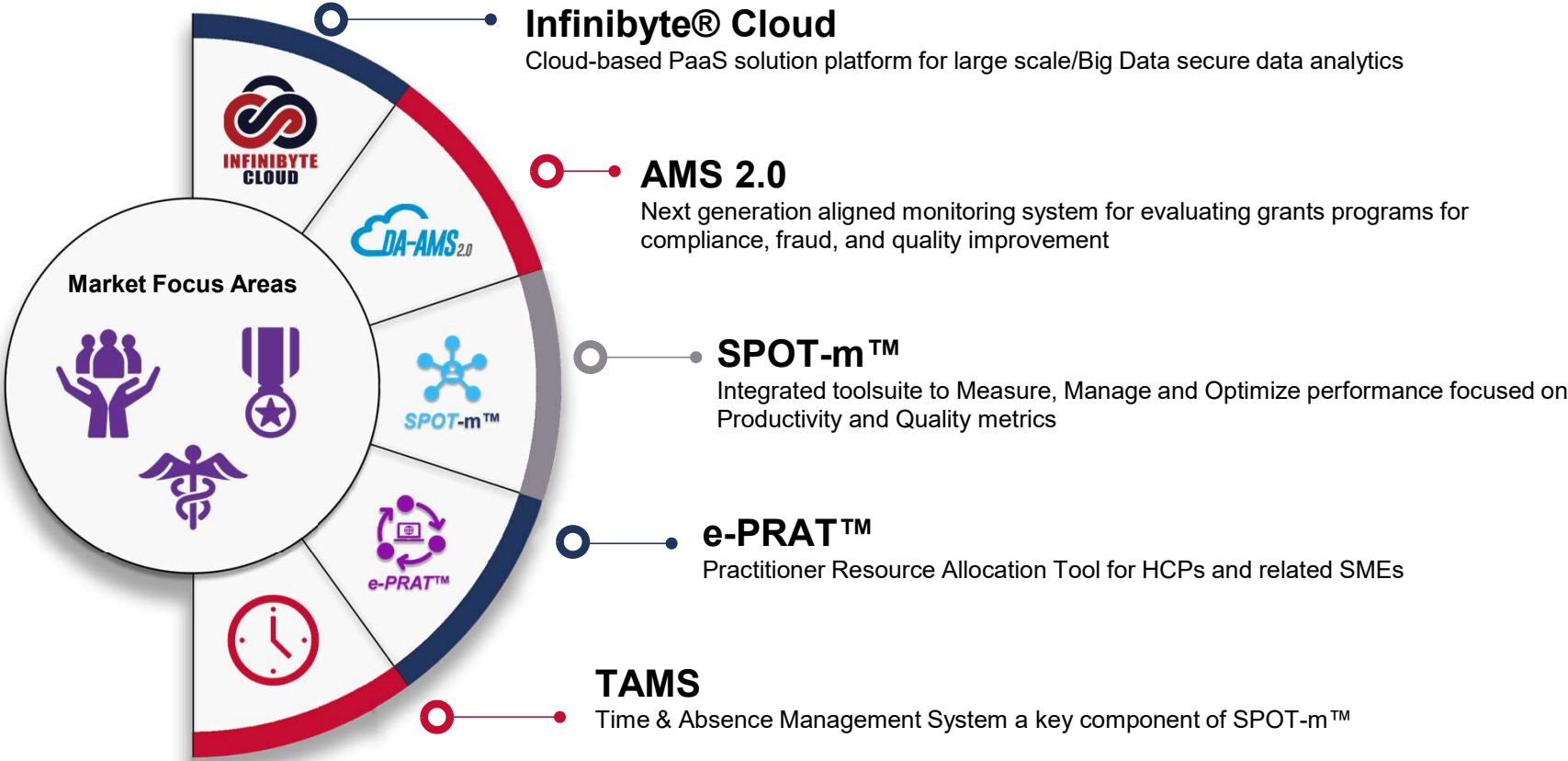
Human Services &  
Solutions



Public Health & Life  
Sciences



# DLH Technology Growth Drivers



# Our Most Recent Acquisition – IBA (9/30/2020)

Premier professional and technology services consulting firm



Military Health IT



Agile Transformation/  
DevSecOps



Program Management



Advanced R&D

## Specialized Capabilities & Competencies

- Artificial Intelligence/Machine Learning
- IT and program management advice
- Application modernization
- Digital transformation
- Robotics

Longstanding customer relationships, strong reputation and deep domain expertise in military healthcare and NextGen technology



28+ years



15+ years



Joint Program Committee

8+ years

## Military Health IT Systems expertise includes

- Joint Operational Medical Information Systems (JOMIS)
- Medical Communications for Combat Casualty Care (MC4)
- MHS/DoD Electronic Health Record (EHR)
- Medical Scenario Modeling & Simulation for Exercises
- Telehealth Standards of Care Development

# Pandemic Response Creates Opportunities and Minor Headwinds Near-term

Expanding portfolio of mission-critical related services across key government agencies

- Research and clinical trials for investigational therapies
- Telehealth technology to expand pathways to care
- Active pipeline for short- and long-term R&D



Federal, state, local government pandemic-related guidelines and restrictions

- Closure and limitations of facilities scheduled for inspection
- Restrictions on DLH subject matter experts travel



## Next Chapter – Positioned to Drive Higher Returns



### ***Collaborate, Innovate, and Accelerate for Growth***

Leverage recent infusion of new Leadership Talent

Effective integration with reconstructed growth engine

Broad capabilities aligned with customers' growth initiatives.



### ***Secure cloud computing, AI, and digital transformation drive growth***

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

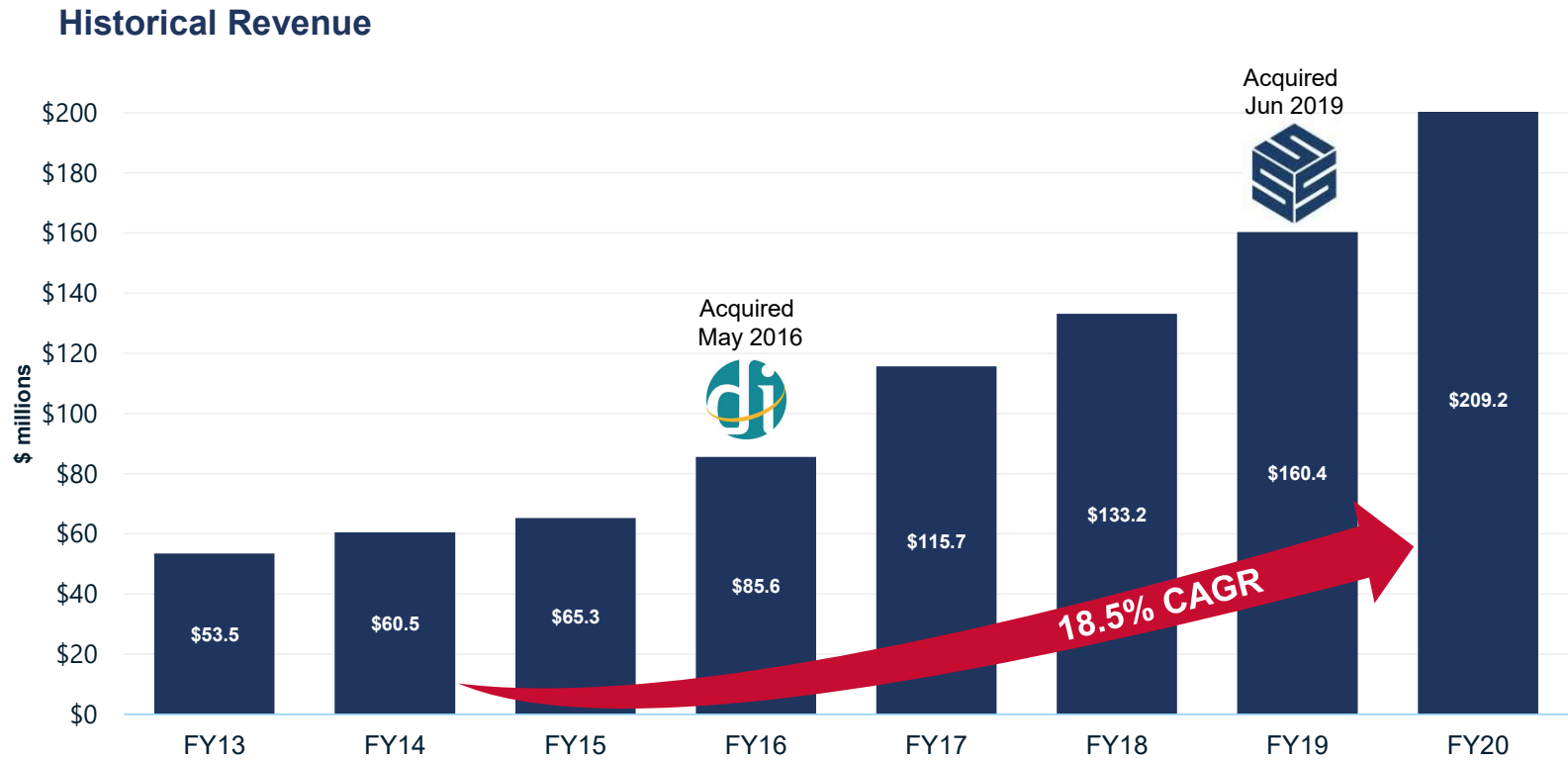


### ***Producing a more balanced portfolio, a stronger company, and ultimately, enhanced shareholder value.***



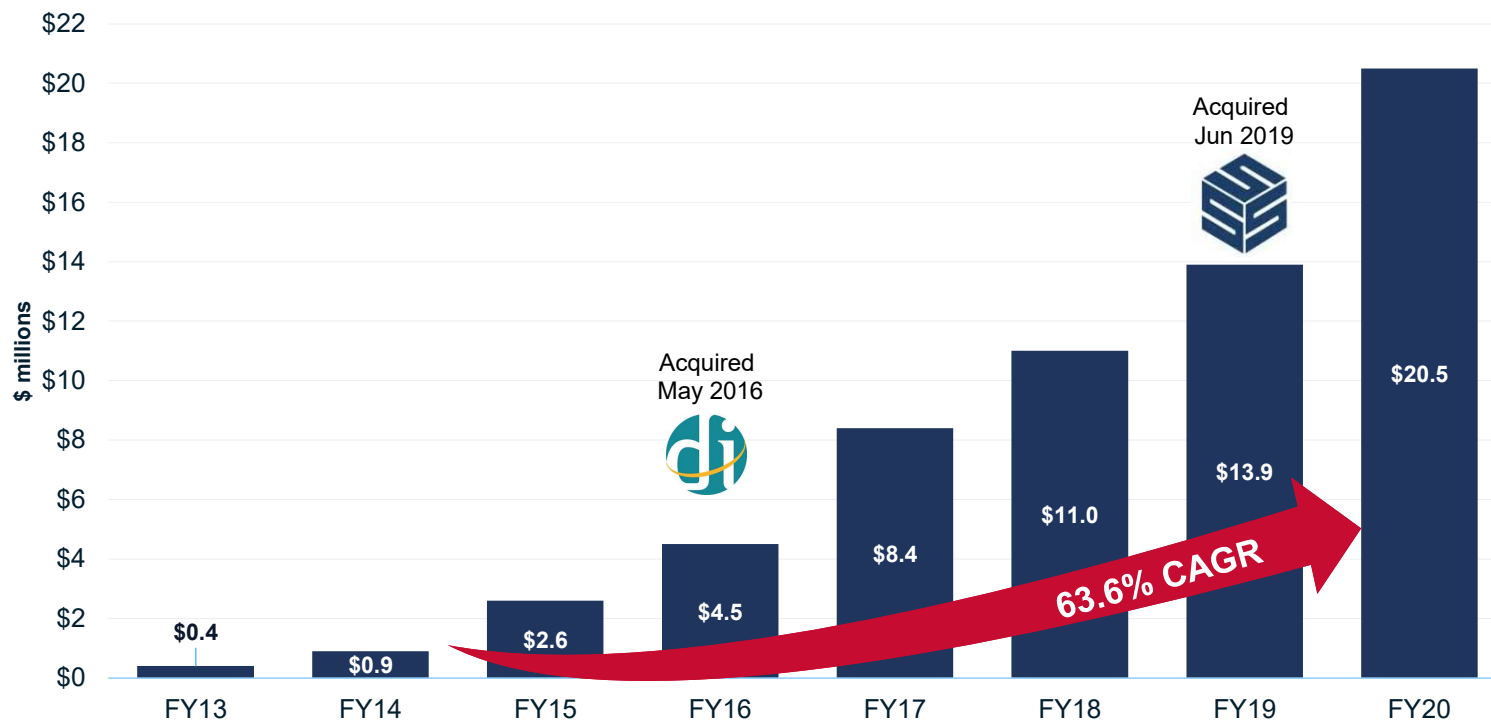


# A History of Solid Growth



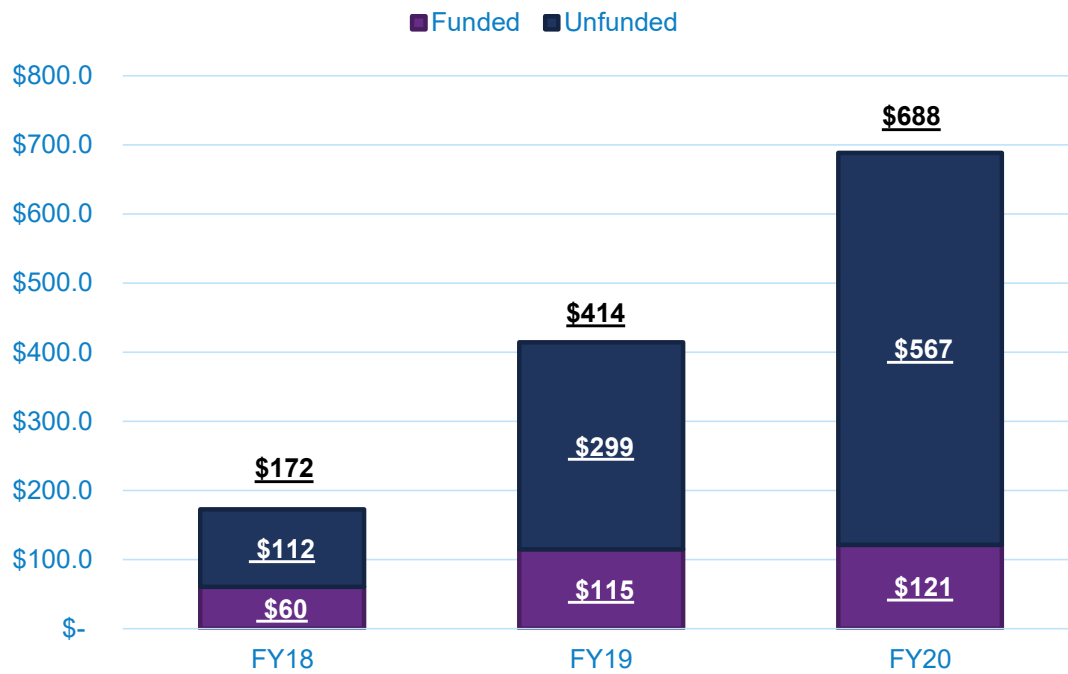
# And Increasing Value

## Historical EBITDA



# Strengthening and Broadening our Contract Backlog

Amount in millions



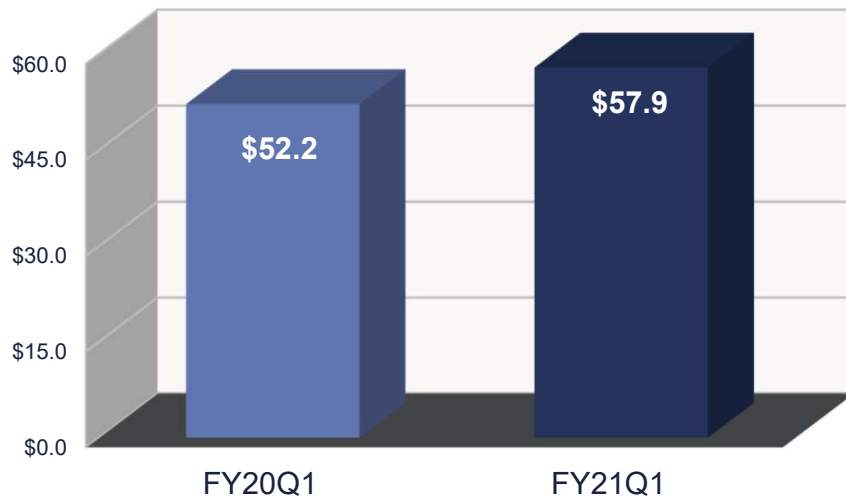
Fiscal 2019 ending balance	\$ 414
Additions	
Head Start recomplete win	150
IBA acquisition	141
Balance of net contract additions	193
Reductions	
Fiscal 2020 revenue incurred	<u>(209)</u>
Fiscal 2020 ending balance	<u><u>688</u></u>
<b>Fiscal 2020 backlog growth</b>	<b><u>\$ 274</u></b>
<b>YoY % Growth</b>	<b>66%</b>



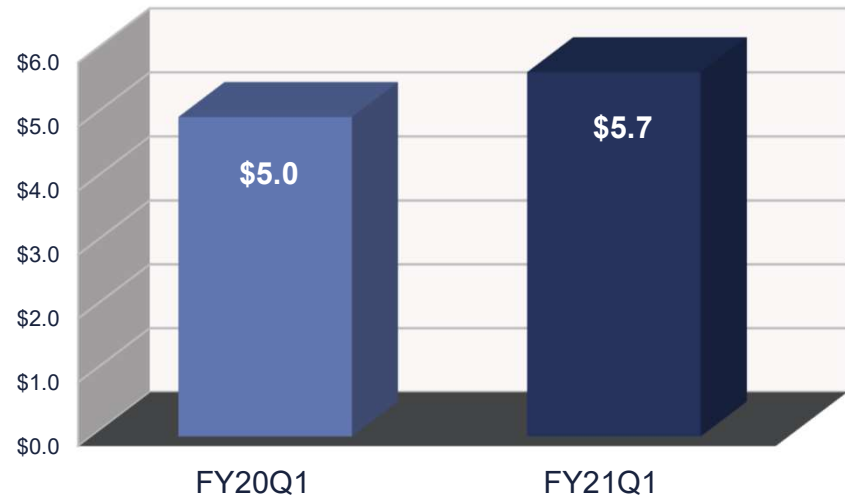
# Recent Financials – F2021 Q1 (period ending December 31, 2020)

\$ Millions

### Revenue



### EBITDA



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

(amount in thousands)	<u>S3</u>		<u>IBA</u>	
	<u>Acquisition</u>		<u>Acquisition</u>	
	06/07/19	09/30/19	9/30/20	12/31/20
<b>Debt</b>				
Term debt (legacy)	\$ 70,000	\$ 56,000	\$ 37,000	\$ 68,250
Term debt (IBA)	-	-	33,000	-
Revolving debt	-	-	-	9,150
<b>Total debt</b>	<b>70,000</b>	<b>56,000</b>	<b>70,000</b>	<b>77,400</b>
<b>Cash on hand</b>	<b>(1,900)</b>	<b>(1,790)</b>	<b>(1,357)</b>	<b>(370)</b>
<b>Net debt</b>	<b>\$ 68,100</b>	<b>\$ 54,210</b>	<b>\$ 68,643</b>	<b>\$ 77,030</b>
<b>Total Leverage Ratio</b>	<b>3.47</b>	<b>2.67</b>	<b>2.80</b>	<b>3.04</b>

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



# Q&A

Zach Parker | President and CEO



# 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; Adjusted 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](http://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

<i>Amounts in \$000s</i>	Twelve Months Ended							
	September 30,							
	2013	2014	2015	2016	2017	2018	2019	2020
Net (loss)/income	\$ (159)	\$ 5,357	\$ 8,728	\$ 3,384	\$ 3,288	\$ 1,836	\$ 5,324	\$ 7,114
(i) Interest expense/other (income)	407	4	(744)	823	1,228	1,116	2,473	3,441
(ii) (Benefit)/provision for taxes	-	(4,597)	(5,488)	(938)	2,114	5,830	2,171	2,906
(iii) Depreciation and amortization	121	106	55	1,244	1,754	2,242	3,956	7,003
<b>EBITDA</b>	<b>\$ 369</b>	<b>\$ 870</b>	<b>\$ 2,551</b>	<b>\$ 4,513</b>	<b>\$ 8,384</b>	<b>\$ 11,024</b>	<b>\$ 13,924</b>	<b>\$ 20,464</b>



## FY2021 Q1 EBITDA Reconciliation

(amounts in thousands)

	<b>Three Months Ended</b>		
	<b>December 31,</b>		
	<b>2020</b>	<b>2019</b>	<b>Change</b>
Net income	\$ 1,814	\$ 1,551	\$ 263
(i) Interest expense, net	1,080	941	139
(ii) Provision for taxes	741	634	107
(iii) Depreciation and amortization	2,062	1,859	203
<b>EBITDA</b>	<b><u>\$ 5,697</u></b>	<b><u>\$ 4,985</u></b>	<b><u>\$ 712</u></b>
Net income as a % of revenue	3.1 %	3.0 %	0.1 %
EBITDA as a % of revenue	9.8 %	9.5 %	0.3 %
Revenue	\$ 57,852	\$ 52,238	\$ 5,614

## Reconciliation of Leverage Ratio

(amount in thousands)	<u>S3</u> Acquisition		<u>IBA</u> Acquisition	
	06/07/19	09/30/19	9/30/20	12/31/20
<b>Term Loan</b>	\$ 70,000	\$ 56,000	\$ 70,000	\$ 68,250
<b>Revolving Credit Loan</b>	-	-	-	9,150
<b>Letters of Credit</b>	-	1,745	1,990	1,990
<b>Total Funded Debt</b>	\$ 70,000	\$ 57,745	\$ 71,990	\$ 79,390
<b>Consolidated EBITDA</b>	\$ 20,162	\$ 21,664	\$ 25,678	\$ 26,082
<b>Total Leverage Ratio</b>	<b>3.47</b>	<b>2.67</b>	<b>2.80</b>	<b>3.04</b>

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



Your Mission Is Our Passion