
Annual Meeting of the Shareholders

March 13, 2025

New York, NY



Call to Order

Rick Wasserman, Board Chair



A large, abstract graphic on the left side of the slide, featuring a purple triangle pointing right, overlaid on a background of glowing blue and yellow circuitry lines.

Introduction of Directors, Management, and Accountants

Zach Parker, President & CEO



Items of Business

Zach Parker, President & CEO





Management Presentation



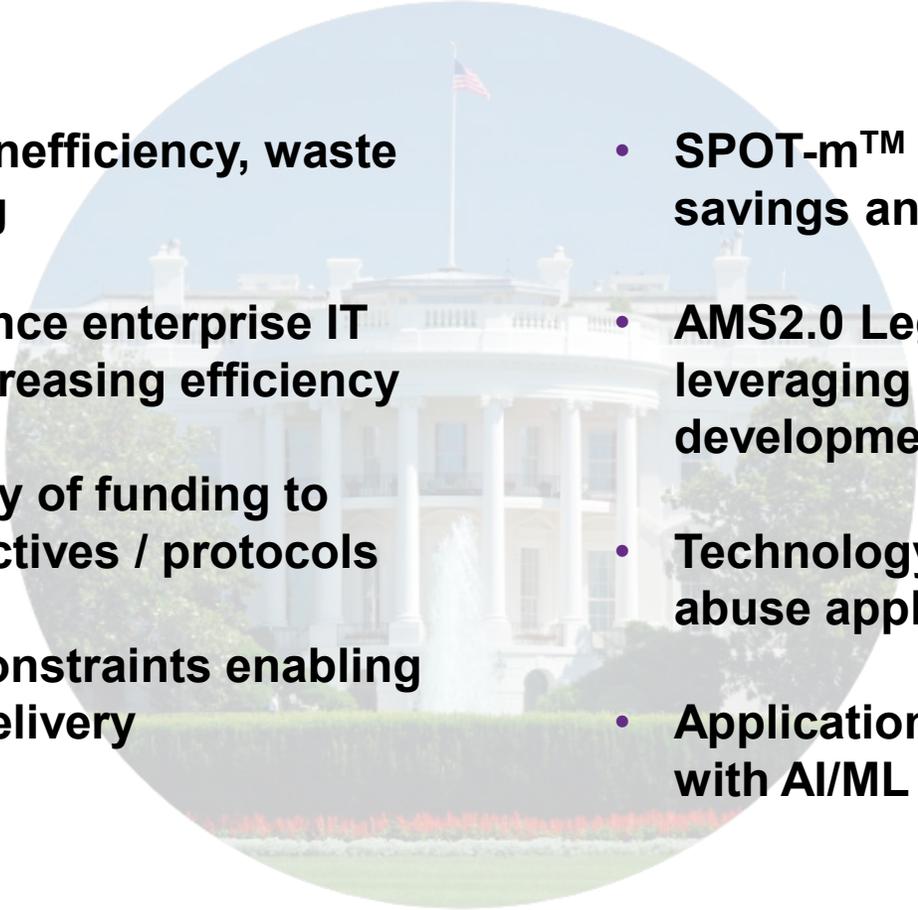
Forward-Looking Statements

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

This press release 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 in this release include, among others, statements regarding estimates of future revenues, operating income, earnings and cash flow. These 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 release due to a variety of factors, including: including the measures to reduce its spread, and its impact on the economy and demand for our services, are uncertain, cannot be predicted, and may precipitate or exacerbate other risks and uncertainties; the diversion of management’s attention from normal daily operations of the business and the challenges of managing larger and more widespread; the inability to retain employees and customers; contract awards in connection with re-competes for present business and/or competition for new business; our ability to manage our increased debt obligations; compliance with bank financial and other covenants; changes in client budgetary priorities; government contract procurement (such as bid and award protests, small business set asides, loss of work due to organizational conflicts of interest, etc.) and termination risks; the impact of inflation and higher interest rates; 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, 2024, 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.

Aligned with DOGE priorities of Trump Administration

Positioned well for organic growth leveraging differentiators and emerging tech

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- **Identify and reduce inefficiency, waste and reduce spending**
 - **Modernize and enhance enterprise IT network systems increasing efficiency**
 - **Ensure accountability of funding to mission critical objectives / protocols**
 - **Reform regulatory constraints enabling commercial paced delivery**
 - **SPOT-m™ based productivity, cost savings and per-capita cost reductions**
 - **AMS2.0 Legacy IT system DME leveraging commercial Agile systems development**
 - **Technology enabled fraud, waste, and abuse applications**
 - **Application of Modeling & Simulation with AI/ML driving speed to market**

Transformed growth pipeline

Enhanced capabilities, competitive differentiators accelerate organic growth trajectory



Record pipeline of new business opportunities
>\$4.0B in qualified opportunities



Includes multiple potential single-award signature contracts with values of **over \$100M** each



Many opportunities with expected award decisions in late **FY25** through **FY26**



NEURA
 Secure and scalable data analysis platform



Nexus Lab
 Digital sandbox for innovation



SPOT-m™
 Integrated tool suite to optimize productivity and quality



AMS 2.0™
 Aligned monitoring system for evaluating fraud, waste, abuse



InfiniByte®
 Cloud-based PaaS solution platform for large scale/Big Data secure data analytics



Clinical Management Information System
 Promotes retention and recruitment of study participants



Telehealth
 Provides access to simulation and consultation



DIGITAL TRANSFORMATION & CYBERSECURITY **SYSTEMS ENGINEERING & INTEGRATION** **SCIENCE, RESEARCH & DEVELOPMENT**

Expanded Suite of Cross-Cutting Strategic Differentiators Leveraged to Create Solutions Across All Markets

E-PRAT™
 Resource allocation tool



Virtual Pharmacy
 Allows remote consultative support

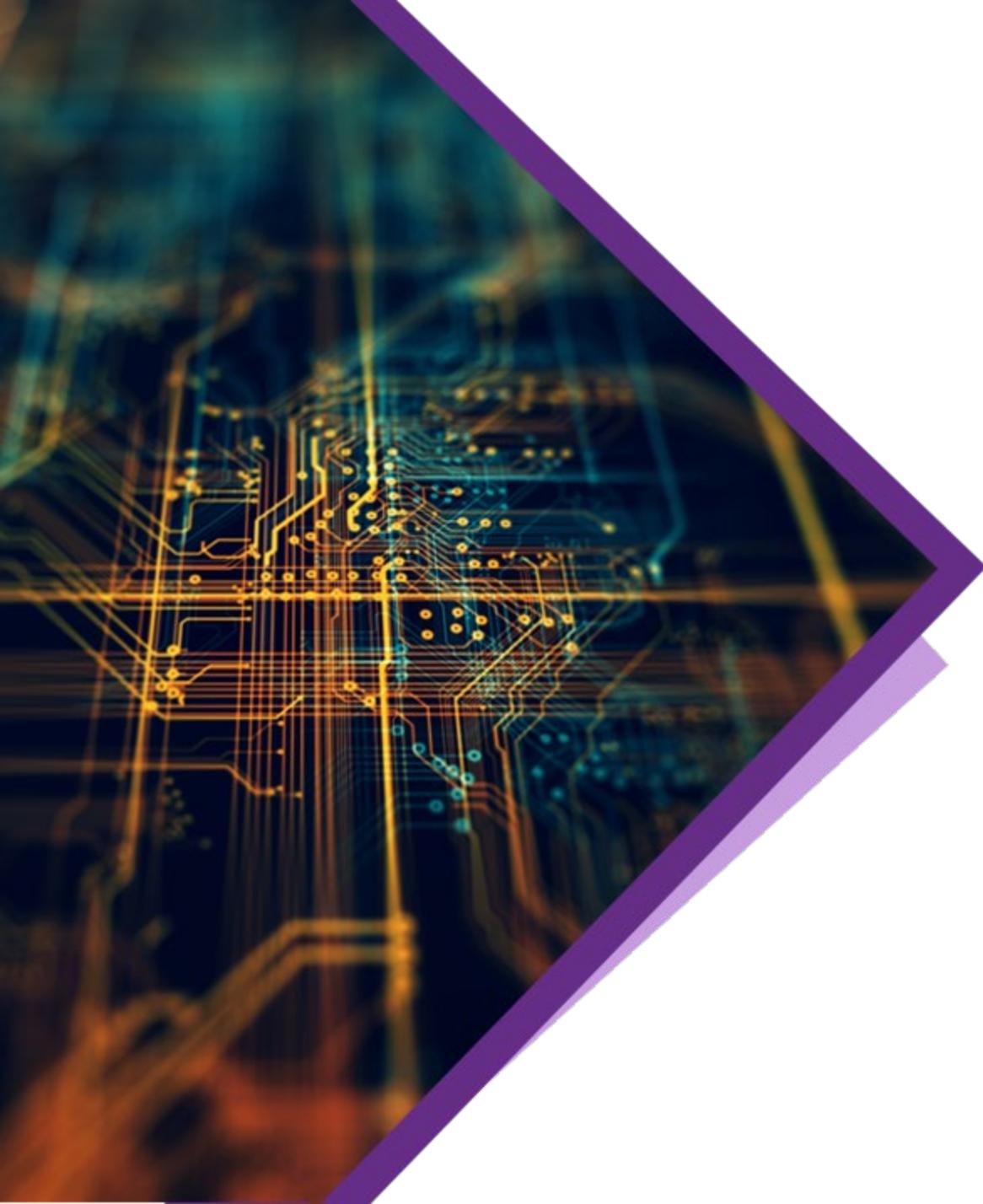


TAMS
 Time and absence management system





Questions?



Adjournment

Zach Parker, President & CEO



Your Mission is Our Passion

