



Annual Meeting of the Shareholders

March 12, 2026

New York, NY

Management Presentation

Call to Order

Introduction of Directors,
Management, and Accountants

Items of Business

Management Presentation

Adjournment

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

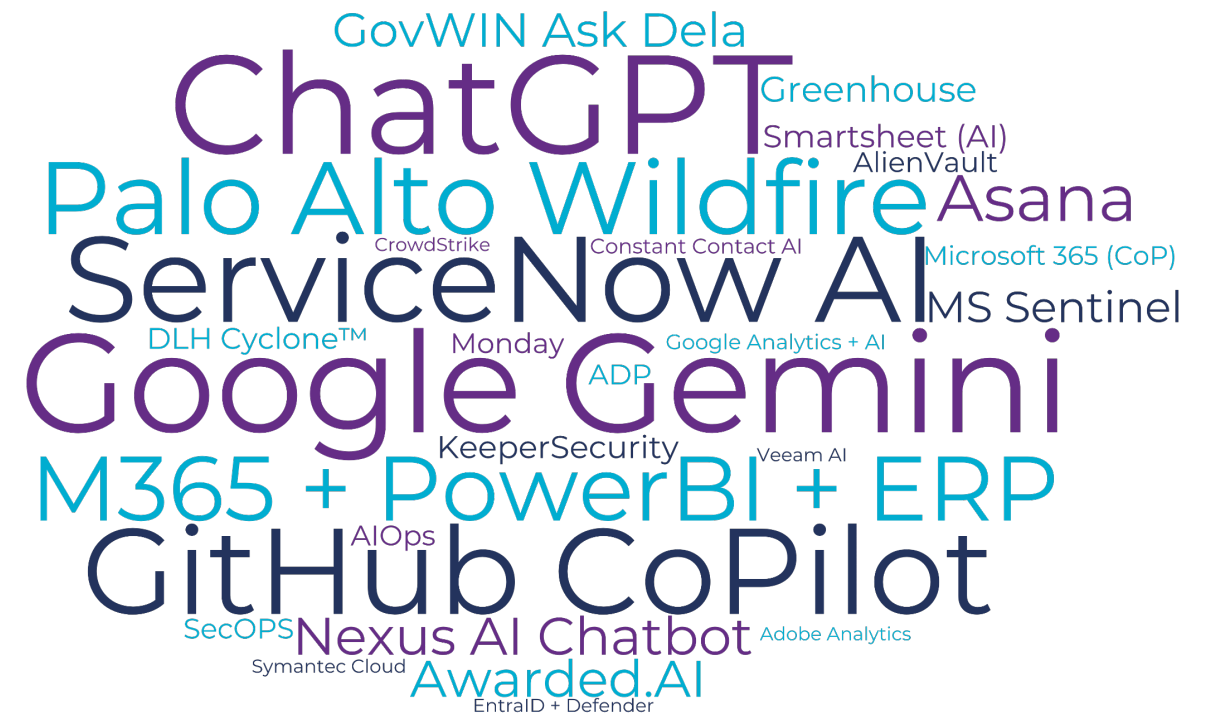
This press release may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to future events or DLH’s future financial performance. Any statements that refer to expectations, projections or other characterizations of future 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 recompetes 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, 2025, 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.

Harnessing AI to Strengthen Competitive Position



Enterprise Priorities

- Accelerating AI adoption across the enterprise to enhance decision-making and mission delivery
- Advancing a modernized business model enabled by AI-driven digital capabilities
- Driving efficiency and productivity with automated-AI enabled workflows
- Expanding margins through scalable, agentic AI tools that reduce cost and increase throughput

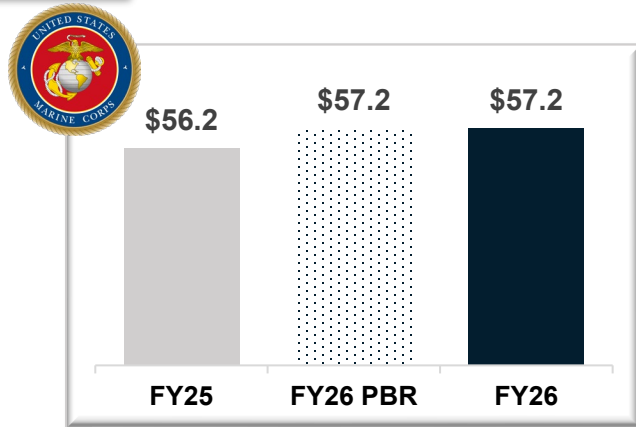
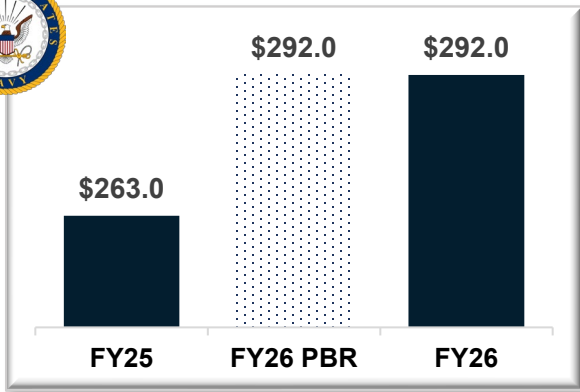


Federal Budget Improvements Support Organic Growth



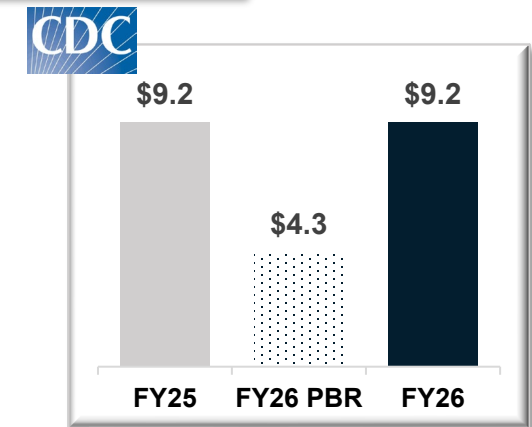
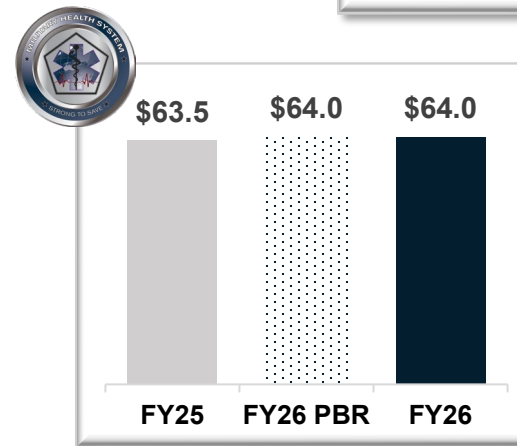
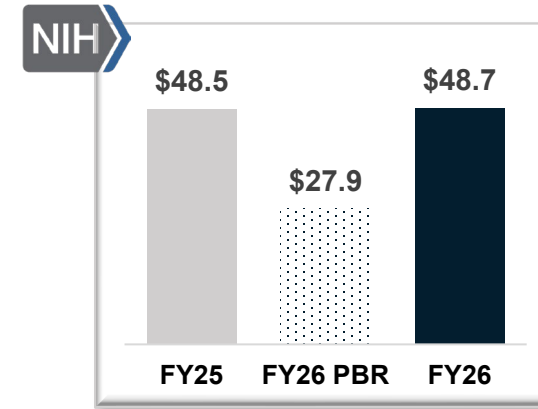
Defense & Intelligence

Historic investment to equip the warfighter with advanced, agile capabilities



Federal Health

Restored Funding Stability Boosts Procurement Visibility



Speed, Innovation, Agility Key as Procurement Evolves



DLH prepared and proactive as government acquisition strategy shifts

Rapid award timelines

DLH's proposal-ready posture and agile response capabilities enable us to compete effectively in accelerated procurements, including OTA- and CSO-driven opportunities

Indirect Cost Management

Focused actions to align indirect spend and improve efficiency to maintain competitiveness and margin profile



Shift toward GSA-led vehicles

High-profile procurements such as CIO-SP4 have been canceled, reinforcing the government's movement toward General Services Administration (GSA) contract prioritization

DLH contract vehicles

A robust suite of IDIQ vehicles gives customer flexible, streamlined contracting options and supports diverse growth channels

Expanding Value on Existing Contracts

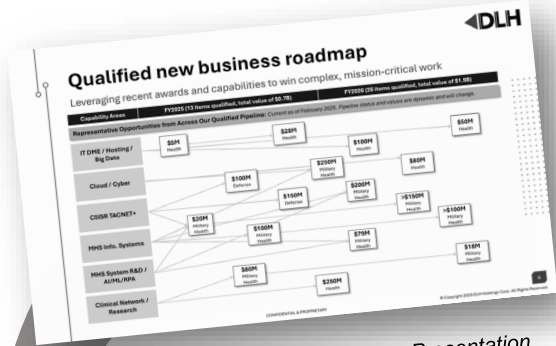
Customers seeking to retain DLH technical experts by extending period of performance and increasing contract value on key contracts

Strong Robust New Business Pipeline Has Evolved

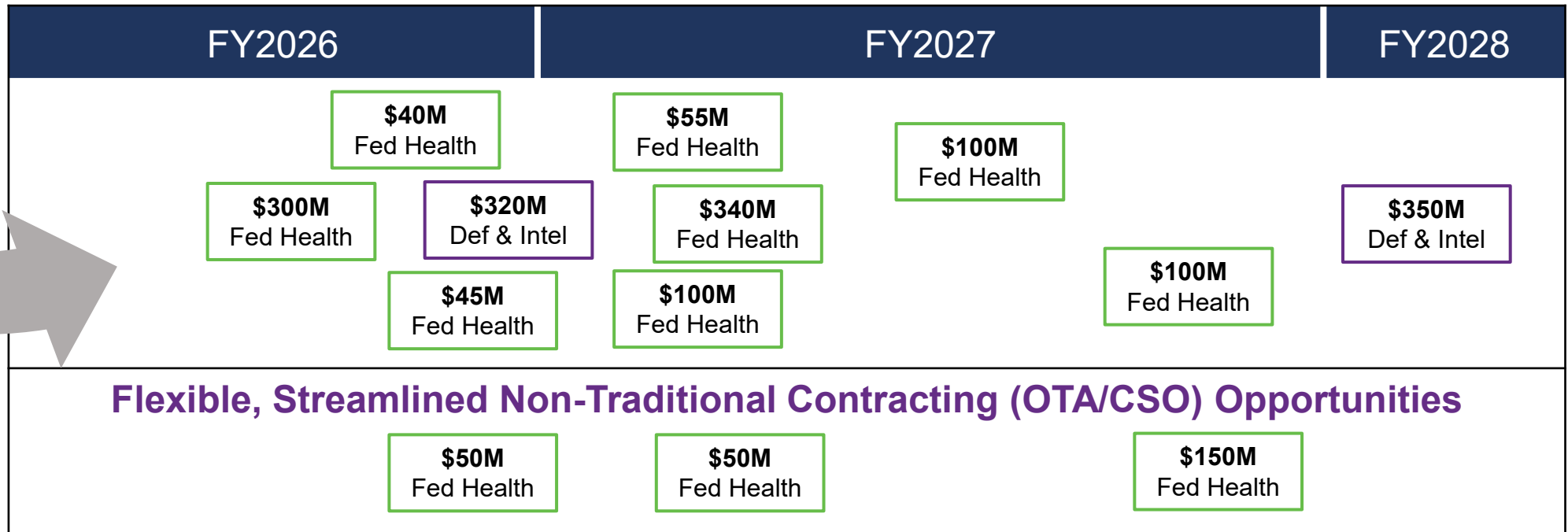


New Business Pipeline Presented for Fiscal 2025 Q1...

- Highlighted 17 of 39 qualified opportunities with likely awards during FY25 - FY26
- Late February 2025 DOGE activities cut government agency leadership and decision-makers and delayed or modified contract acquisition plans and review requirements



Source: DLH FY25Q1 Earnings Presentation



Adjournment

Zach Parker

President & CEO

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