



NYSE: DHX

Q2 2021 Investor Presentation

August 5, 2021

Forward Looking Statements

This presentation and oral statements made from time to time by our representatives contain forward-looking statements. You should not place undue reliance on those statements because they are subject to numerous uncertainties and factors relating to our operations and business environment, all of which are difficult to predict and many of which are beyond our control. Forward-looking statements include, without limitation, information concerning our possible or assumed future results of operations. These statements often include words such as "may," "will," "should," "believe," "expect," "anticipate," "intend," "plan," "estimate" or similar expressions. These statements are based on assumptions that we have made in light of our experience in the industry as well as our perceptions of historical trends, current conditions, expected future developments and other factors we believe are appropriate under the circumstances. Although we believe that these forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect our actual financial results or results of operations and could cause actual results to differ materially from those in the forward-looking statements. These factors include, but are not limited to, our ability to execute our tech-focused strategy, competition from existing and future competitors in the highly competitive markets in which we operate, failure to adapt our business model to keep pace with rapid changes in the recruiting and career services business, failure to maintain and develop our reputation and brand recognition, failure to increase or maintain the number of customers who purchase recruitment packages, cyclical or downturns in the economy or industries we serve, the impact of the coronavirus COVID-19 outbreak on our operations and financial results, the uncertainty in respect of the regulation of data protection and data privacy, failure to attract qualified professionals to our websites or grow the number of qualified professionals who use our websites, failure to successfully identify or integrate acquisitions, U.S. and foreign government regulation of the Internet and taxation, our ability to borrow funds under our revolving credit facility or refinance our indebtedness and restrictions on our current and future operations under such indebtedness. These factors and others are discussed in more detail in the Company's filings with the Securities and Exchange Commission, all of which are available on the Investors page of our website at www.dhigroupinc.com, including the Company's most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings under the headings "Risk Factors," "Forward-Looking Statements" and "Management's Discussion and Analysis of Financial Condition and Results of Operations." You should keep in mind that any forward-looking statement made by the Company or its representatives herein, or elsewhere, speaks only as of the date on which it is made. New risks and uncertainties come up from time to time, and it is impossible to predict these events or how they may affect us. We have no obligation to update any forward-looking statements after the date hereof, except as required by federal securities laws.

Our vision is to create
indispensable career
marketplaces to **match** the
highest quality candidates
with the right client career
opportunities.

Company Overview

- **Founded:** 1990
- **Listed:** NYSE: DHX (2007)
- **Headquarters:** Denver, CO
- **Employees:** ~ 400
- **Total Clients:** ~ 8,224
- **Candidate Focus:** Technology Professionals
- **30 Day Active Candidates:** ~ 170K
- **Tech-Focused Brands**
 - Dice: 2020 Revenue of \$82M
 - ClearanceJobs: 2020 Revenue of \$29M
- **Investment Category:** HCM Software for Talent Acquisition
- **Year-End:** 12/31/20
- **Diluted Shares Outstanding:** ~ 48M¹
- **FY 2020 Financial Results**
 - Revenues: \$111M
 - Bookings²: \$110M
 - Loss from Continuing Operations³: \$32M
 - Diluted Loss Per Share from Continuing Operations: \$0.62
 - Adjusted Diluted EPS⁴: \$0.08
 - Adjusted EBITDA⁴: \$23M
 - Adjusted EBITDA Margin⁴: 20%
 - Operating Cash Flow: \$19M
 - Net Debt⁴: \$12M

1. Represents diluted shares with a loss from continuing operations. Diluted shares would be 4M higher with income from continuing operations.

2. See definition of bookings later in this document.

3. Includes non-cash impairment and other charges, net of tax, and discrete tax items of \$34.1 million.

4. Notes regarding the use of Non-GAAP financial measures and GAAP to Non-GAAP Reconciliation at end of document.

Second Quarter 2021 Financial Highlights

- **Revenues:** \$28.7 million, up 4% YOY.
 - Dice revenues: \$20.6 million, flat YOY
 - ClearanceJobs revenues: \$8.1 million, up 15% YOY
- **Loss from Continuing Operations:** \$0.2 million, which was negatively impacted by \$1.1 million from an unrealized loss on an equity security, disposition, severance and related costs, all net of tax, and discrete tax items.
- **Loss Per Diluted Share from Continuing Operations** was break-even, compared to earnings of \$0.02 per diluted share in the year ago quarter. Adjusted earnings per diluted share¹ for the quarter was \$0.02 vs. \$0.03 last year.
- **Cash/Debt:** \$7.9 million of cash; total debt of \$16.0 million; net debt¹ of \$8.1 million
- **Operating Cash Flow:** \$12.9 million, compared to \$7.1 million in prior year quarter
- **Adjusted EBITDA¹:** \$7.1 million, 25% margin, compared to \$6.1 million, 22% margin last year

DHI Business Model Elements

- Clients pay for job advertising and profile/resume views
- Greater than 90% Subscription Based Revenue
- 67% of Annual Contracts Paid Upfront
- 81% Revenue Renewal Rate
- Candidates do not pay for access to platforms



Tech Candidate Marketplace

2020 Revenue: \$82M

Clients: 5,441 Subscription Clients

Growth Opportunity:
Staffing, Recruiting Consulting
Commercial Accounts



UNITEDHEALTH GROUP

verizon[✓]

BANK OF AMERICA

KFORCE

DISYS

Raytheon

CenturyLink

leidos

ASGNTM
Incorporated

NORTHROP
GRUMMAN

Judge
SINCE 1976

Synechron

Adecco

SAMSUNG

charles
SCHWAB

GM

GM FINANCIAL



ENTERPRISE SOLUTIONS, INC.

MATLEN <+> SILVER™

rh Robert Half®

DHI



ClearanceJobs®

Cleared Professionals Marketplace

2020 Revenue: \$29M

Clients: 1,784 Subscription Clients

Growth Opportunity:
Government Agencies



**NORTHROP
GRUMMAN**

SAIC

GENERAL DYNAMICS

Raytheon

Booz | Allen | Hamilton

amentum™

CACI



ManTech

BAE SYSTEMS



leidos

Ball
Ball Aerospace
& Technologies Corp.

BOEING

ASRC FEDERAL

DHI

The Market for Online Recruiting is Large and Growing...

And Technology Occupations are the Sweet Spot

Industry at a Glance

Online Recruitment Sites in 2021

Key Statistics Snapshot

Revenue
\$13.1bn

Profit Margin
\$11.6%

Annual Growth 21-26

9%

Businesses
2,249

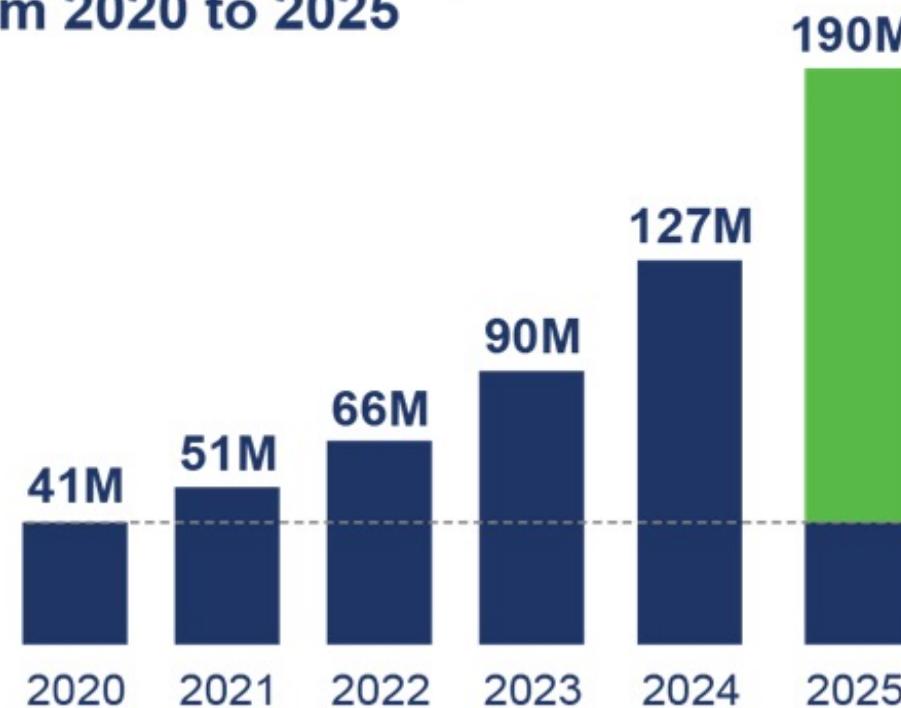
IT Talent Generates ~ 6.6% of Online Recruiting Revenue
IT Jobs are Growing at a Faster Rate than Other Sectors
Tech Sector is 3rd Largest Contributor of Economic Impact and a High Job Multiplier

Demand for Technology Talent to Accelerate

Companies Globally Must Rely on Tech Talent to Advance Innovation

Digital Job Capacity*
from 2020 to 2025

JOB CAPACITY



149M
new jobs
by 2025

- 1M Privacy and trust
- 6M Cyber security
- 20M Data analysis, machine learning and AI
- 23M Cloud and data roles
- 98M Software development

DHX: In the Midst of Transformation

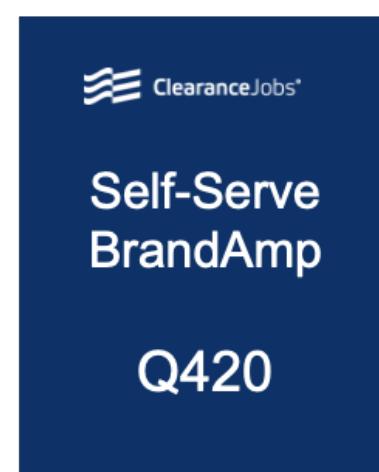
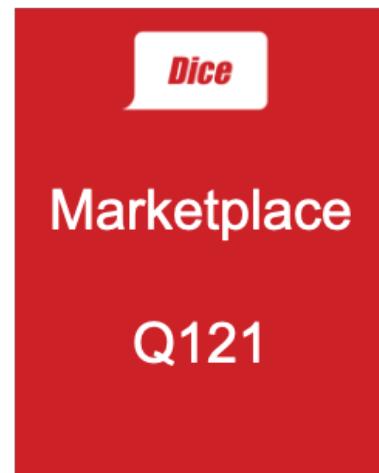
From Job Board to Marketplace

OUR MARKETPLACE APPROACH

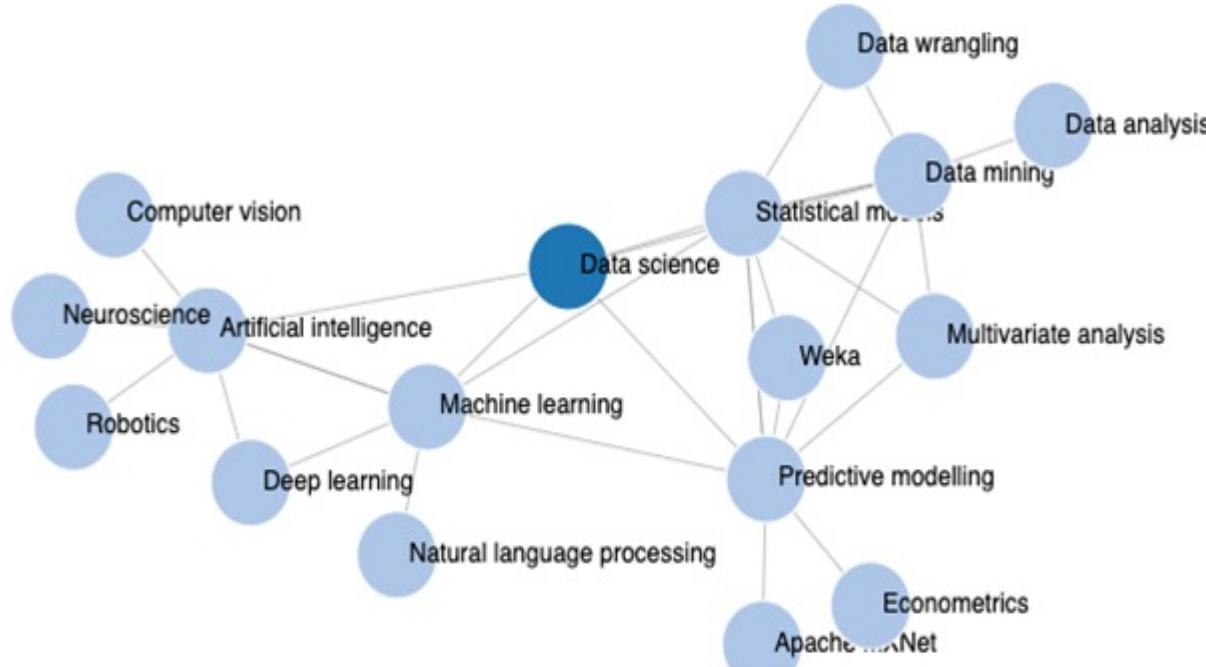
Indispensable modern marketplaces are/have:

• Two-sided (buyers and sellers)	• Robust search and match capabilities
• Balanced, with both sides sharing info	• Instant feedback mechanisms
• Self-sustaining, user generated content	• Trust, safety, and risk management
• Contain user profiles	• Mobile-friendly
• Enable communication between users	• Innovative UI, UX, and features

Product Innovation



Key Differentiator: Skills Mapping



- Tech recruiting is all about the unique skills required by a position and the candidate profile
- DHX has spent 9+ years creating a data model that captures the relationship between 100,000+ tech skills
- Machine Learning allows DHX to constantly improve its skill search capabilities with IntelliSearch
- No competitor brings this same depth of expertise of Match and Quality for technology candidates

IntelliSearch

- Paste entire job description, instead of title, to return results
- Algorithmic search powered by predictive analysis, artificial intelligence + machine learning
- Relevance results prioritize fit (skills and adjacent skills) over quantity and candidates likely-to-switch

Search Candidates Saved Searches & Alerts Interaction History

IntelliSearch™ copy and paste Job Description or Resume (Optional)

A Java Developer with demonstrably strong internet-focused Java development experience to join our team of dedicated, passionate software engineers. Every application you work on will directly impact how our homeowners and service professionals connect and communicate. You'll deliver some of our most innovative and cutting-edge technology solutions to date.

As our team grows, we're looking for someone who loves to code and can work hand-in-hand with experts from product development, marketing, software test and other partners to determine the best solution (not just the easiest solution) to our business problems.

About Us:

Minimum of 150 characters. For searches with less than 150, use the "Keyword or Boolean Search" field below.

Java Developer Job Titles Required for IntelliSearch™ Keyword or Boolean Search Location (city, state, zip) Distance 50 mi Save Search & Alert Search

FILTERS

Reset Filters + Job Titles + Skills + Companies i Distance - Last Active

Maximum number of days since the last activity on Dice

90 days

- Profile Source ✓ Exclude Social Only Profiles

Applied criteria

IntelliSearch™ Java Developer Exclude Social Only Profiles: Yes Email Exclude 3rd Party: Yes Last Active: 90 Days Ago

1-20 OF 2,243 CANDIDATES

□ Download Share - Hide Skills Sort: Relevance: Most

Jane Tech Java Developer @ Associated Bank D

Preferred: Java Developer Atlanta, GA, USA 3 years exp Likely to Switch: Most Likely

Employment Auth Document

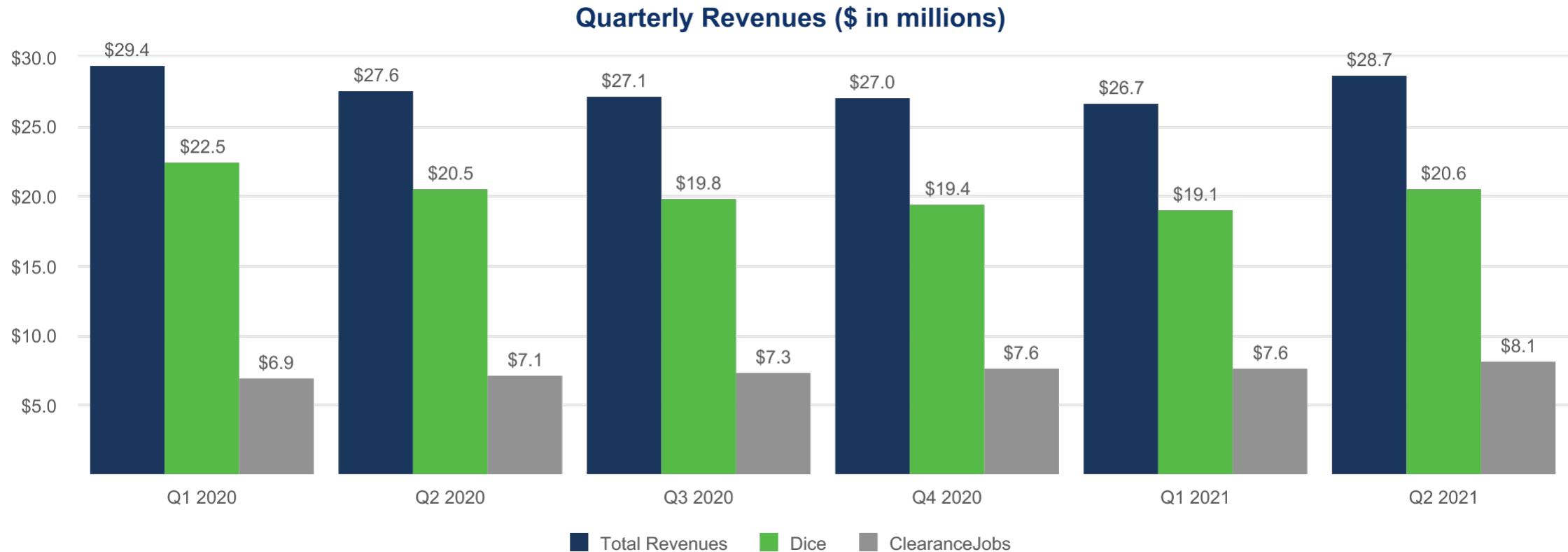
Willing to relocate No desired salary disclosed 3 weeks ago

java	5 yrs 2021	junit	5 yrs 2021	qa	5 yrs 2021	software	5 yrs 2021
spring	5 yrs 2021	amazon web se...	4 yrs 20	jenkins	4 yrs 2021	restful	4 yrs 2021
unit testing	4 yrs 2021	web services	4 yrs 2021	eclipse	5 yrs 2021	hibernate	5 yrs 2021

2021 Go-To-Market Transformation

- Dice Marketplace Evolution
- Strong Sales + Marketing Leadership
- Expansion of Dice Commercial Accounts Team
- Activation of Additional Marketing Channels + Awareness Campaigns
- ClearanceJobs Engages Government Accounts

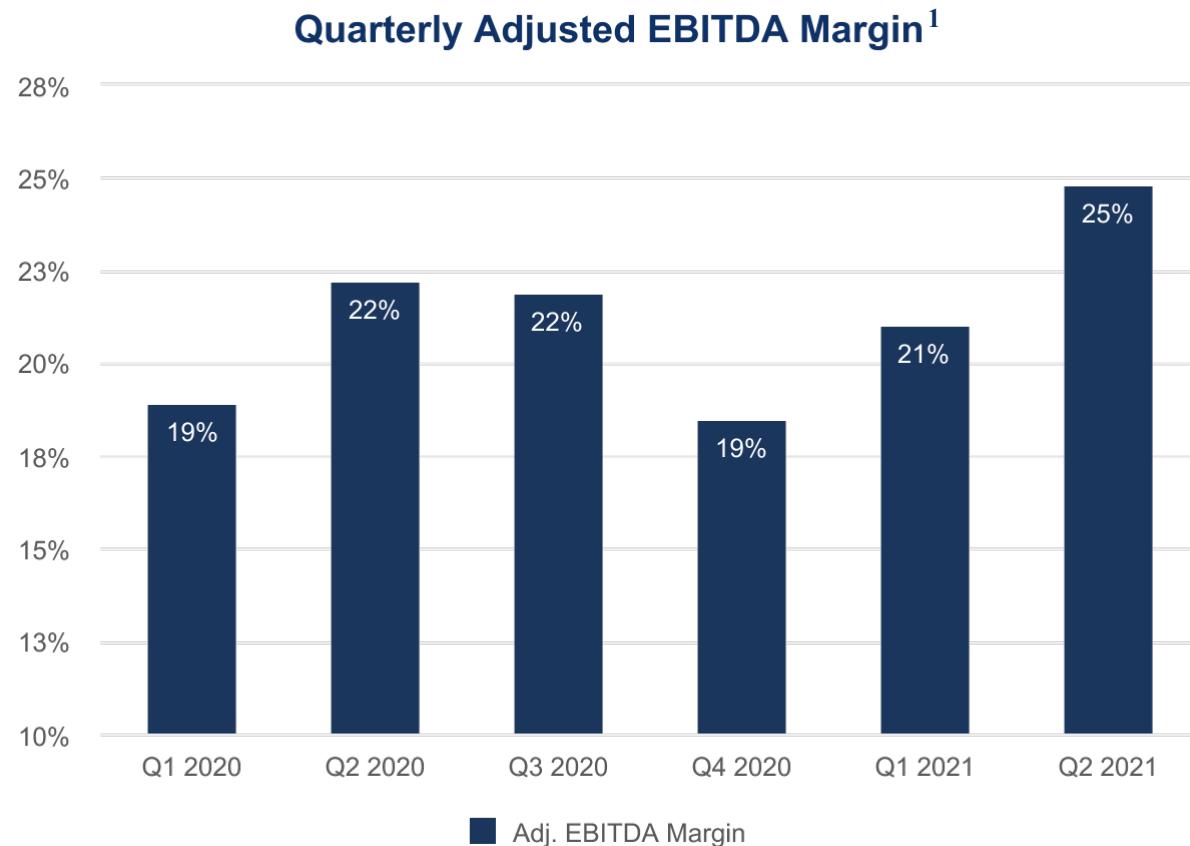
DHI Revenues



Dice revenues declined during FY 2020 and in Q1 2021 due to the impacts of COVID-19 but increased sequentially and YOY in Q2 2021 as COVID-19 restrictions were lifted and our customers returned.

Revenues for ClearanceJobs increased 15% YOY and increased 7% from Q1 2021.

Profitability



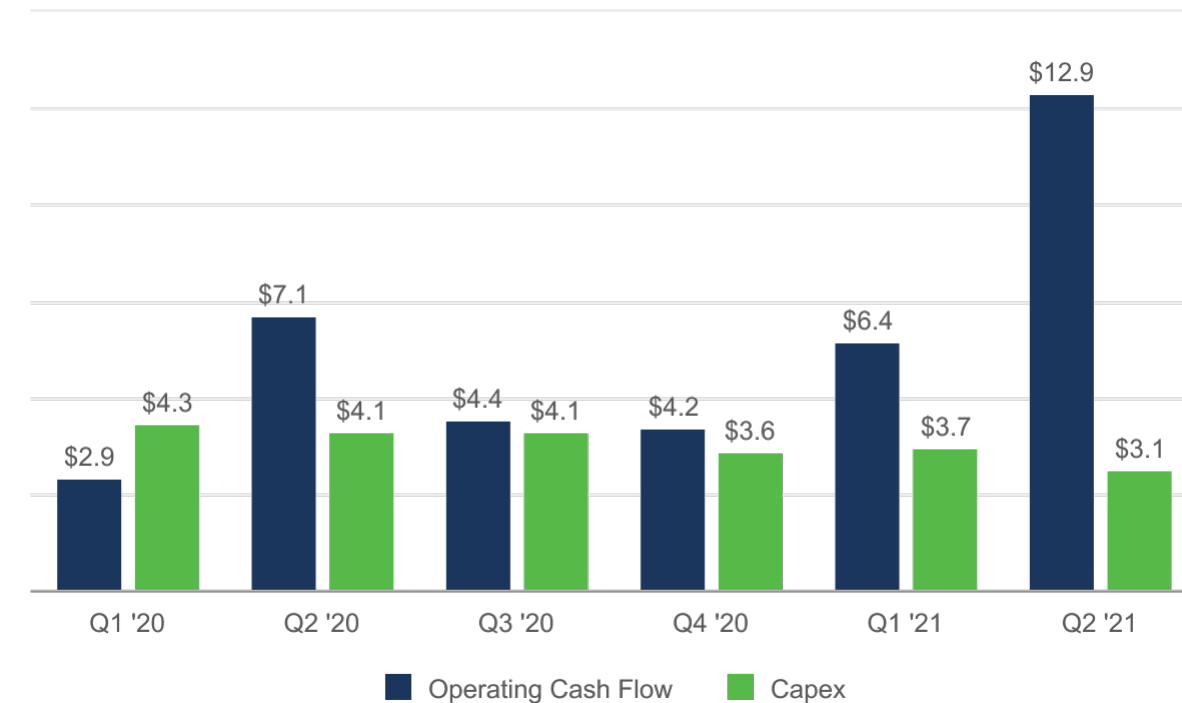
Business Outlook

Expect Adjusted EBITDA Margin¹ in 20% range for the remainder of 2021.

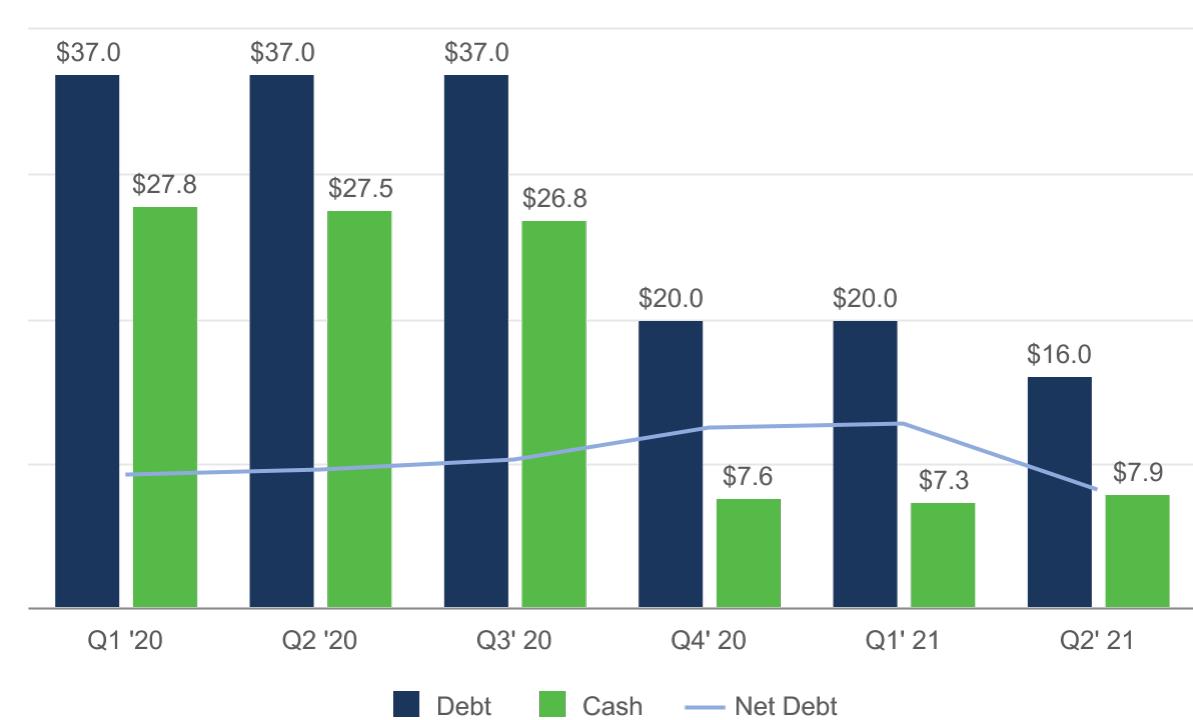
Liquidity Snapshot

Strong operating cash flow in 2Q21

Operating Cash Flow & Capex (\$ in millions)



Debt & Cash (\$ in millions)



Operating cash flows of \$12.9M in Q2 2021 and \$18.7M in FY 2020.

Net debt¹ of \$8.1M as of June 30, 2021

¹ Notes regarding the use of Non-GAAP financial measures and GAAP to Non-GAAP Reconciliation at end of document.

DHX Investment Thesis

- Focused on career marketplaces for technologists
- Tech Market for Online Recruitment Tools is Growing
- Tech Market Focus Plays to our Innovation in Collecting + Mapping Skills
- Leadership Team Drives Functional Strength + Focus
- Demonstrated Success of Product Innovation with ClearanceJobs
- Set up for Operating Leverage Expansion and Shareholder Value Creation
- Opportunity to Invest at Inflection Point



Connecting
Futures
Now

DHx

NYSE: DHX

DHI Group, Inc.
Supplemental Data - Customer Data
(Unaudited)

Dice	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Bookings ¹ (in millions)	\$ 29.8	\$ 23.5	\$ 18.1	\$ 20.9	\$ 29.0	\$ 16.1	\$ 14.7	\$ 19.2	\$ 27.9	\$ 20.2
Recruitment Package Customers	6,100	6,100	6,100	6,000	5,850	5,450	5,300	5,150	5,200	5,441
Average Monthly Revenue Per Recruitment Package Customer ²	\$ 1,134	\$ 1,130	\$ 1,131	\$ 1,144	\$ 1,153	\$ 1,131	\$ 1,122	\$ 1,120	\$ 1,128	\$ 1,124
Revenue Renewal Rate	81 %	80 %	76 %	81 %	80 %	61 %	66 %	75 %	82 %	89 %
Customer Renewal Rate	68 %	70 %	66 %	70 %	67 %	57 %	63 %	68 %	71 %	81 %
ClearanceJobs	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Bookings ¹ (in millions)	\$ 7.9	\$ 6.2	\$ 6.2	\$ 6.5	\$ 9.7	\$ 6.5	\$ 7.3	\$ 7.6	\$ 10.6	\$ 7.6
Recruitment Package Customers	1,699	1,712	1,706	1,674	1,661	1,652	1,682	1,718	1,753	1,784
Average Monthly Revenue Per Recruitment Package Customer ²	\$ 1,106	\$ 1,120	\$ 1,175	\$ 1,220	\$ 1,303	\$ 1,353	\$ 1,358	\$ 1,370	\$ 1,373	\$ 1,394
Revenue Renewal Rate	95 %	97 %	89 %	93 %	97 %	93 %	90 %	87 %	89 %	97 %
Customer Renewal Rate	75 %	75 %	70 %	73 %	73 %	76 %	74 %	74 %	82 %	84 %

(1) Bookings represent the value of all contractually committed services in which the contract start date is during the period and will be recognized as revenue within 12 months of the contract start date. For contracts that extend beyond 12 months, the value of those contracts beyond 12 months is recognized as bookings on each annual anniversary of each contract start date valued as the amount of revenue that will be recognized within 12 months of the respective anniversary date.

(2) Calculated by dividing recruitment package customer revenue by the daily average count of recruitment package customers during each month, adjusted to reflect a thirty day month. The simple average of each month is used to derive the amount for the periods.

Notes Regarding the Use of Non-GAAP Financial Measures

Notes Regarding the Use of Non-GAAP Financial Measures

The Company has provided certain non-GAAP financial information as additional information for its operating results. These measures are not in accordance with, or an alternative for, measures in accordance with generally accepted accounting principles in the United States ("GAAP") and may be different from similarly titled non-GAAP measures reported by other companies. The Company believes that its presentation of non-GAAP measures, such as Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Diluted Earnings Per Share, and Net Debt provides useful information to management and investors regarding certain financial and business trends relating to its financial condition and results of operations. In addition, the Company's management uses these measures for reviewing the financial results of the Company and for budgeting and planning purposes. The non-GAAP measures apply to consolidated results and results by segment or other measure as shown within this document. The Company has provided required reconciliations to the most comparable GAAP measures elsewhere in the document.

Adjusted Diluted Earnings Per Share

Adjusted Diluted Earnings Per Share is a non-GAAP metric and performance measure that is useful to investors and management in understanding our ongoing operations and in the analysis of operating trends. Adjusted Diluted Earnings Per Share is computed as diluted earnings per share plus or minus the impacts of certain non-cash and other items, including non-cash impairments, costs related to reorganizing the Company including severance and related costs, gains or losses on the sale of businesses, and disposition related and other costs, unrealized gains or losses on equity securities, and discrete tax items.

Adjusted Diluted Earnings Per Share is not a measurement of our financial performance under GAAP and should not be considered as an alternative to diluted earnings per share, net income, or any other performance measures derived in accordance with GAAP as a measure of our profitability.

Adjusted EBITDA and Adjusted EBITDA Margin

Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP metrics used by management to measure operating performance. Management uses Adjusted EBITDA as a performance measure for internal monitoring and planning, including preparation of annual budgets, analyzing investment decisions and evaluating profitability and performance comparisons between us and our competitors. The Company also uses this measure to calculate amounts of performance based compensation under the senior management incentive bonus program. Adjusted EBITDA represents net income plus (to the extent deducted in calculating such net income) interest expense, income tax expense, depreciation and amortization, non-cash stock based compensation, losses resulting from certain dispositions outside the ordinary course of business including prior negative operating results of those divested businesses, certain writeoffs in connection with indebtedness, impairment charges with respect to long-lived assets, expenses incurred in connection with an equity offering or any other offering of securities by the Company, extraordinary or non-recurring non-cash expenses or losses, transaction costs in connection with the credit agreement, deferred revenues written off in connection with acquisition purchase accounting adjustments, writeoff of non-cash stock based compensation expense, severance and retention costs related to dispositions and reorganizations of the Company, losses related to legal claims and fees that are unusual in nature or infrequent, minus (to the extent included in calculating such net income) non-cash income or gains, interest income, business interruption insurance proceeds, and any income or gain resulting from certain dispositions outside the ordinary course of business, including prior positive operating results of those divested businesses, and gains related to legal claims that are unusual in nature or infrequent.

We also consider Adjusted EBITDA, as defined above, to be an important indicator to investors because it provides information related to our ability to provide cash flows to meet future debt service, capital expenditures and working capital requirements and to fund future growth. We present Adjusted EBITDA as a supplemental performance measure because we believe that this measure provides our board of directors, management and investors with additional information to measure our performance, provide comparisons from period to period and company to company by excluding potential differences caused by variations in capital structures (affecting interest expense) and tax positions (such as the impact on periods or companies of changes in effective tax rates or net operating losses), and to estimate our value.

Adjusted EBITDA Margin is computed as Adjusted EBITDA divided by Revenues.

Adjusted EBITDA and Adjusted EBITDA Margin are not measurements of our financial performance under GAAP and should not be considered as an alternative to revenue, net income, operating income, cash provided by operating activities, or any other performance measures derived in accordance with GAAP as a measure of our profitability.

Net Debt

Net Debt is defined as total principal outstanding debt less cash and cash equivalents. We consider Net Debt to be an important measure of liquidity and indicator of our ability to meet ongoing obligations. We also use Net Debt, among other measures, in evaluating our choices for capital deployment. Net Debt presented herein is a non-GAAP measure and may not be comparable to similarly titled measures used by other companies.

DHI Group, Inc.
Supplemental Data - Non-GAAP
(Unaudited)
(Dollars in millions)

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Full Year ¹ 2020	Q1 2021	Q2 2021						
Reconciliation of Net Income to Adjusted EBITDA													
Net Income (loss)	\$ (6.6)	\$ 1.9	\$ (27.3)	\$ 2.0	\$ (30.0)	\$ 2.7	\$ (30.2)						
Interest Expense	0.2	0.4	0.3	0.2	1.0	0.2	0.2						
Income tax expense (benefit)	(1.2)	0.3	(1.6)	(0.3)	(2.8)	0.1	(0.1)						
Depreciation	2.8	2.6	2.4	2.5	10.3	3.6	4.0						
Non-cash stock based compensation	1.7	1.5	1.4	1.2	5.8	1.6	1.8						
Impairment of intangible assets	7.2	—	8.0	—	15.2	—	—						
Impairment of goodwill	—	—	22.6	—	22.6	—	—						
Impairment of equity investment	2.0	—	—	—	2.0	—	—						
Gain on sale of equity investment	—	(0.2)	—	—	(0.2)	—	—						
Unrealized gain on equity securities	—	—	—	—	—	(2.5)	0.7						
Severance and related costs	0.5	0.4	—	0.2	1.2	0.6	0.7						
Loss (income) from discontinued operations, net of tax	(1.0)	(0.7)	0.2	(0.9)	(2.4)	(0.7)	30.0						
Other	—	(0.1)	(0.1)	0.1	(0.1)	—	—						
Adjusted EBITDA	\$ 5.6	\$ 6.1	\$ 5.9	\$ 5.0	\$ 22.6	\$ 5.6	\$ 7.1						
Adjusted EBITDA Margin	19 %		22 %		22 %		19 %						
20 %													
21 %													
25 %													
Reconciliation of Debt to Net Debt:													
Long term debt, net	\$ 36.5	\$ 36.5	\$ 36.5	\$ 19.6	\$ 19.6	\$ 15.7	\$ 15.7						
Add: Deferred Financing Costs	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.4	\$ 0.4	\$ 0.3	\$ 0.3						
Principal Debt Outstanding	\$ 37.0	\$ 37.0	\$ 37.0	\$ 20.0	\$ 20.0	\$ 16.0	\$ 16.0						
Less: Cash and cash equivalents	\$ 27.8	\$ 27.5	\$ 26.8	\$ 7.6	\$ 7.3	\$ 7.9	\$ 7.9						
Net Debt	\$ 9.2	\$ 9.5	\$ 10.2	\$ 12.4	\$ 12.7	\$ 8.1	\$ 8.1						

(1) The sum of the quarters may not equal the full year amount.

DHI Group, Inc.
Supplemental Data - Non-GAAP
(Unaudited)
(Dollars in millions)

Adjusted Diluted Earnings per Share	Q1	Q2	Q3	Q4	Full Year ²	Q1	Q2
	2020	2020	2020	2020	2020	2021	2021
Diluted earnings (loss) per share	\$ (0.13)	\$ 0.04	\$ (0.57)	\$ 0.04	\$ (0.62)	\$ 0.05	\$ (0.64)
Impairment of goodwill, intangible assets and equity investment, net of tax	0.15	—	0.57	—	0.73	—	—
Disposition, severance, and related costs, net of tax	0.01	—	—	—	0.02	0.01	0.01
Unrealized loss (gain) on equity securities	—	—	—	—	—	(0.04)	0.01
Discrete tax items	0.01	—	—	(0.01)	—	(0.01)	—
Loss (income) from discontinued operations	(0.02)	(0.01)	—	(0.02)	(0.05)	(0.01)	0.61
Other ¹	—	—	0.03	—	—	—	0.03
Adjusted diluted earnings per share	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.01	\$ 0.08	\$ —	\$ 0.02
Weighted average diluted shares used to compute diluted earnings (loss) per share (in thousands)	49,134	49,691	47,955	48,981	48,278	48,606	47,227
Weighted average diluted shares used to compute adjusted diluted earnings per share (in thousands)	50,747	49,691	49,337	48,981	49,571	48,606	49,078

(1) Adjusts, as applicable, for the share impact of common stock equivalents, where dilutive.

(2) The sum of the quarters may not equal the full year amount.