Luc Gregoire

Chief Financial Officer

Cantor Fitzgerald 4th Annual Internet & Technology Services Conference

February, 23 2017

DHI

delivering hire insights.

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 information without limitation concerning our possible or assumed future results of operations, including descriptions of our business strategy. 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, the review of strategic alternatives and the possibility that such review will not result in a transaction, competition from existing and future competitors in the highly competitive market 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, cyclicality or downturns in the economy or industries we serve, the uncertainty surrounding the United Kingdom's future departure from the European Union, including 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 Annual Report on Form 10-K for the fiscal year ended December 31, 2016, 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 applicable law.

Who We Are


Dice
Dice Open Web
Leading Tech Online Professional Recruiting Platform
Dice
efc
ClearanceJobs.com
HEALTH eCAREERS
RIGZONE
BioSpace
Hcareers
Operates 7 Specialized Recruiting Brands
brightmatter
getTalent
lengo
Developing Next-Generation Recruitment Services
DHI
delivering hire insights.
15k+ Clients
Global Infrastructure with 17 Offices Worldwide
Proprietary and Scaled Talent Community Data
~8m searchable profiles
200m+ Open Web Profiles

Leader in Tech Talent Acquisition

The Premier Tech Talent Platform

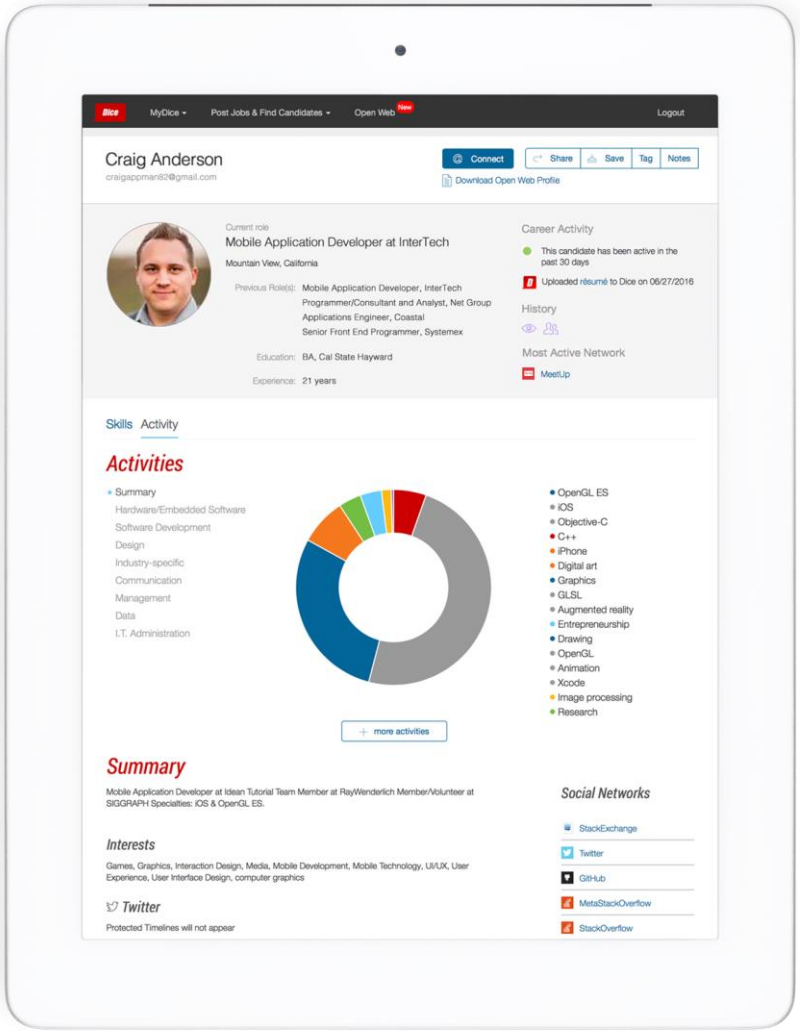
- ***Unparalleled access to in-demand tech professionals***
- ***Innovative and time-saving social recruiting solutions***
- ***Leader in skills data, analytics and industry insights***
- ***Operations in North America and Europe***

#1 Tech Career Hub Attracting Millions of Tech Pros

18M *Tech pro social profiles*

2.2M *Searchable tech resumes*

2M *Unique monthly visitors*



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Why DHI Focus on Tech Makes Sense

- **Tech recruitment is an important pain point for most firms**
  - Tech professionals are dispersed and possess a unique combination of skills
- **Demand for tech talent forecast to grow over next decade**
  - All companies are transforming into digital businesses
- **Supply will not meet demand**
  - 1+ million unfilled tech roles in the U.S. alone by 2020
- **Global opportunity**
  - Common skills, languages, career paths and work processes
- **Enables DHI to leverage client relationships to broaden offerings across industries through next generation solutions**
  - Talent pipelining, recruitment marketing, freelance market place

Engage all companies with Tech talent needs

Engage Tech professionals in all career stages

Tech opportunity opens door to providing broader suite of services across all industries

Source: Bureau of Labor Statistics

Reinforcing the Dice Value Proposition

1. **Deepening engagement with tech professionals with career management services**

2. **Help solve recruiter pain points**

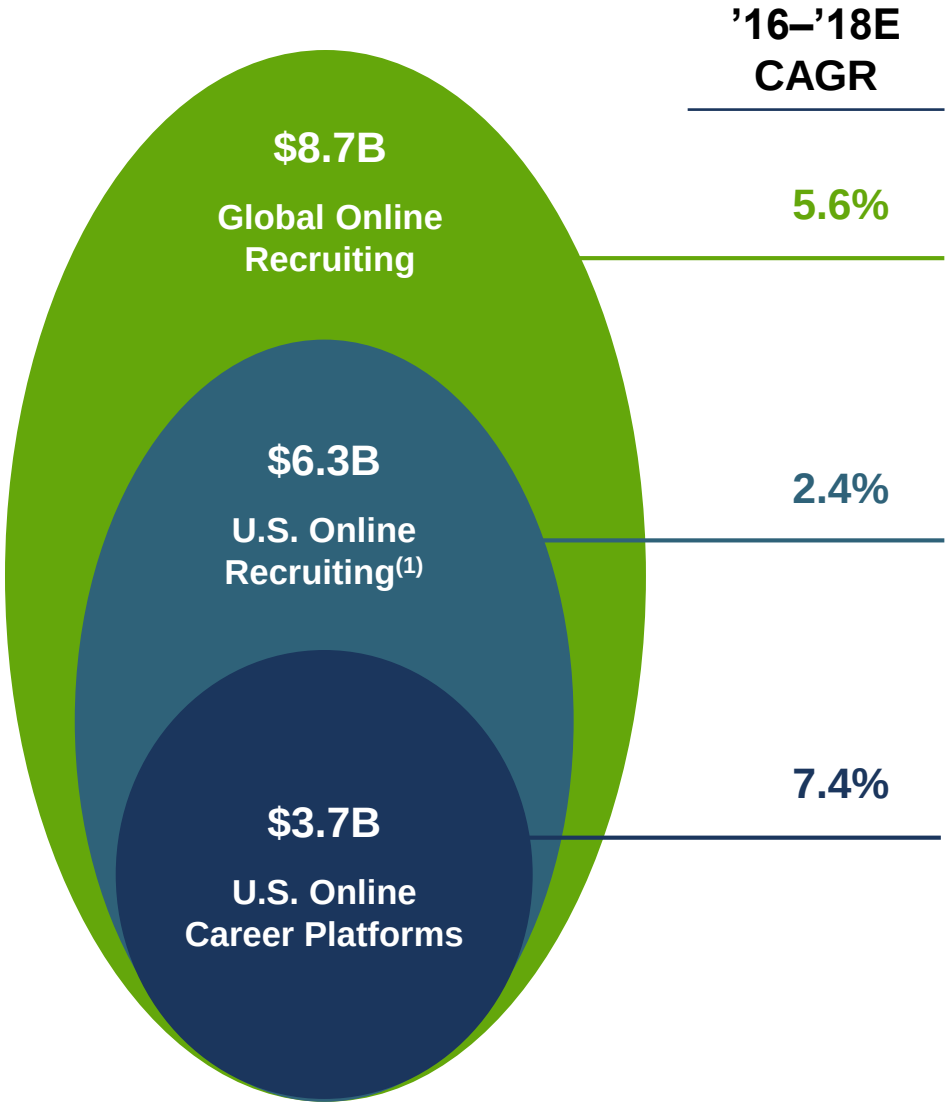
   - Revamped strategy focused on Open Web and new product bundles
   - Engage within Recruiter Workflow through accelerated search API integrations and Chrome Extension to improve performance attribution, engagement and client retention
   - Launch new Dice recruitment solutions, such as HackerEarth assessment service

3. **Shift go-to-market strategy to a suite of solutions with an enterprise sales team focused on strategic solution-selling**

4. **Expand international presence with a focus on Asia**

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A Growing $8+ Billion Industry with Substantial Adjacent Opportunities



Key Secular Trends

- Mid-single digit long-term growth for online recruiting spend
- Global skills gap (especially for highly-skilled professions)
- Increasing usage of measurement tools and analytics

Source: Third party research
Note: Online recruiting includes online job advertising and online career platforms. Online job advertising consists of: job postings on newspaper/periodical web sites (~$550M); paid search / AdWords on Google; job ads on Facebook; job-related banner ads on all other sites; and recruitment marketing (~$200-300M, not necessarily job specific). Online career platforms consists of jobs boards (traditional, niche, aggregators), professional networking, and social sourcing / job distributors associated with a career platform
(1) Includes online job advertising

Our Industry is Evolving…

Industry Forces

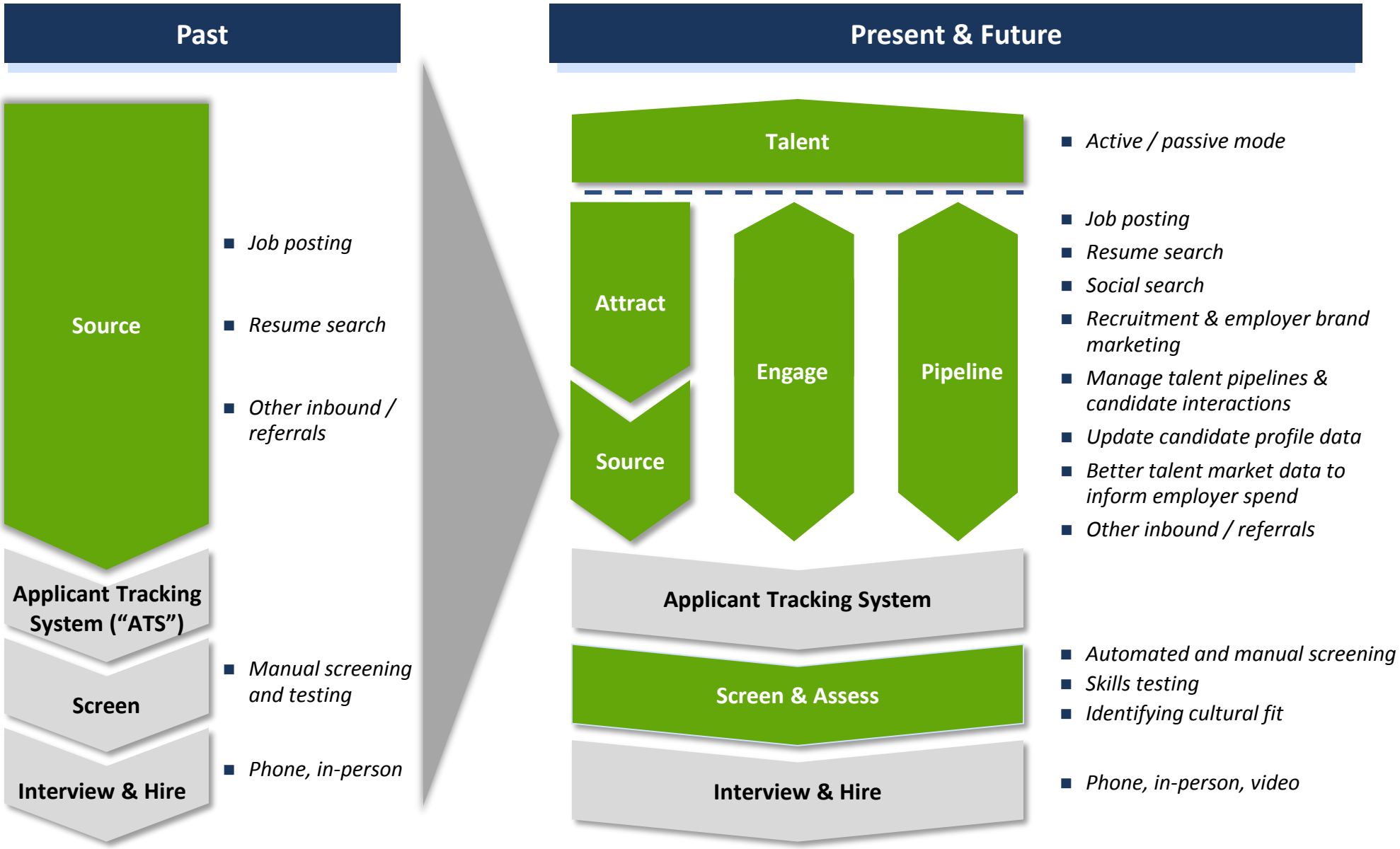
Employers / Recruiters

Candidates

- Enterprise recruitment is becoming a more strategic function
  - HR Dept. → Hiring manager involvement
- Recruiters need access to the full range of candidates
  - Both those actively seeking positions and not actively seeking positions
- Companies will have to transform how they recruit, searching for candidates from increasingly diverse sources
- Companies will need to build an “employment brand” in addition to advertising open positons and searching profile databases
- Professionals will require solutions to manage their careers throughout the professional lifecycle
  - Increasing fragmentation of media landscape

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…Creating a More Complex Talent Acquisition Ecosystem



Engaging with Professionals Across the Career Lifecycle is Critical

Candidate Career Arc

Focus:
- Finding jobs
- Evaluating employers
- Becoming “searchable”

Job & Opportunity Discovery

(Active)

Focus:
- Staying relevant
- Job market awareness
- Get the job/project done more efficiently

Performing on the Job

(Passive)



Career Development

(Active and Passive)

Focus:
- Career alignment
- Improving/adding new skills and certifications
- Job matching

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Offering Value Added Features – Dice Careers App

Feature Set

Profile Curation

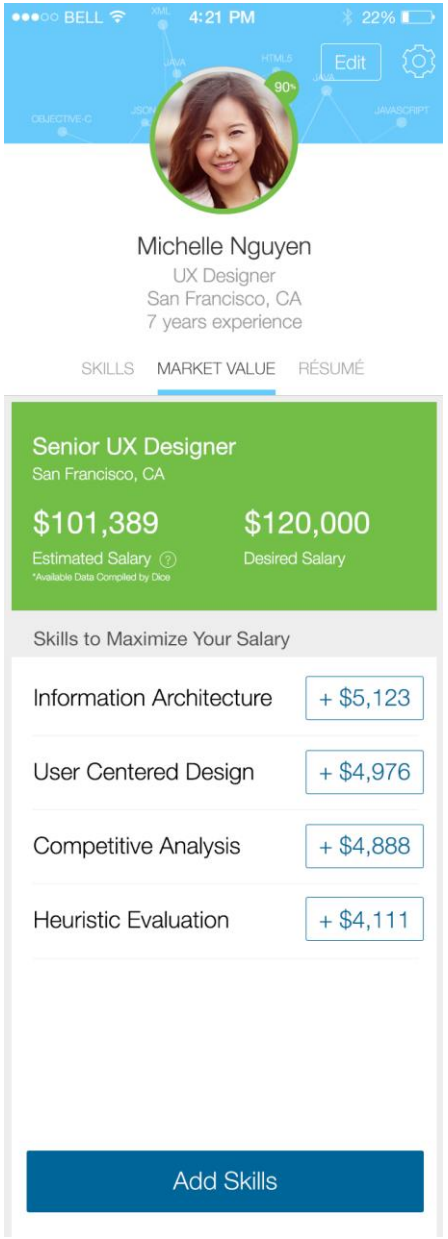
- Automatic profile creation using Open Web data

Job Search

- Geographic and skills based job search
- Recommended jobs
- Quick apply from mobile

Career Management

- Skills Recommender
- Market Value Calculator



Value to DHI

- Recurring engagement with tech professionals
- Continuously updated first-party data including skills and employers
- Go-to destination for career management

Value to Tech Professionals

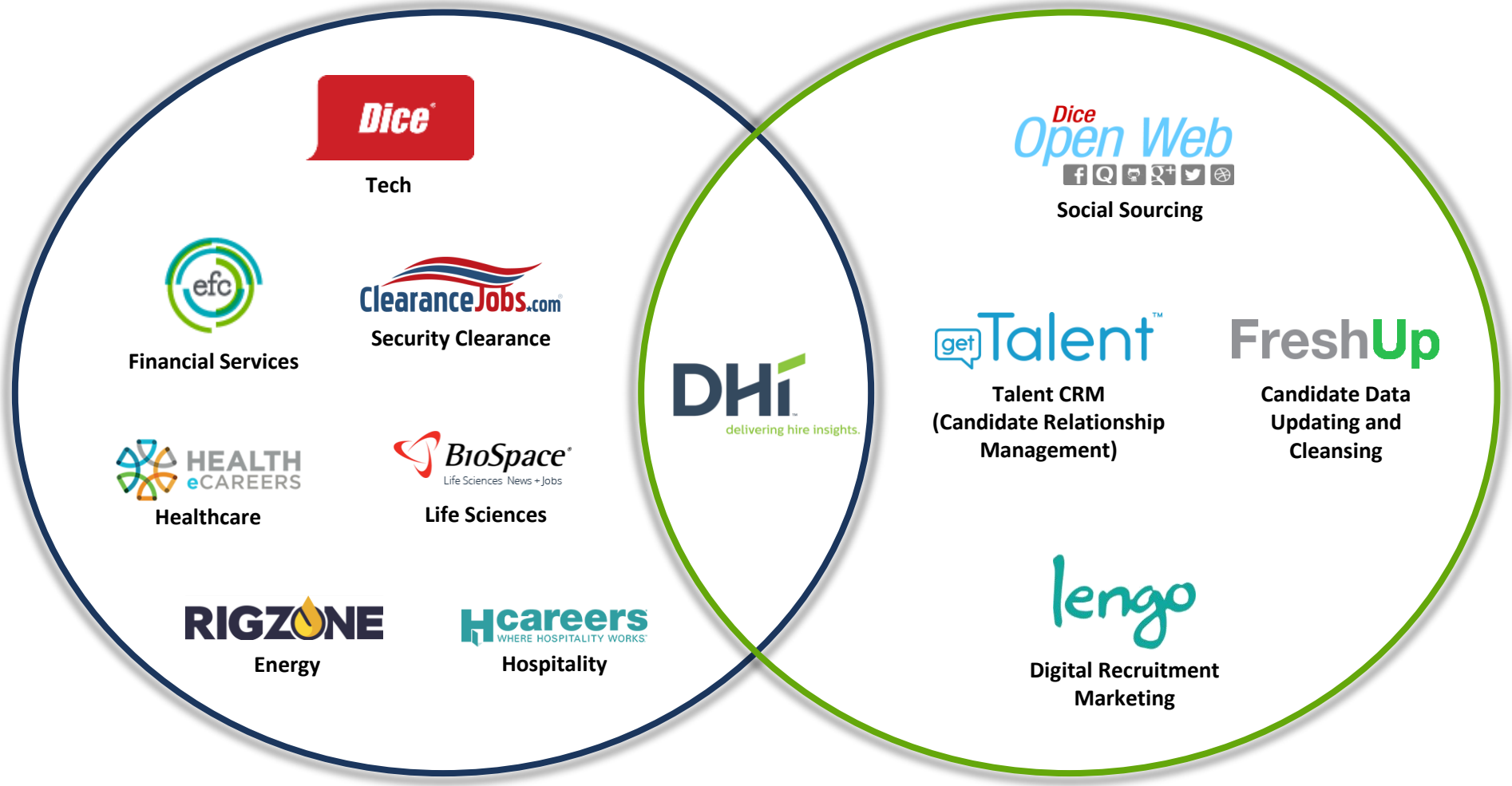
- Discover skills to increase earning potential
- Career mapping services
- Analyze talent demand / supply
- Compensation analysis and salary calculator

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Our Unique Portfolio of Assets Addresses Evolving Market Challenges

Professional Talent Communities

Next-Gen Recruitment Solutions



DHI Combines a Network of Specialized Professional Talent Communities with an Innovation Arm Focused on Providing Talent Acquisition Solutions to Firms Globally

…Through a Unique Combination of Capabilities

Seven Talent Acquisition Brands:

#1 professional talent communities drive scale, client base and engagement with candidates

Open Web enhances talent site resume pools, reaching passive and active candidates

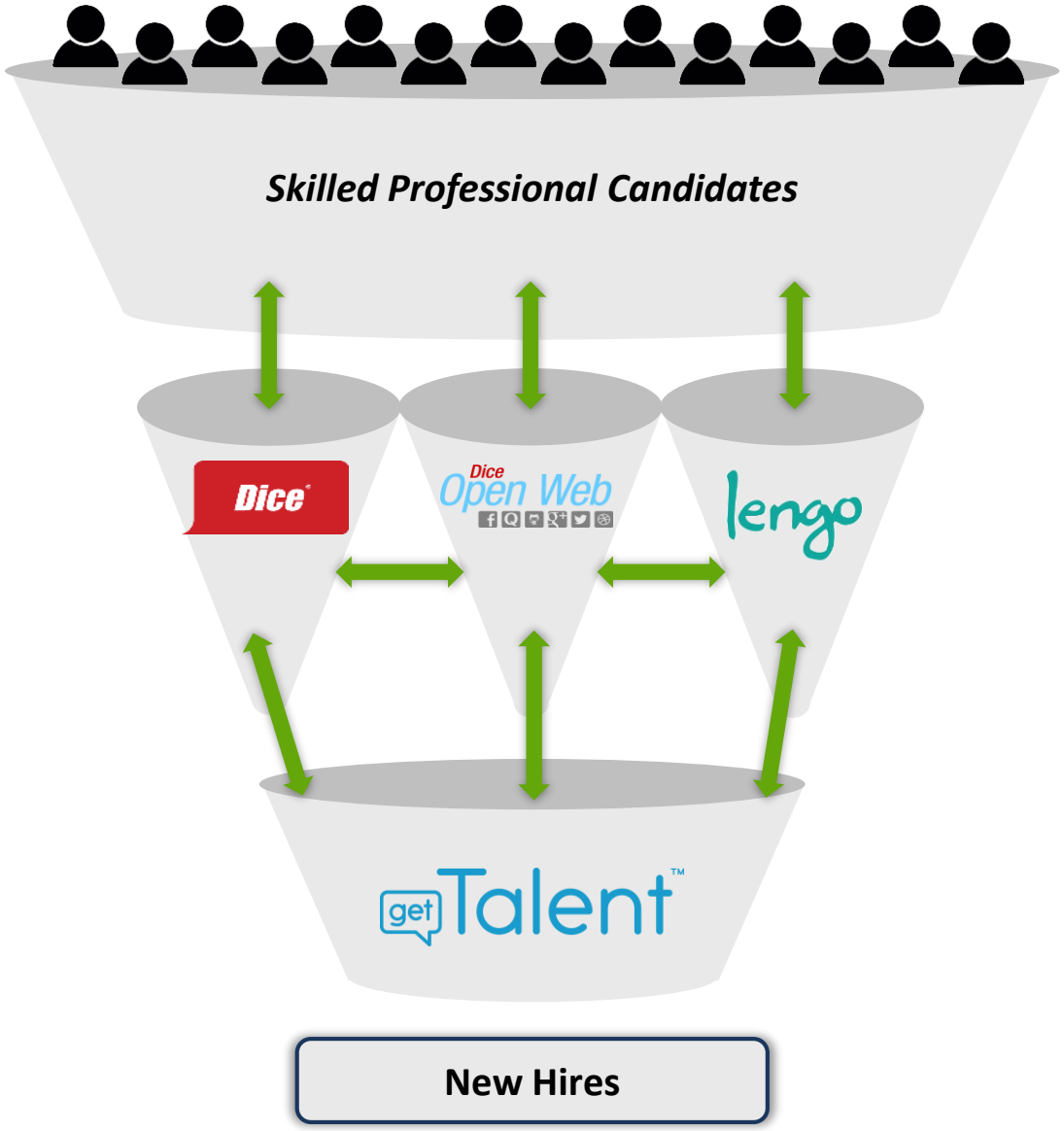
Open Web feeds getTalent's pipelines and supplements customer data

Lengo's campaigns augmented with Open Web data

FreshUp updates candidate information in both our services and customer data

Specialized Data and Market Intelligence Support Strategic Initiatives

DHI Suite of Solutions Delivers a Winning Proposition



Relevant DHI Assets

- ✓ Established brands
- ✓ Large client base
- ✓ Large tech professional and contractor base
- ✓ Social sourcing platform
- ✓ Data gathering and analytics tools
- ✓ Global operations

Key Takeaways

- ✓ **New Tech-First strategy to focus on tech recruitment and career management solutions with large and growing total addressable market opportunity**
  - Addressing recruiter pain points repositions our offerings from traditional recruitment packages to a new solutions-based products and services go-to-market strategy

- ✓ **Opportunities for long-term growth in next generation recruitment solutions by leveraging DHI's scale, brand value, tech expertise and data**
  - Our unique combination of assets: Recruiter tools, exceptionally qualified communities, and world class big data and machine learning capabilities

- ✓ **Strong balance sheet, cash flow generation, and positive working capital dynamics amply fund our ability to aggressively pursue growth strategy**