DHI Investor Day

Where Tech Connects; A SaaS Growth Story

September 8, 2021

NYSE: DHX



NYSE: DHX

Welcome

Art Zeile, CEO

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, cyclicality 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.

Today's Presenters

Art Zeile



Chief Executive Officer

Christian Dwyer



Chief Product Officer

Evan Lesser



Founder & President
ClearanceJobs

Arie Kanofsky



Chief Revenue Officer

Kevin Bostick



Chief Financial Officer

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

Why DHX



Tech sector employment will grow by double-digit rates this decade.

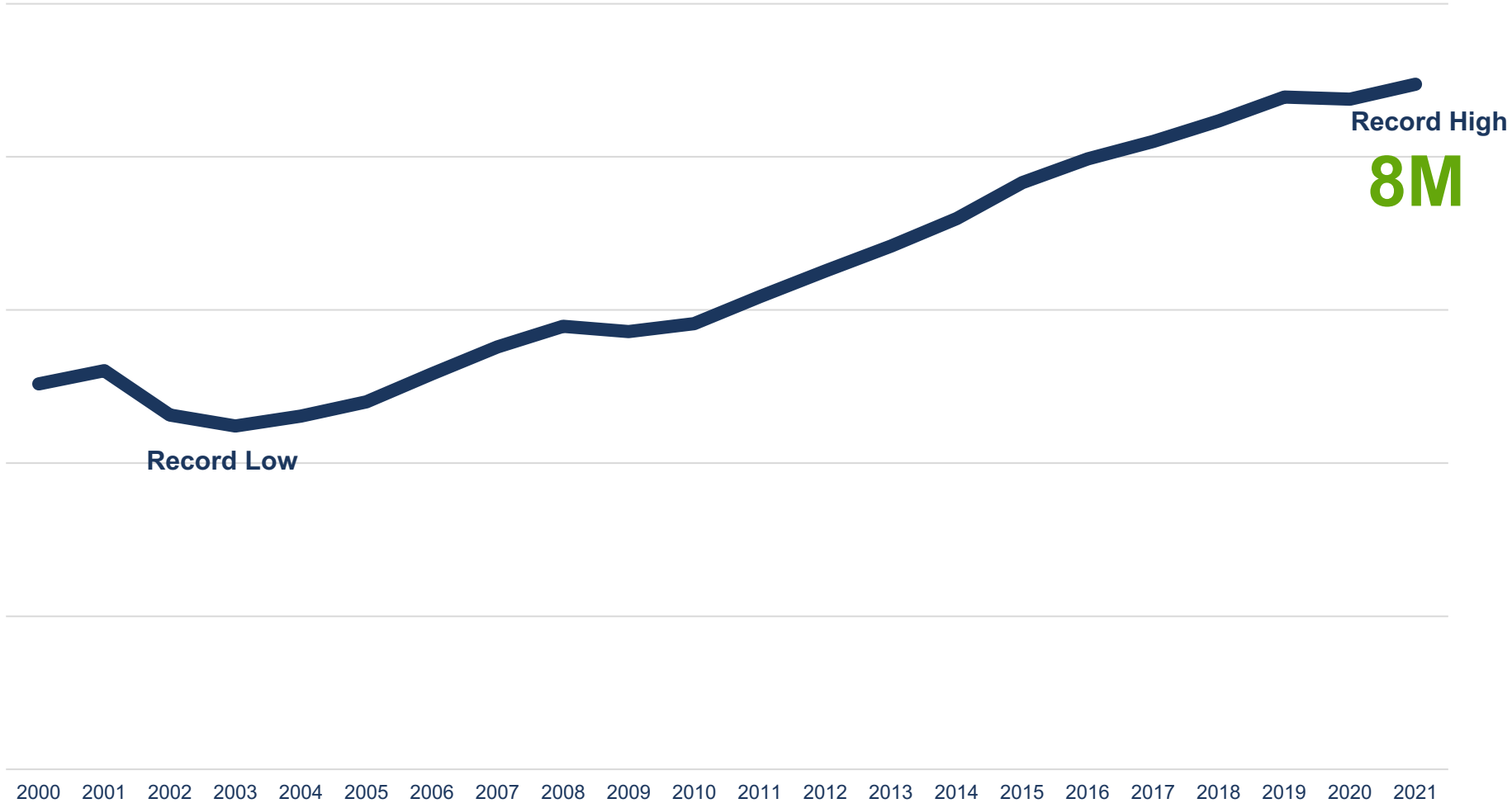


We are a must-have tool for tech recruiters.



DHX can achieve sustainable double-digit revenue growth.

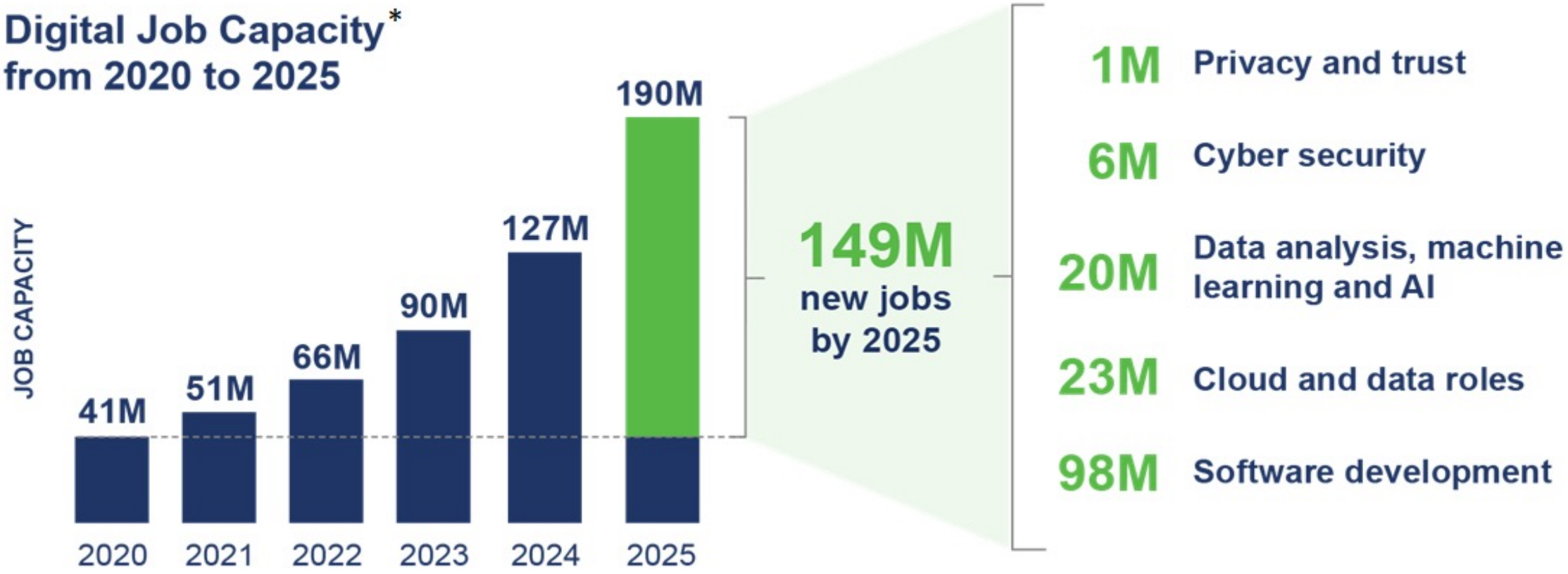
Technology Employment Over Time



Source: Bureau of Labor Statistics, Computer Systems Design and Related Services, July 2021

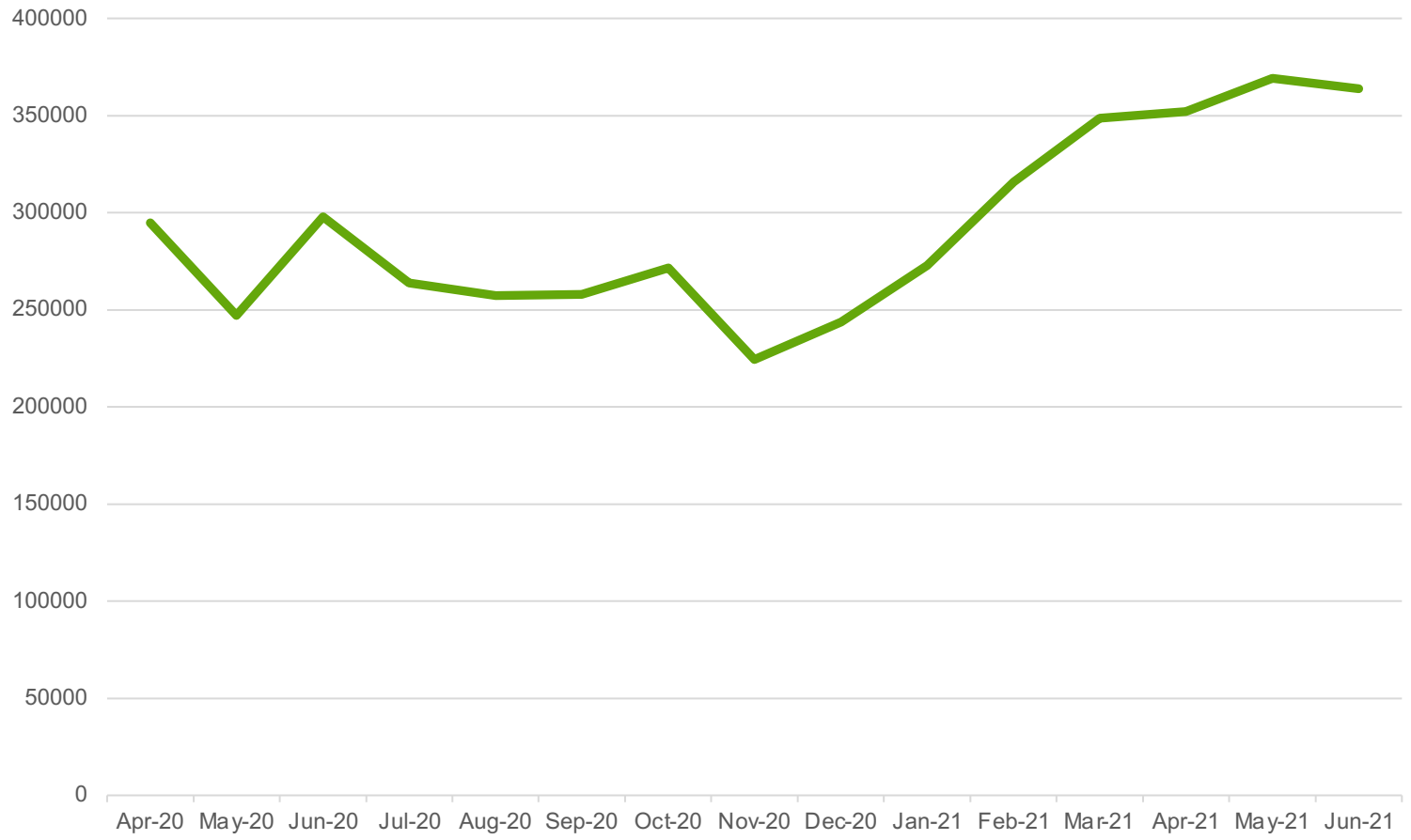
Demand for Technology Talent to Accelerate

Companies Globally Must Rely on Tech Talent to Advance Innovation



*Global Jobs, not limited to United States
Source: Microsoft Data Science whitepaper "Methodology: Digitization Capacity of the World Economy"

US Tech Job Postings from the Beginning of the Pandemic to Summer 2021



TECH JOB POSTING COMPARISONS

Q2 2021 vs. Q1 2021

+ 16%

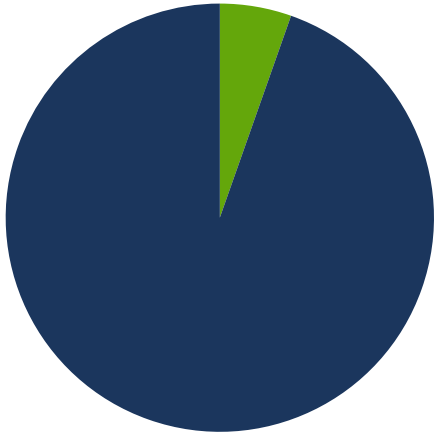
Q2 2021 vs. Q1 2020

+ 29%

Q2 2021 vs. Q1 2019

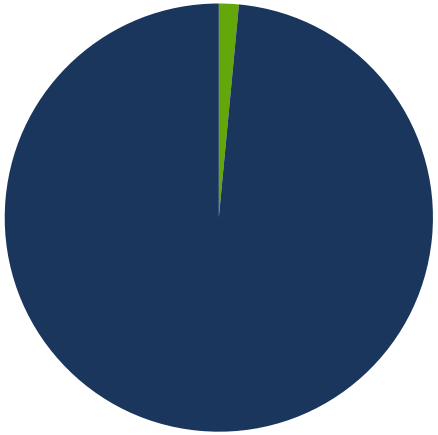
+ 9%

The Challenge of Tech Recruiting



5.4%

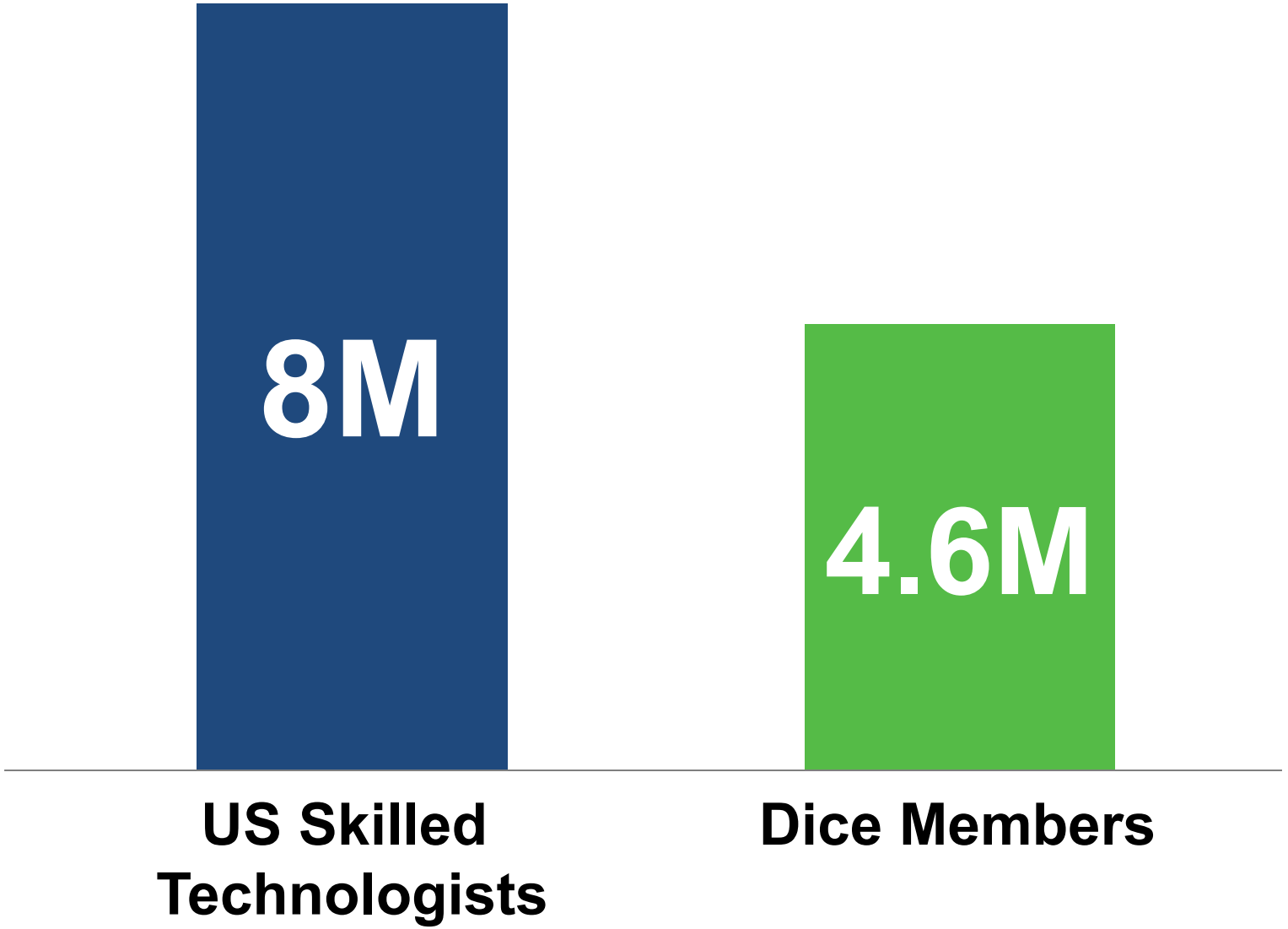
US Unemployment Rate



1.5%

US Unemployment Rate For Tech Occupations

Profiles Overview



Senior Software Engineer Job Posting

Education, Experience

- Bachelor's degree in MIS, Computer Science, Computer Engineering or related discipline or equivalent work experience
- 5+ years of experience with analyzing, designing, coding, building, testing and deploying application systems in a business environment and several of the following:
  - Extensive experience building RESTful Web APIs and integration systems with Python, Node.js or Java
  - Experience with serverless function based architectures (i.e. AWS Lambda in Python, Java, Node.js)
  - Excellent understanding of SQL and NoSQL Databases (Postgres and Dynamo preferred)
  - Experience building large scale APIs, web applications and asynchronous services
  - Experience with event-driven microservice architectures and domain-driven design
  - Experience with Git (Bitbucket a plus)
  - Experience mentoring and providing technical leadership within an Agile environment
- Preferred experience to set you apart from the crowd
  - Experience with CI/CD tools (AWS Code*, Jenkins, Automated Testing, etc.)
  - Experience with AWS (Lambda, EC2, DynamoDB, AppSync, API Gateway, CloudWatch, SQS, SNS)
  - Experience with infrastructure as code tools, such as CloudFormation or Terraform
  - Experience with Node.js, preferably with TypeScript
  - Experience with Stencil, Angular or Front-end frameworks
  - Demonstrable open-source work and contributions

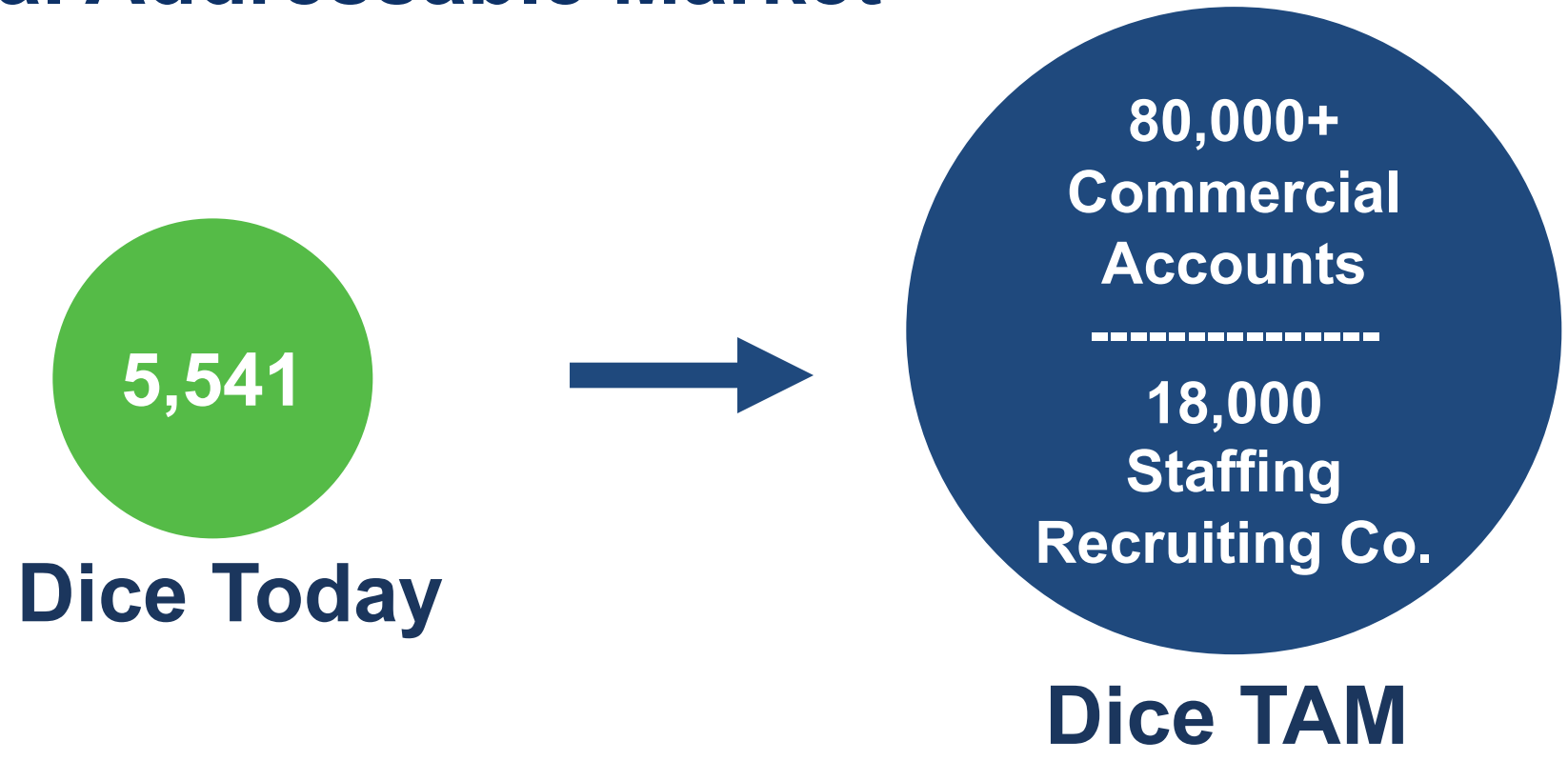
Typical Technologist Profile

Summary

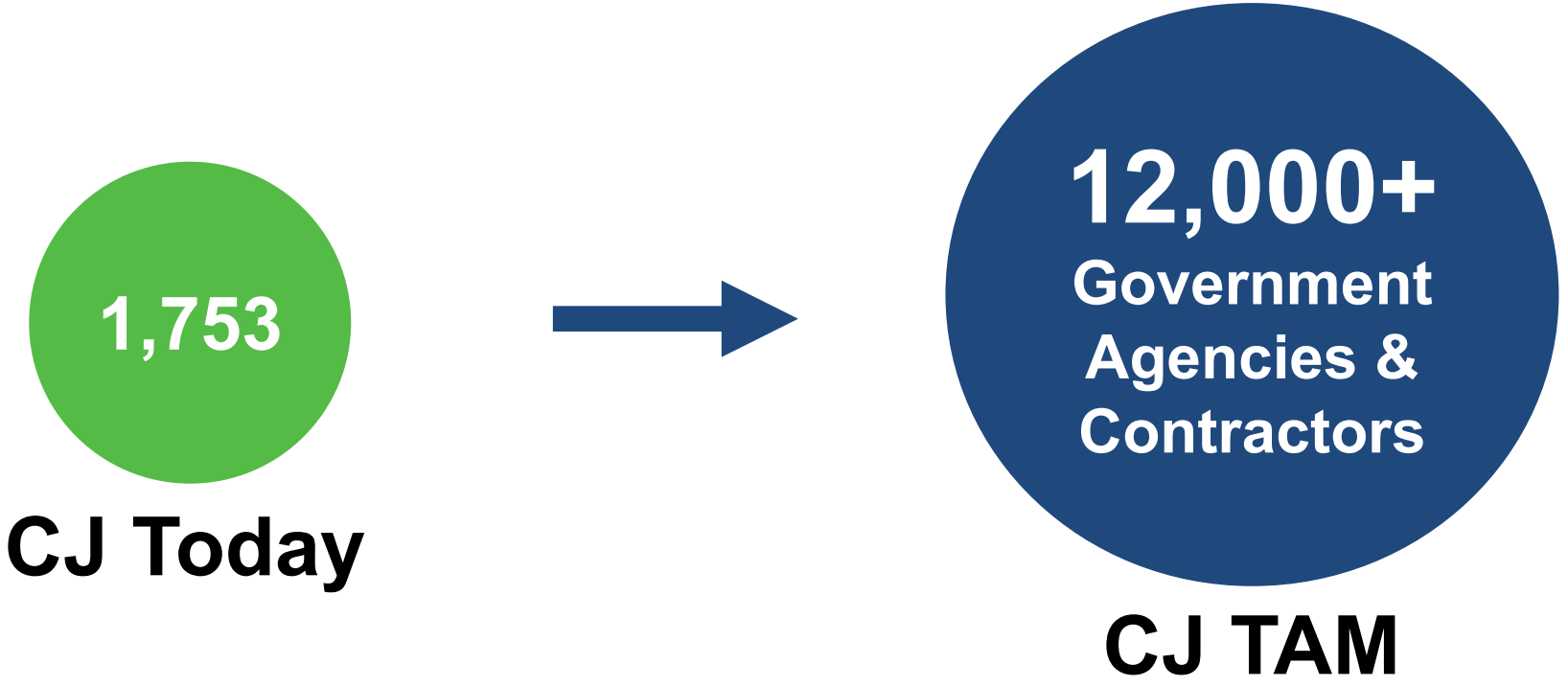
28 years in the Information Technology field with an emphasis on Microsoft development products. Excellent proficiency in the design, development, testing, and implementation of software applications using Microsoft Visual Studio and related toolsets, including:

- C Sharp (C#)
- Transact Structured Query Language (T-SQL)
- Active Server Pages (ASP.net)
- Microsoft SQL Server (MSSQL)
- Windows Communications Foundation (WCF)
- Model View ViewModel (MVVM)
- Agile
- Language-Integrated Query (LINQ)
- JavaScript / JQuery / Microsoft Razor
- Bootstrap
- GIT
- HTML / Cascading Style Sheets / Less
- XML / XAML
- WIndows Presentation Foundation (WPF)
- Microsoft Workflow Foundation (MWF)
- Microsoft WebAPI (Restful Services)
- Azure DevOps
- Microsoft Entity Framework (EF)
- Model View Controller (MVC)
- Responsive Design

Dice Total Addressable Market



ClearanceJobs Total Addressable Market



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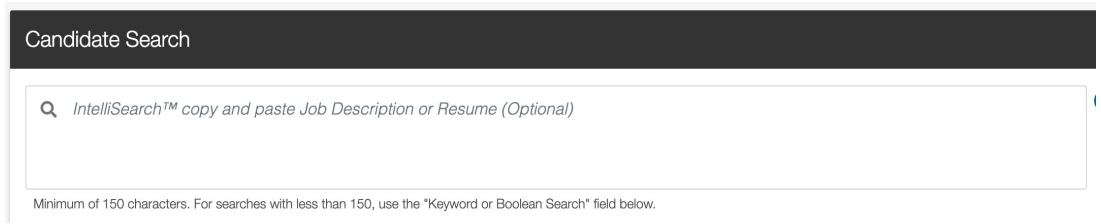
DHI


HELP
WANTED

This is the Marketplace

Identify Talent → **Two-way engagement** → **Interview** → **Hire**






Mission = Revenue Growth



Customer Testimonial

Aileen Holdridge, Booz Allen Hamilton

Q&A with Aileen Holdridge

Next Up: Christian Dwyer, Chief Product Officer

Differentiating Dice: Unique Solutions for a Dynamic Market

Christian Dwyer, Chief Product Officer

Our Mission

To be the trusted partner for every technologist throughout their career, and the organizations who rely on them by providing unparalleled access to meaningful opportunities, connections, and information.



Our North Star

FOR CLIENTS

Be the **first choice, one stop destination for clients to reliably find all technologists** in the market - enabling them to search, match and connect with the highest quality candidates for their technology needs.

FOR TECHNOLOGISTS

Be the **first choice, one stop destination for all technology opportunities** in the US and a dependable resource to help technologists grow their careers.



Network effects fuel the growth of online marketplaces

- Dice has scale in the number of employers, recruiters and technologists
- Growth in clients, jobs and content attracts more technologists considering a career change
- Growth in engaged technologists attracts more clients who are looking to recruit tech talent
- This reinforcing loop fuels revenue growth, retention and increased ACVs for Dice



The Dice value proposition to employers

1 Easily Search, Match and Connect with Quality Technology Professionals

2 Intelligent Automation and Workflow Platforms Integration

3 Attract Quality Candidates with Tech-specific Employer Branding

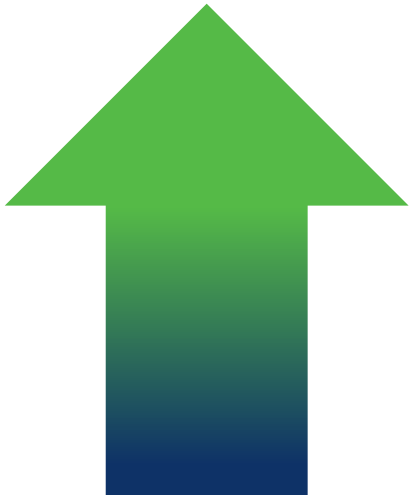


Over the past few years, our recipe for success has been growing value for clients



Result:

Revenue Retention and Growth



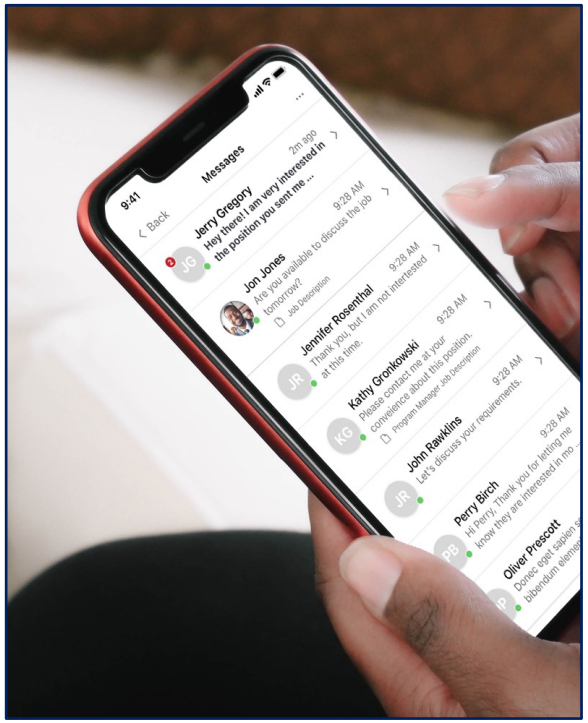
The Dice value proposition to technologists

1. Access Deepest Pool of Tech Professional Growth Opportunities
2. Find Best Matches to Jobs, Recruiters and Companies
3. Learn About and Easily Connect with Recruiters and Companies
4. Build Technologist Brand and Differentiators



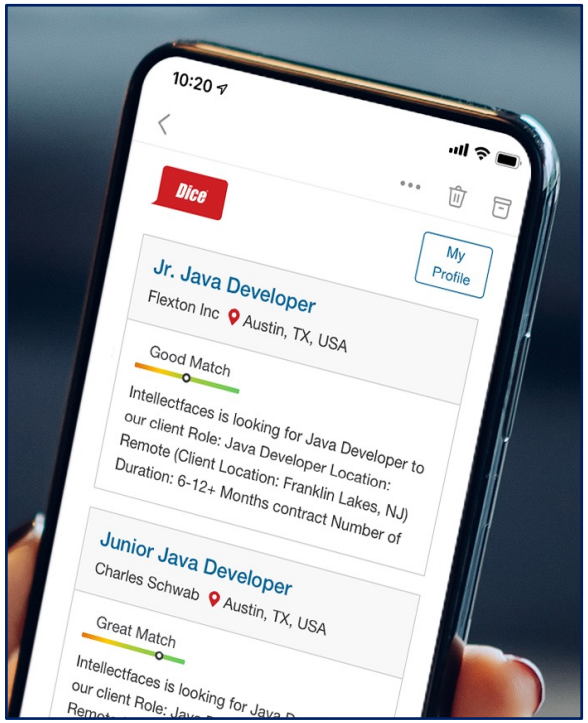
Our go forward product strategy is centered on four areas of differentiation to drive growth and engagement

Connections



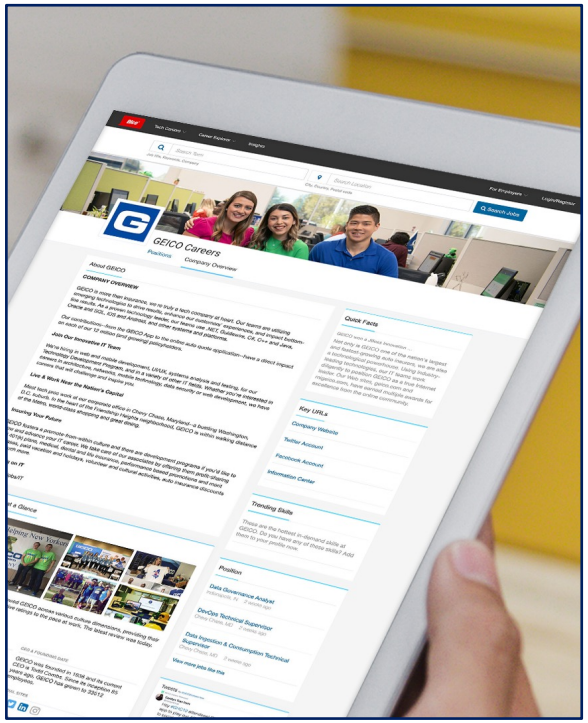
Changing the way technologists and recruiters discover, evaluate, connect and engage on Dice

Personalization



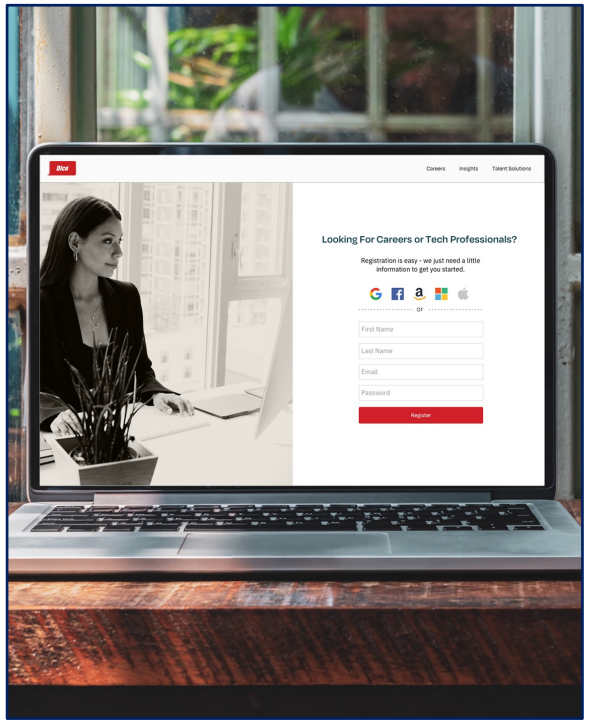
Relevant opportunities and content based on your background, skills and preferences

Employer Branding



Values-based company information and tech differentiators that attract the right technologists

User Experience



Intuitive, modern user experience that delights all technologists and delivers value to clients

Driving accretive and sustainable business value for Dice

Retention Rates Driven by Product Performance

Increasing ACV with Employer Branding Solutions

Reinforcing Loyalty-Value Through Connections

Optimize Resources for Strategic Value Creation



Q&A with Christian Dwyer

Next Up: Evan Lesser, ClearanceJobs

ClearanceJobs: Positioned for Growth

Evan Lesser, Founder & President, ClearanceJobs

Security Clearances 101

ClearanceJobs®



A Determination, Not an ID Card

Having a clearance means you've been deemed suitable to access classified info related to national security



Citizens Only

Only United States citizens can obtain a security clearance and cannot hold dual citizenship



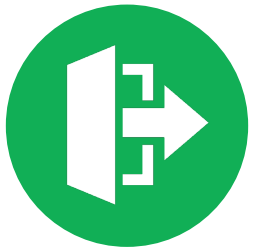
Need to Know Only

Being cleared grants you access to only the classified info you need to do your job, and everything is compartmentalized



Three Basic Levels

Collateral clearances include Confidential, Secret, and Top Secret; levels determined by national security consequences if leaked



Use It or Lose It

To maintain a clearance, you must have a job that requires access to classified info; lose the job, and you lose the access



Complete Background Investigation

Getting a clearance means undergoing a full background check, plus interview, fingerprints, and deep, ongoing scrutiny

ClearanceJobs®

There are four key dynamics presently facing all employers and federal agencies that hire security cleared professionals:



Fewer Cleared Professionals



More Cleared Jobs



Lengthy Processing Times



Candidates Mostly Passive

How We Help Industry

ClearanceJobs®



The Most Cleared Candidates

Online since 2002, we have the largest database of cleared pros available anywhere – over 1.3m



The Most Cleared Jobs

Cleared pros know us as the destination for opportunity, with over 57,000 jobs, 1,800 employers and growing



The Widest Cleared Reach

We talk to cleared pros daily via our giant social media following, massive email list, and deep industry presence



The Best Technology

Unparalleled recruiting, pipelining, outreach, marketing, and engagement tools for maximum ROI

Government Cleared Hiring Challenges

ClearanceJobs®



Long Hiring Cycles

Government hiring isn't as nimble as industry, and good candidates are lost



Little (But Growing) Direct Hire Authority

Many government agencies can't directly find, engage, and hire candidates, but that's changing



Lackluster Employer Branding

Government isn't great at showcasing the benefits of civil service



Distinctive challenges, but with similarities to industry where ClearanceJobs thrives

How We Help Government

ClearanceJobs®

We Shorten Hiring Times

With unique and powerful tools to quickly find, engage, and hire security-cleared talent

Massive Candidate Reach

Our authoritative voice and huge cleared ecosystem links candidates to government

Rich Employer Branding

We're the cleared employer branding experts, and know how to reach talent



ClearanceJobs is uniquely positioned to serve the government's critical national security human capital challenges

The Opportunity for Federal Sales

ClearanceJobs®



Pilot

3–6-month trial based on agency's hiring challenges and needs

Evaluation

Review of pilot goals, feedback, and total performance

Contract

Extended agreement with tuned products and services



- ✓ *Two years ago, less than 1% of total ClearanceJobs revenue*
- ✓ *Now, a $1m run rate in annualized contracts*

Current Government Customers

30+ Government Contracts

Next Steps for Federal Sales

ClearanceJobs®

1

Do the Market Research

We've conducted market assessments, received advice, and are creating a robust go to market strategy for federal sales

2

Grow the Federal Sales Team

While our current industry sales team has had successes, we're aiming to hire seasoned federal sales professionals

3

Become Invaluable

With our unparalleled reach and innovative features, positioning ClearanceJobs as incumbent will solidify our federal business growth



Q&A with Evan Lesser

Next Up: Arie Kanofsky, Chief Revenue Officer

Growth Strategy: Capitalizing on Commercial Accounts

Arie Kanofsky, Chief Revenue Officer

Observations from My First 60 Days

DHI Missing Key Foundational Elements To Drive Consistent, Scalable Success



Process:

Significant Lack of End-to-End Sales Process & Overall Accountability



Enablement:

Lack of an Enablement Framework & No Sales Methodology



Teams not Maximizing Potential:

Severe Lack of Customer Engagement & “Order Takers” vs. “Trusted Advisor” Culture



Other:

Improperly structured comp plans & Misaligned Territories / Hybrid Team Structure

Dice January 2020 By the Numbers



NBS Annual Contract Value
$3,816



Renewal $
83%

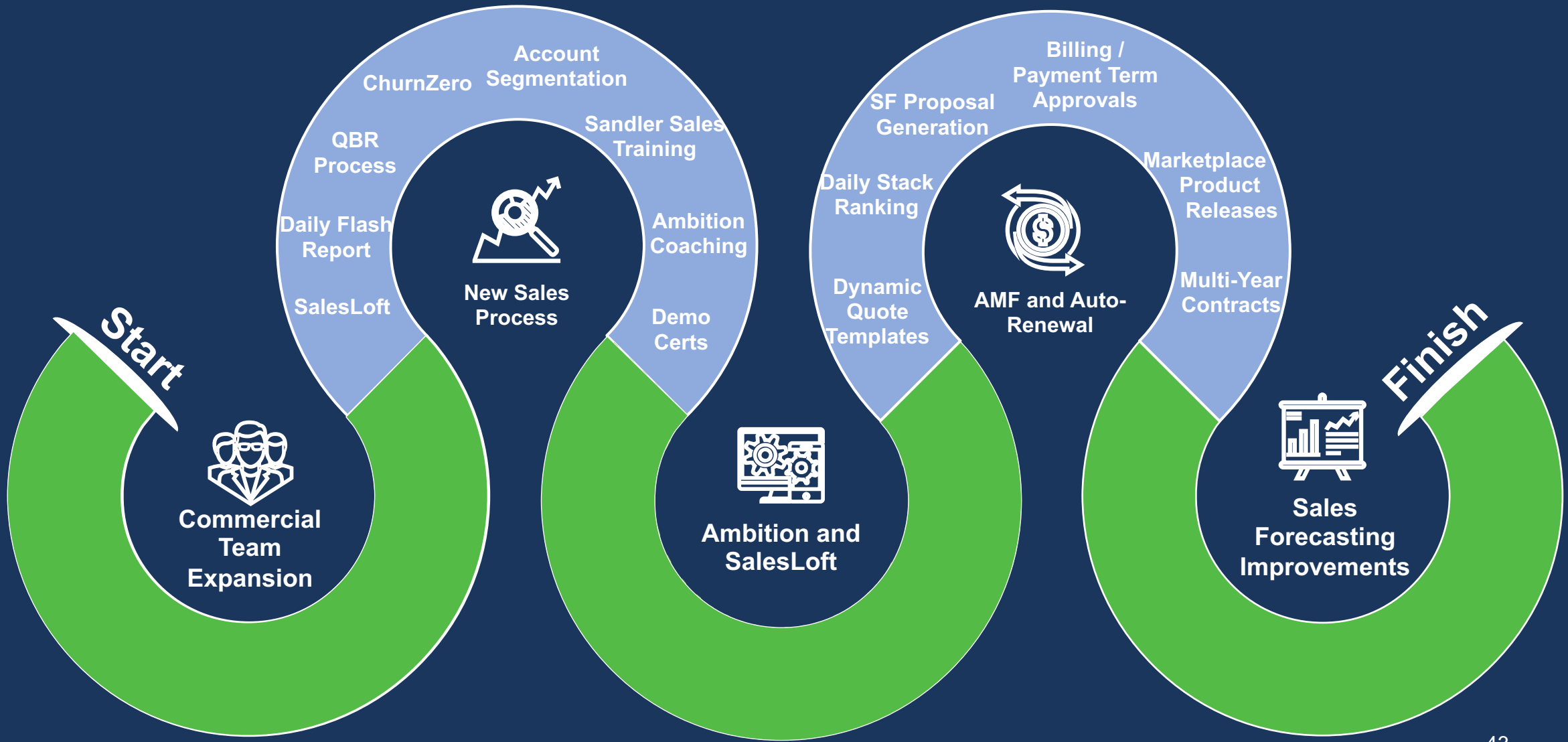


Renewal Count
69%



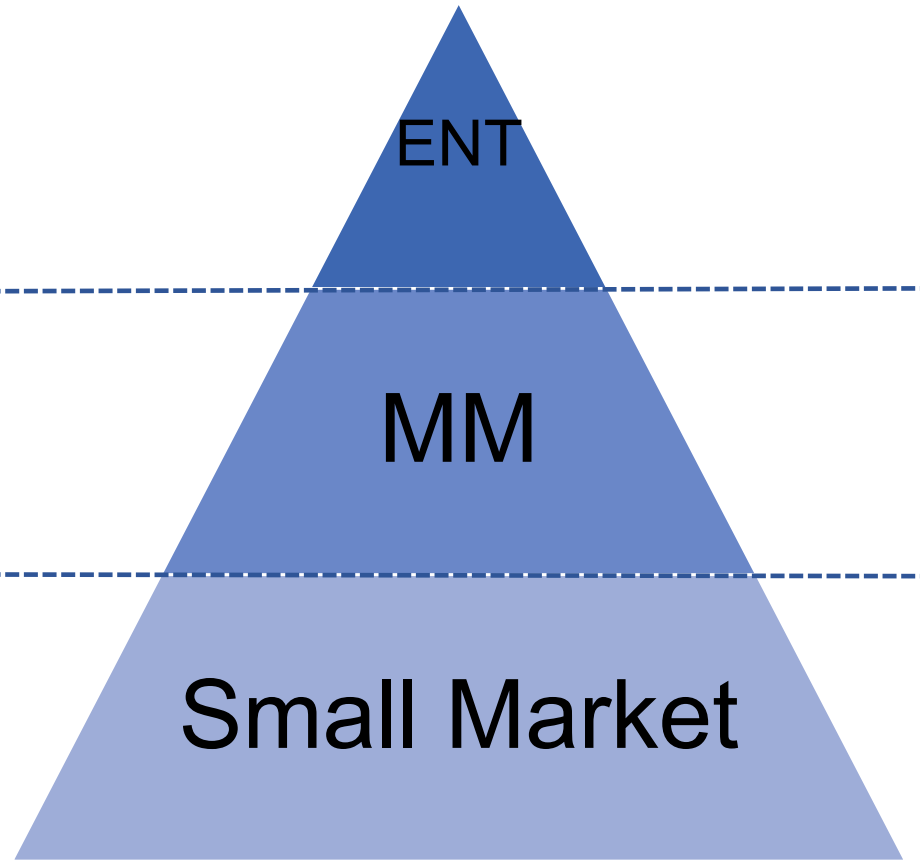
Retention %
100%

2020 Transformation Accomplished!



2021 Growth Initiative #1

Dice Account Segmentation



Total CA Potential $ = $204M

Total Enterprise Potential = $78M

Total Mid Market Potential = $26M

Total Small Market Potential = $100M

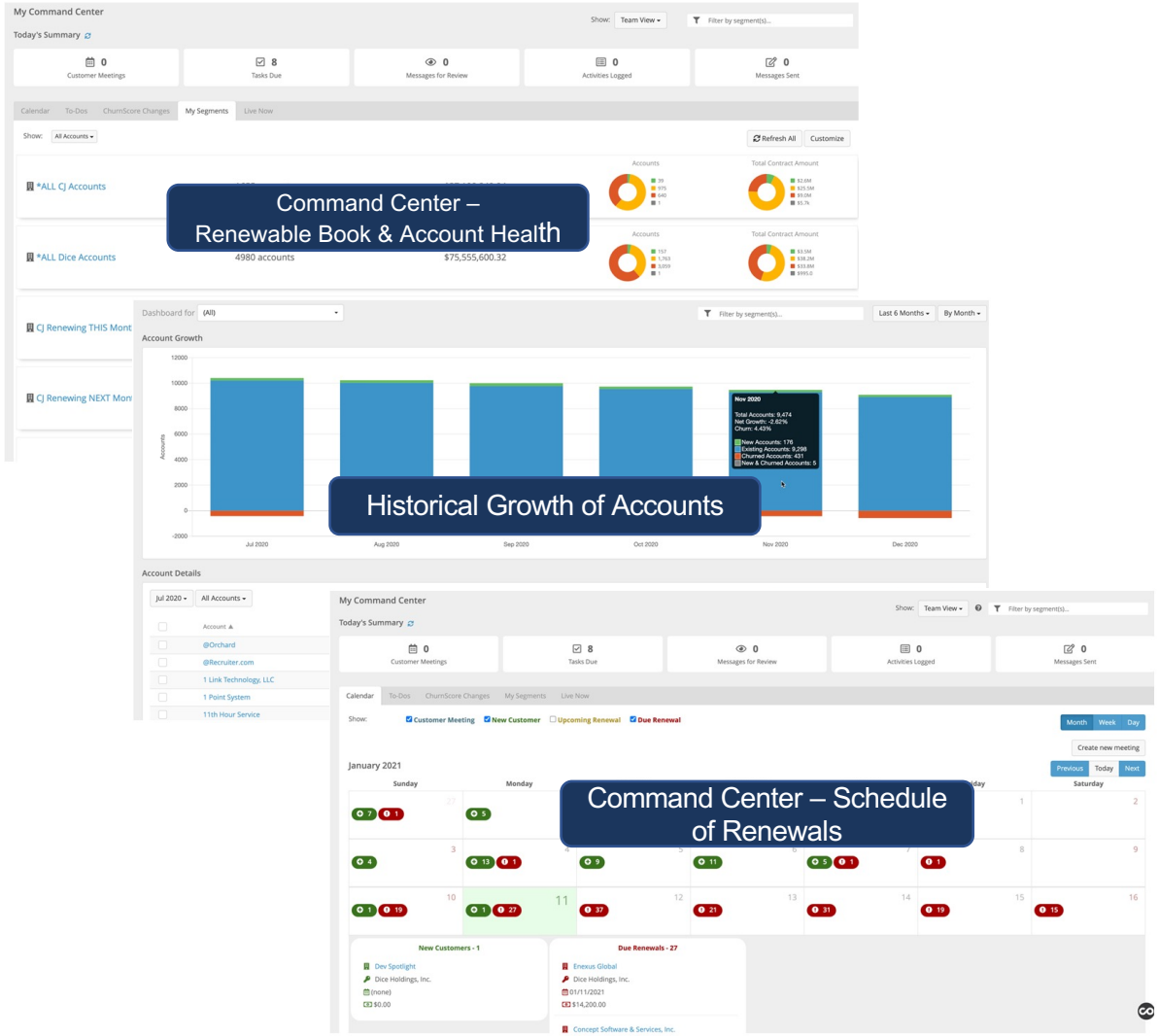
TAM Represents 10X Opportunity vs. Existing Customer Spend!

2021 Growth Initiative #2

Customer Engagement Strategy – Retain & Expand

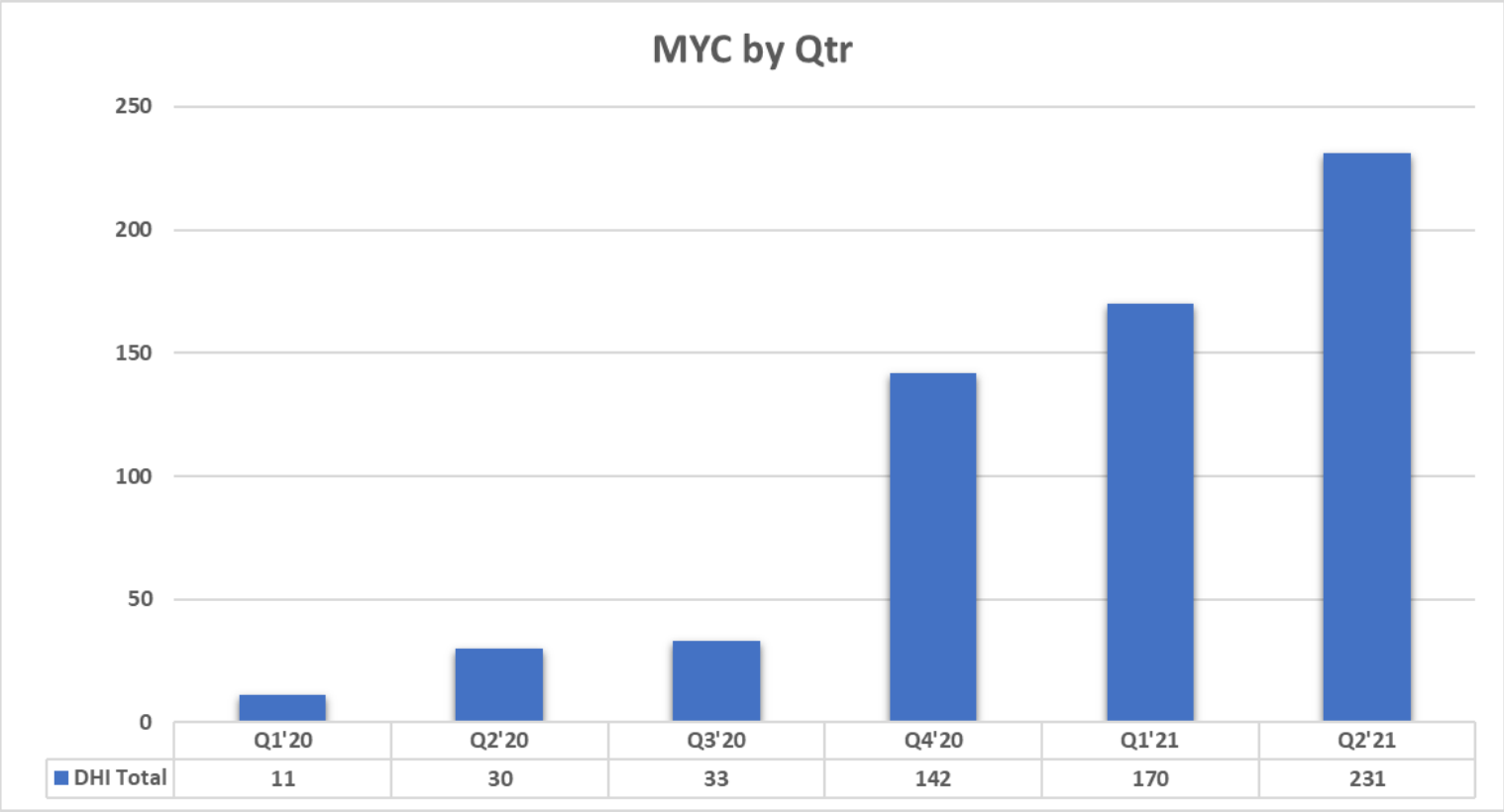
Transforming Customer Engagement:

- Prescriptive Engagement Cadences for AM's & CSM's
- Data Driven Approach to Onboarding
- Data Driven Approach to Engagement
- Account Health Measurements



2021 Growth Initiative #3

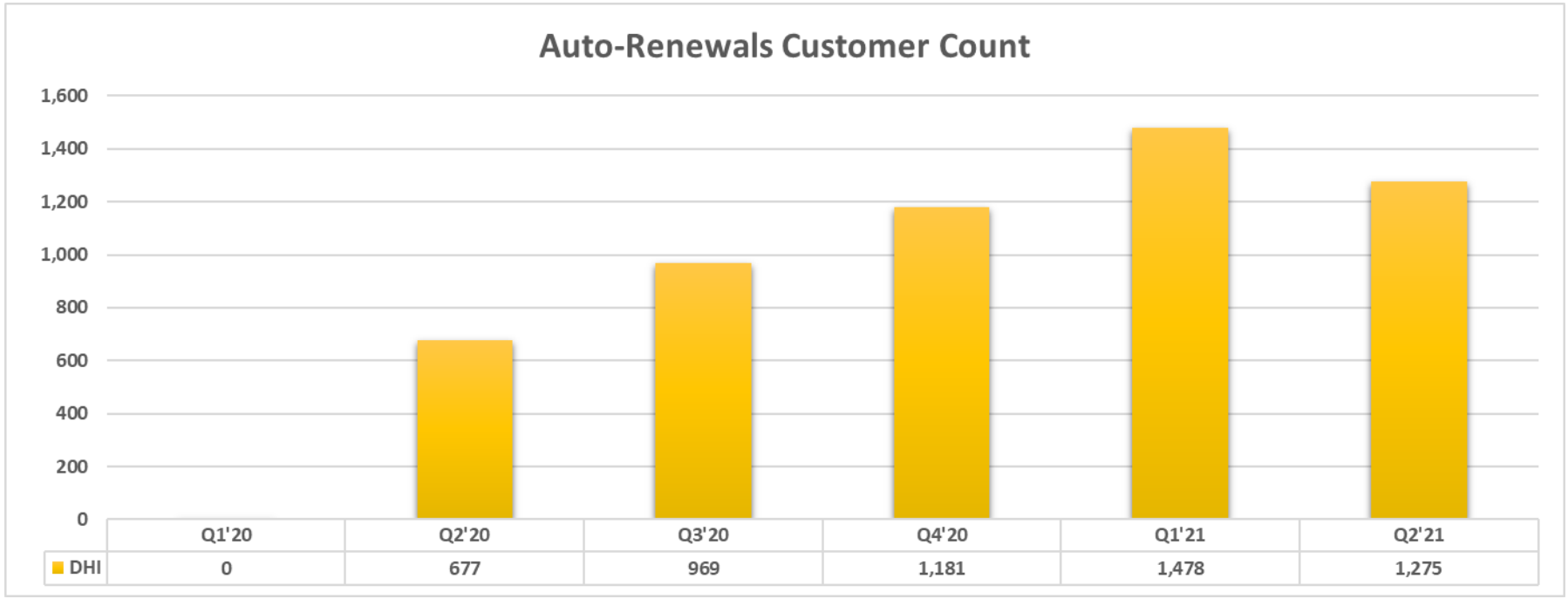
Multi-Year Contracts – 2021 Tracking Update



- **$4.8M ACV Secured in Q2’21(<u>$8.5M YTD</u>)**
- **Closed 401 MYC’s in YTD June’21 <u>vs 216 all of 2020</u>**
- **MYC’s are defined as subscriptions with a minimum term of 24 Months**

2021 Growth Initiative #4

Auto-Renewals – A Huge Success Story!



Clients with Auto-Renewal terms will need to indicate their intent to cancel 90 days prior to contract end date.

Note: Auto-Renewals rolled out in May 2020.

2021 Growth Initiative #5

Dice Win-Back Campaign

Re-ignite customer engagement & Re-activate customers!

Transfer Back Lost Customers Sooner to New Business Teams

+

Leverage Segmentation Data to Target Highest Potential Lost Customers

+

Marketing to Create "*We Fixed* It" Campaigns based on Loss Reasons.

+

Aggressive commission payout tied to success and Avg. Deal Size.

=

$1.7m In Successful Win-backs YTD!

Dice July 2021 by the Numbers – Progress!

As compared to January 2020



NBS Annual Contract Value
$5,907 (+65% from Jan 2020)



Renewal $
95% (+14% from Jan 2020)



Renewal Count
82% (+16% from Jan 2020)



Retention %
106% (+6% from Jan 2020)

2022 and Beyond

Taking DHI to the next level!

- Increase Focus On First Year Customer Engagement
- Expansion of New Business & Customer Success Teams
- Focus on Employer Branding
- Improve Sales KPI Results

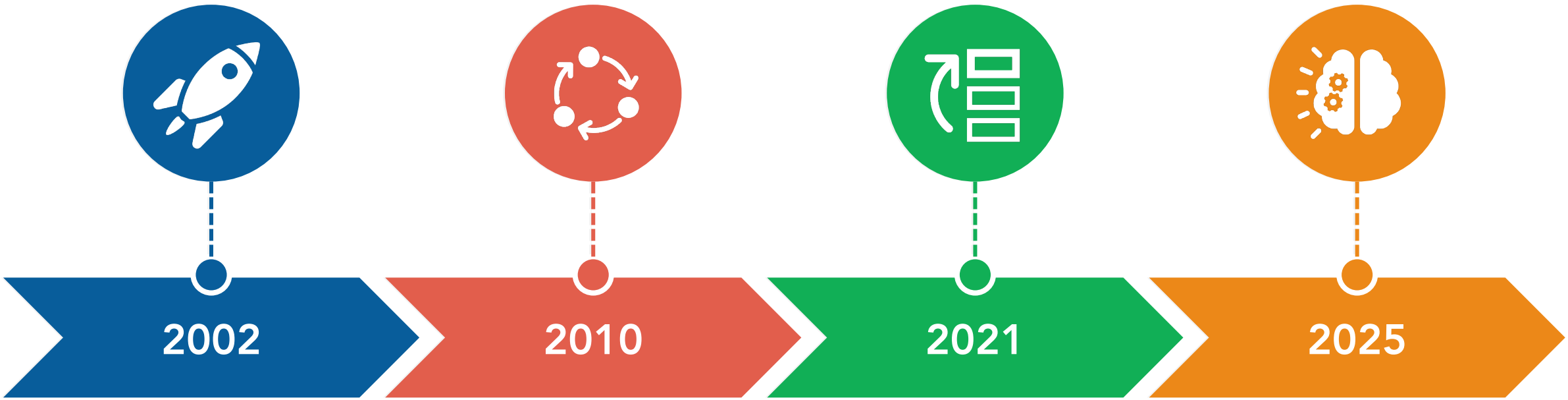
Q&A with Arie Kanofsky

Next Up: Evan Lesser, Advanced Research Projects

The Evolution of the Career Marketplace

Evan Lesser, Founder & President, ClearanceJobs

History to Innovation



ClearanceJobs Launches

Enters the market as the first job board dedicated to security-cleared professionals and employers

Transition to Marketplace

Shift in business strategy from transactional job board to full, two-sided career marketplaces

Commanding Our Industry

A decade into our marketplace, success measured by high renewal rates and customer satisfaction

The Future of Recruiting

Our track record of innovation is unparalleled in the online recruiting space – where will it take us?

ClearanceJobs®

From Job Board to Marketplace

The online world has evolved, and so has ClearanceJobs. In 2010, we shed our job board legacy, and moved to a two-sided career marketplace. ClearanceJobs constantly evolves our service to employ proven trends in communication, technology, and social media. For ClearanceJobs, innovation is key to engaging an ever-changing demographic of cleared professionals.

Modern marketplaces like Amazon, Uber, Spotify, and ClearanceJobs all have things in common:

- ✓ They're two-sided, with both "buyers" and "sellers"
- ✓ They're balanced, with both sides sharing equal information
- ✓ They're self-sustaining, with content being generated by users
- ✓ They have profiles, where all users can share info to build trust
- ✓ They enable easy communication between users
- ✓ They have robust search and match capabilities
- ✓ They have instant, user-to-user feedback mechanisms
- ✓ They have a strong focus on trust and security management
- ✓ They're mobile-friendly
- ✓ They employ innovative UI, UX, and features

amazon airbnb yelp Uber houzz Etsy tinder TaskRabbit Spotify

Candidate Relationship Management

ClearanceJobs®



Like Salesforce does for sales, the ClearanceJobs marketplace helps employers ***find, organize, engage, and hire*** *cleared talent by moving them down stages in a funnel*

ClearanceJobs: DHI Innovation Engine

ClearanceJobs®

Innovative, best-in-class features and functionality for employers

ClearanceJobs
Message



Combines live chat with traditional messaging and unifies all your important candidate comms in one place.

ClearanceJobs
Voice



Engage candidates when they're thinking about their career, live and in real-time, through your web browser.

ClearanceJobs
IntelliSearch



Paste your job description or ideal resume for instant candidate matches, ranked, and scored for you to review.

ClearanceJobs
Groups



More than 90 niche micro-communities where cleared candidates and employers exchange opportunities.

NEW

ClearanceJobs
Workflow



Powerful recruitment process and marketing automation performs important recruiting and marketing tasks for you.

ClearanceJobs
Profiles



Your top way to communicate opportunities and company branding – one click to push to candidate prospects.

ClearanceJobs
Pipeline



Gives employers unlimited power to develop, nurture, and examine custom candidate lead funnels for future hiring needs.

ClearanceJobs
Pulse



Your brand and hiring messages are presented to candidates in an informative, interactive news feed.

NEW

ClearanceJobs
Favorites



Keep tabs on top candidate prospects, receive alerts when active, and engage when they're receptive to contact.

NEW

ClearanceJobs
Meetings



Integrate your calendar to send automated meeting requests to prospective candidates; makes scheduling easy and fast.


DHI
ADVANCED RESEARCH PROJECTS

DHI ADVANCED RESEARCH PROJECTS

OUR MISSION



INNOVATE

Cement DHI as market leader by injecting impactful, cross-functional innovation into our product, processes, and priorities



CONSULT

Advise and support all DHI brands, helping solve mission-critical problems by acting as expert and impartial internal consultants

DHI ADVANCED RESEARCH PROJECTS

OUR PROCESS

PROJECT DELIVERABLES

- Problem Statements
- Research Findings
- Competitive Analysis
- SWOTs and Suggestions

FAST FACTS

- Current team of four
- Average project length is 39 days
- Average intake briefing is 31 pages
- Average debrief is 104 pages



DHI ADVANCED RESEARCH PROJECTS

CLICKS TO BRICKS

PROJECT GOAL

- Understand how digital native brands are successfully building their businesses by augmenting online with offline experiential marketing







DHI ADVANCED RESEARCH PROJECTS

GAME THEORY

PROJECT GOAL

- Dive into the $300 billion world of gaming to understand how players, programs, and processes drive deep engagement and stickiness





Sheryl Franklin
Sr. Recruiting Manager
Raytheon

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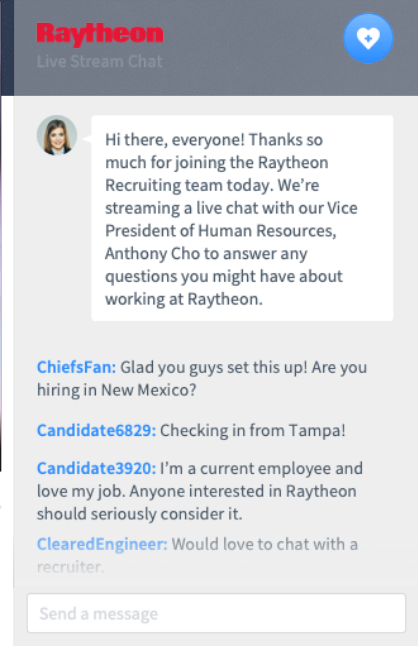
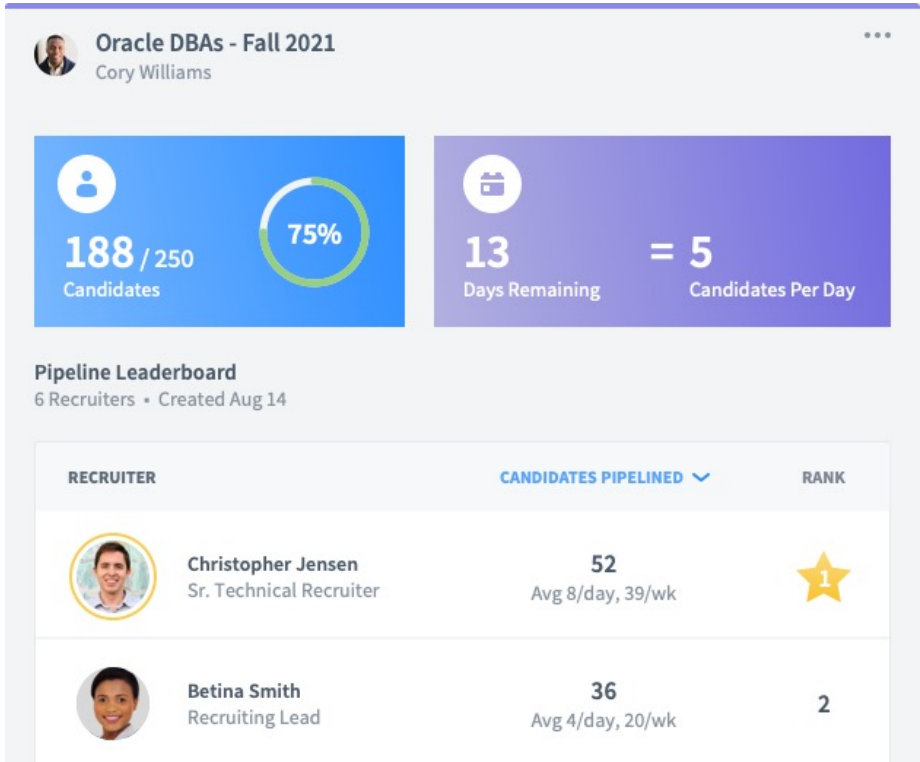




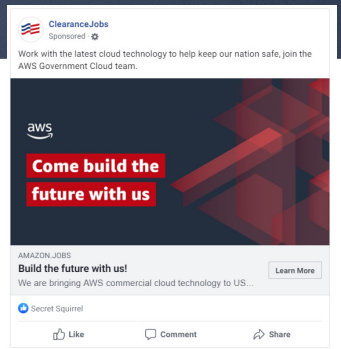






DHI ADVANCED RESEARCH PROJECTS

EMPLOYER BRANDING





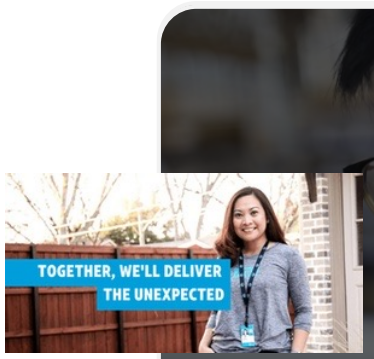
Reputation and Rankings



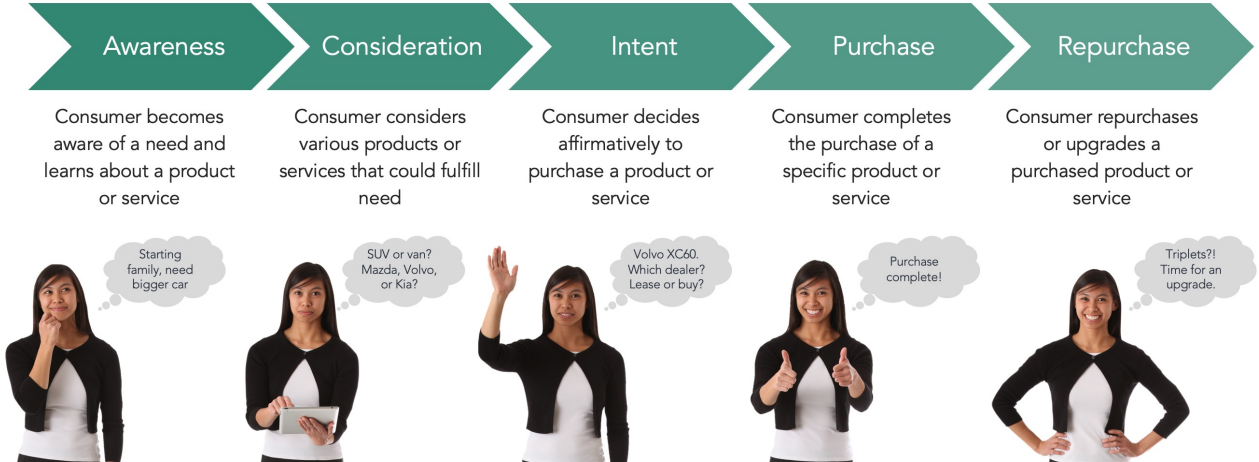
Employee Reviews

PROJECT GOAL

- Examine retail's consumer buying cycle and apply deep learning to employer branding and how it affects candidate decision-making







Recruiting Maturity Model at DHI



	Early Stage Job Board	Mid-Stage Career Marketplace	Late Stage Career Marketplace
Similarity	Classified Ad	Amazon, Yelp, Uber	Artificial Intelligence
Candidate Focus	Active Job Seekers	Active and Passive Candidates	Mostly Passive Candidates
User Engagement	None	Mostly Quantity Over Quality	Quality Over Quantity
User Work Required	Extensive	Moderate	Minimal
Platform Intelligence	Dumb	Informed	Prescient
Platform Focus	Transactions	Lead Gen	Automation

Future Career Marketplace

ClearanceJobs®



Automation

Burden of talent sourcing, pipelining, and initial contact automated; recruiters can focus on engagement with candidates



Integration

External recruiter tools like calendars, ATSs, cloud storage, and note-taking deeply integrated with marketplace software



Anticipation

Predictive analytics anticipate outcomes and pre-emptively suggest actions to change results; system is prescient and learning

ClearanceJobs Workflow

Powerful recruitment process and marketing automation performs important recruiting and marketing tasks for you.

LAUNCHED

Future Career Marketplace

ClearanceJobs®



1

Data Feed Established

Ingestion of jobs data begins and is updated regularly; AI learns patterns, builds indexes



2

Recruiters Confirm Interests

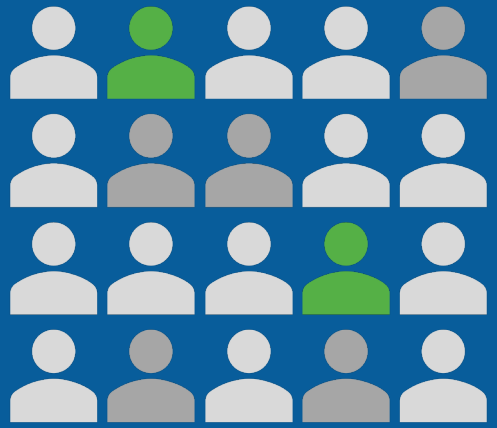
Recruiters tune their accounts to their hiring needs with smart suggestions



3

Platform Watches and Analyzes

System looks for matching candidates, identifies those mostly likely to move



4

Platform Engages and Presents

System automatically engages candidates with smart messaging; ranks candidates, sets meetings

Q&A with Evan Lesser

Next Up: Kevin Bostick, Chief Financial Officer

Business Model of the Future: From Ads to SaaS

Kevin Bostick, Chief Financial Officer

Evolution of DHI's product offerings

Job Board

Momentary Fixes and One-Off Job Postings

Transactional

Focused on job views and applications; hard to prove customer ROI when most candidates are passive

Commoditized

Job postings aren't unique; the same jobs found on multiple websites competing for attention

Disengaged

Lack of communication leads to candidates' "black hole" perception and employers' inability to gauge fit

Career Marketplace

Solutions and Subscriptions

Profiles

Personal and employer branding and self-generated content to inform and build trust

Connections

Network-building to facilitate introductions, formalize relationships, and build trust

Services

Tools, sourcing, advertising and events to find talent, drive engagement, and amplify branding

Communication

Cross-user messaging to exchange opportunities, grow relationships, and build trust

Recruiting Hierarchy of Needs

Term		ACV/Year
Annual & Multi-year	Enhanced Recruitment Package with Branding, Sourcing and Career Events	**$30K+**
Annual & Multi-year	Candidate Profiles & Jobs Advertising	**$15k**
Monthly	Classified Jobs	**$5k**

DHI Core Products

- Direct hire companies and staffing/recruiting agencies purchase annual licenses to gain access to DHI's recruiting platform and solutions. This represents 90%+ of total bookings.

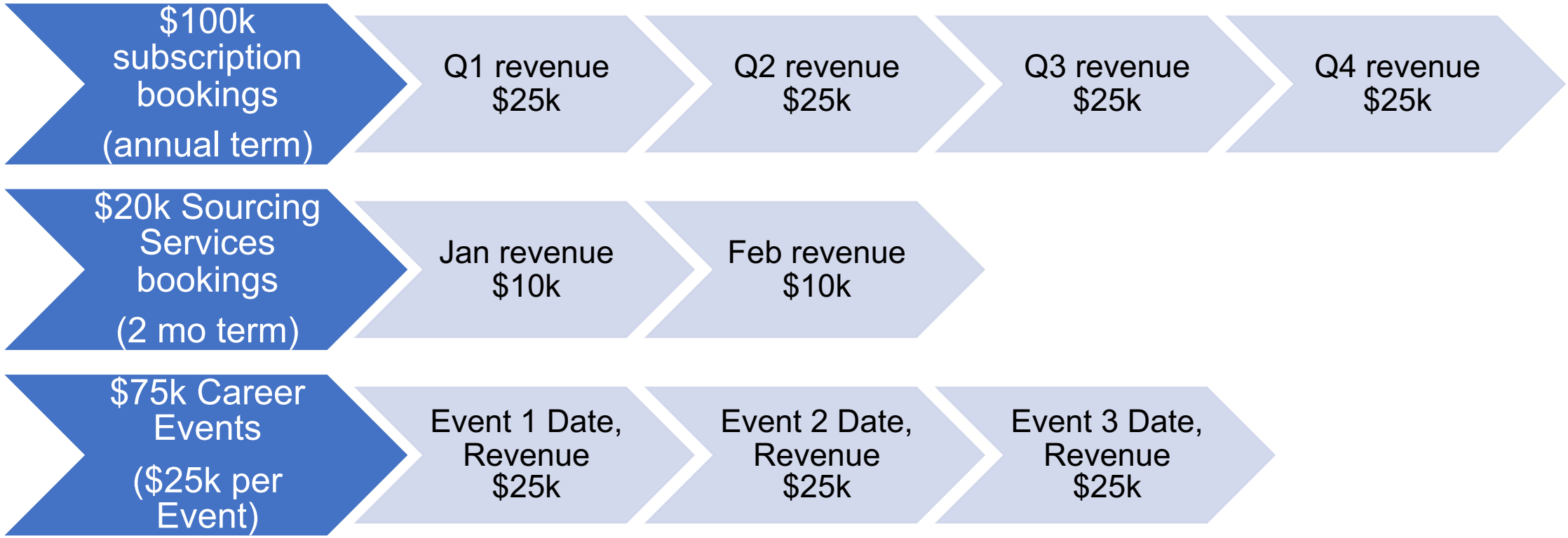
- Price is a function of product, quantity and duration.
  - Seat license to access data base
  - Unit volume – profile views and/or postings

- Subscription terms are typically annual or multi-year commitments.

- Bookings are reported in annual terms in the period service commences
  - *Example: a $24,000 2-year subscription sold in Dec 2020 with a Jan 2021 service start date is reported as bookings of $12,000 in Jan 2021 (Year 1) and $12,000 in Jan 2022 (Year 2)*

- DHI also sells transactional products such as Sourcing Services and Career Events, which are reported as bookings upon commencement of the contractually agreed upon period in which services will be provided.

Bookings to Revenue



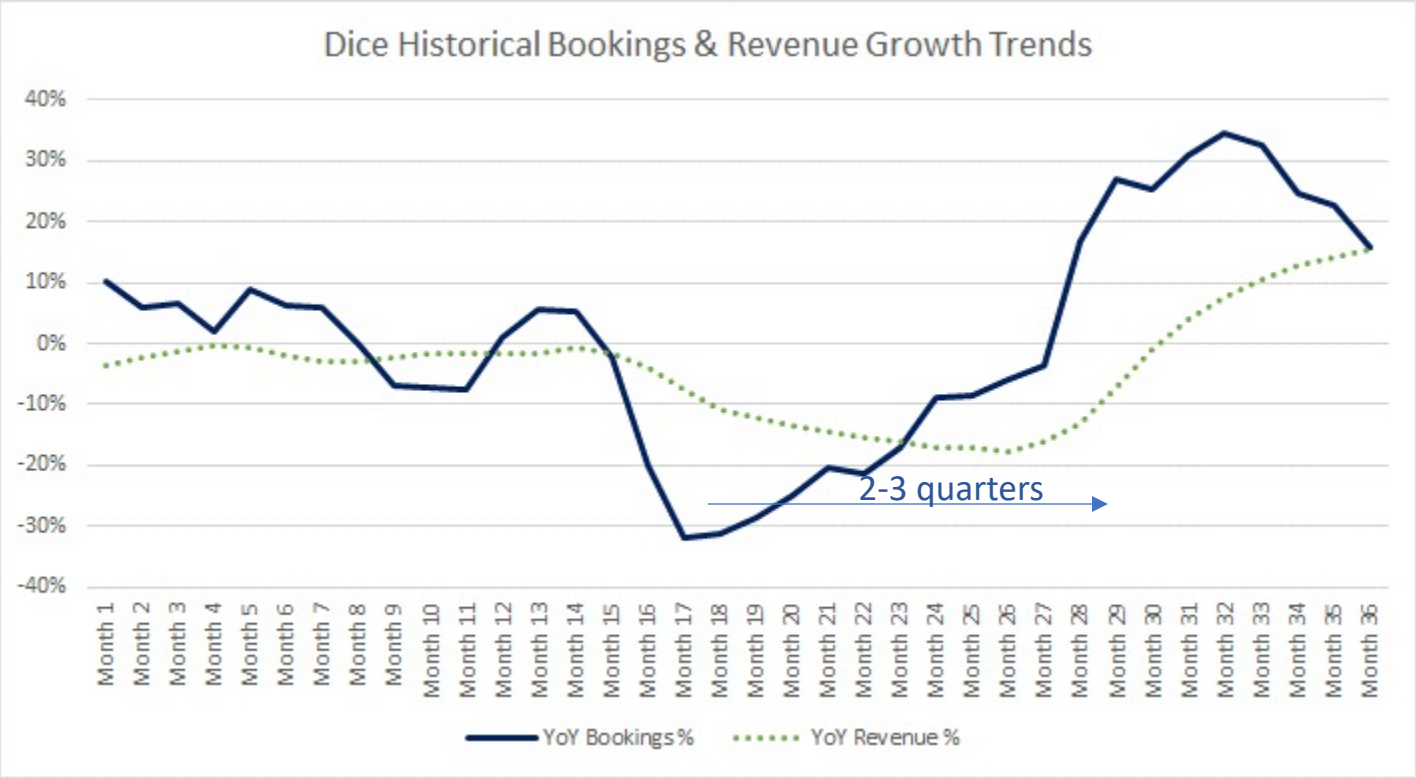
Bookings Changes Implications to Revenue

- Consistent bookings growth over 1 year is required in terms of aligning bookings growth to match revenue growth.
- A 10% bookings growth in Q1 would lead to 2.5% revenue growth in each subsequent quarter for 4 quarters
- Assumes a 12-month duration; ~ 90% of contracts are annual subscriptions

	Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 2 Q1	Year 2 Q2	Year 2 Q3	Year 2 Q4	Year 1 Total	Year 2 Total
Bookings	$1,000	$1,000	$1,000	$1,000	$1,100	$1,100	$1,100	$1,100	$4,000	$4,400
	0%	0%	0%	0%	10%	10%	10%	10%		10%
Revenue	$1,000	$1,000	$1,000	$1,000	$1,025	$1,050	$1,075	$1,100	$4,000	$4,250
					2.5%	5.0%	7.5%	10.0%		6.3%

Dice Bookings to Revenue – Example

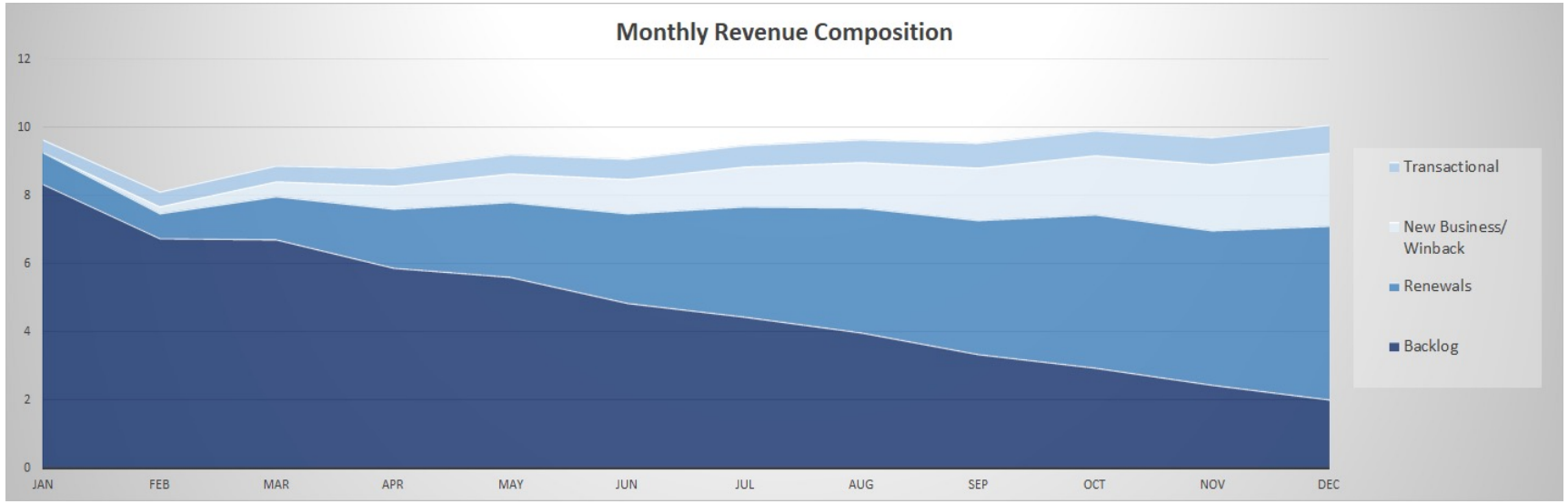
With a subscription-based business, changes in Bookings year-over-year take 2-3 quarters to show in Revenue changes on a year-over-year basis.



YoY bookings and revenue percentages are based upon 3-month average

Predictability of Revenue

Backlog and renewals drive ~82% of revenue at the start of each year.



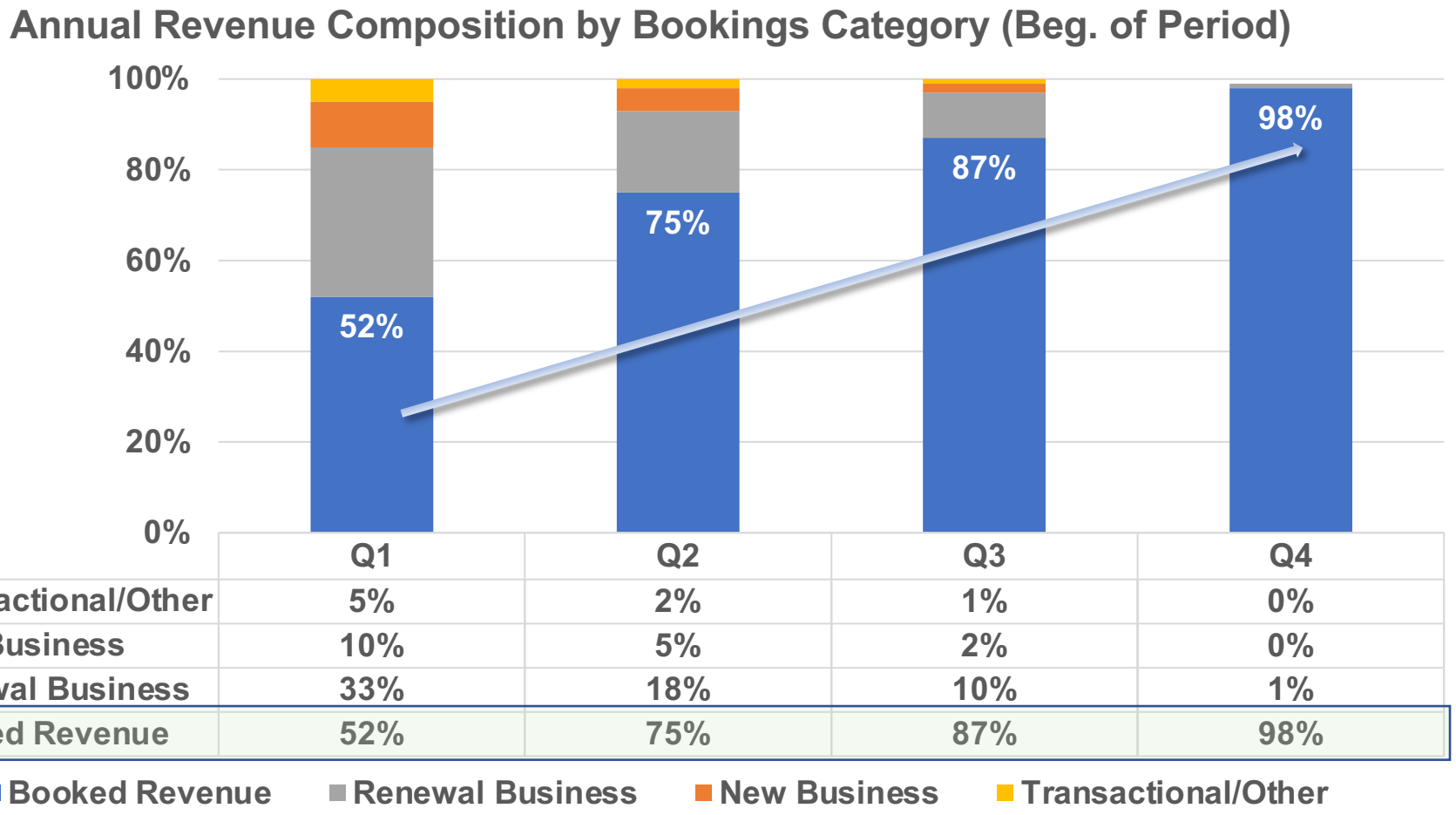
Composition of Revenue at Start of Year	
Backlog	51%
Renewals	31%
New Business/Winbacks	12%
Transactional	7%

- 12% of revenue is through new business sold during the year
  - 22% of bookings is new business
  - 9% of bookings is transactional

- 7% of revenue is transactional (i.e. advertising, career events, job postings)

Annual Revenue

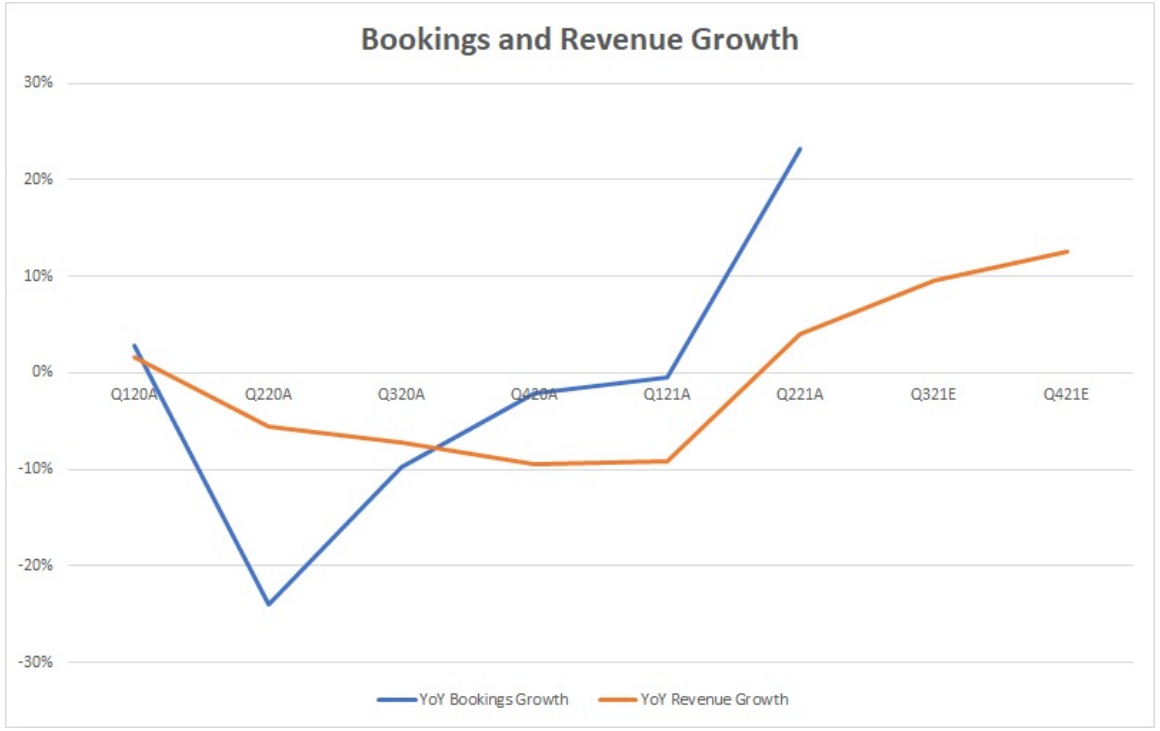
With a subscription-based business, a large portion of our revenue is contracted and booked at the start of each year and predictability of our revenue increases throughout the year as we renew our contracts



	Q1	Q2	Q3	Q4
Transactional/Other	5%	2%	1%	0%
New Business	10%	5%	2%	0%
Renewal Business	33%	18%	10%	1%
Booked Revenue	52%	75%	87%	98%

Revenue Guidance – Q3 and Q4 2021

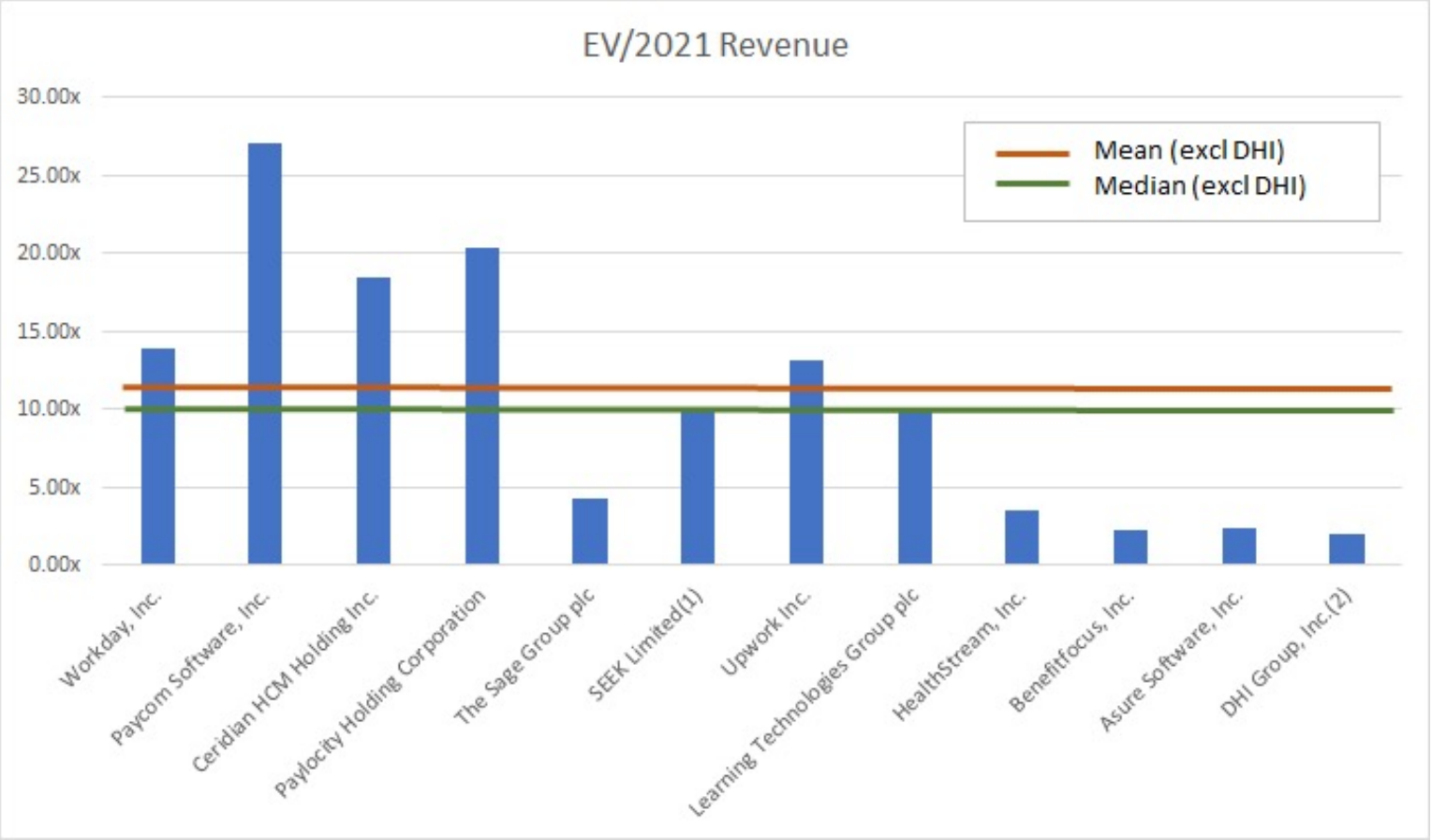
- Based on prior period bookings, DHI has very good visibility into Q3 and Q4 revenue
  - Q3 year-over-year revenue growth rate[1] expected to approach 10%
  - Q4 year-over-year revenue growth rate[1] expected to be slightly higher than Q3 growth rate



[1] Expected year-over-year growth rates are based on historic revenue excluding eFinancialCareers

Comparable Valuations

DHI believes there is significant multiple expansion in its valuation as revenue continues to trend positive



(1) SEK 2020A Revenue adjusted for Zhaopin deconsolidation.

(2) DHI 2020A Revenue adjusted for eFC spinoff.

Q&A with DHI Leadership

Thank you!