Booz Allen Hamilton Holding Corporation
(Exact name of Registrant as specified in its charter)

Delaware
(State or other jurisdiction of incorporation)
001-34972
(Commission File Number)
26-2634160
(IRS Employer Identification No.)

8283 Greensboro Drive, McLean, Virginia
(Address of principal executive offices)
22102
(Zip Code)

Registrant’s telephone number, including area code: (703) 902-5000

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the Registrant under any of the following provisions:
☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Title of Each Class Trading Symbol Name of Each Exchange on Which Registered
Class A Common Stock BAH New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).
Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐
Booz Allen Hamilton Holding Corporation (the “Company”) plans to provide the attached materials to certain investors in advance of an investor conference on August 8, 2019. The materials will be used at the August 8th conference and possibly in connection with various other investor presentations. A copy of the materials is attached as Exhibit 99.1 to this Current Report on Form 8-K.

### Item 9.01  Financial Statements and Exhibits.

<table>
<thead>
<tr>
<th>Exhibit No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>99.1</td>
<td>Investor Presentation</td>
</tr>
</tbody>
</table>
Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Booz Allen Hamilton Holding Corporation

By: /s/ Lloyd W. Howell, Jr.
Lloyd W. Howell, Jr.
Executive Vice President, Chief Financial Officer and Treasurer

Date: August 2, 2019
DISCLAIMER

Forward Looking Safe Harbor Statement
Certain statements contained in this presentation and in related comments by our management include "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Examples of forward-looking statements include information concerning Booz Allen's preliminary financial results, financial outlook and guidance, including forecasted revenue, Diluted EPS, Adjusted Diluted EPS, free cash flow, future quarterly dividends, and future improvements in operating margins, as well as any other statement that does not directly relate to any historical or current fact. In some cases, you can identify forward-looking statements by terminology such as "may," "will," "could," "should," "forecasts," "expects," "intends," "plans," "anticipates," "projects," "outlook," "believes," "estimates," "predicts," "potential," "continue," "prospect," or the negative of these terms or other comparable terminology. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee assurance these expectations will prove to have been correct.

These forward-looking statements relate to future events or our future financial performance and involve known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to differ materially from any future results, levels of activity, performance or achievements expressed or implied by these forward-looking statements. A number of important factors could cause actual results to differ materially from those contained in or implied by these forward-looking statements, including those factors discussed in our filings with the Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K for the fiscal year ended March 31, 2019, which can be found at the SEC's website at www.sec.gov. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the foregoing cautionary statements. All such statements speak only as of the date made and, except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Note Regarding Non-GAAP Financial Data Information
Booz Allen discloses in the following Information Revenue, Excluding Billable Expenses, Adjusted Operating Income, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses, Adjusted Net Income, Adjusted Diluted EPS, and Free Cash Flow which are not recognized measurements under GAAP, and when analyzing Booz Allen's performance or liquidity as applicable. Investors should (i) evaluate each adjustment in our reconciliation of revenue to Revenue, Excluding Billable Expenses, operating income to Adjusted Operating Income, net income to Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses, Adjusted Net Income, and Adjusted Diluted EPS in addition to, and not as an alternative to revenue, operating income, net income or diluted EPS as measures of operating results, and (ii) use Free Cash Flow in addition to and not as an alternative to net cash provided by operating activities as a measure of liquidity, each as defined under GAAP. The Financial Appendix includes a reconciliation of Revenue, Excluding Billable Expenses, Adjusted Operating Income, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses, Adjusted Net Income, and Adjusted Diluted EPS to the most directly comparable financial measure calculated and presented in accordance with GAAP. Booz Allen presents these supplemental performance measures because it believes that these measures provide investors and securities analysts with important supplemental information with which to evaluate Booz Allen's performance, long term earnings potential, or liquidity, as applicable and to enable them to assess Booz Allen's performance on the same basis as management. These supplemental performance and liquidity measurements may vary from and may not be comparable to similarly titled measures by other companies in Booz Allen's industry. With respect to our expectations under "Fiscal 2020 Full Year Outlook," reconciliation of Adjusted Diluted EPS guidance to the closest corresponding GAAP measure is not available without unreasonable efforts on a forward-looking basis due to our inability to predict our stock price, equity grants and dividend declarations during the course of fiscal 2020. Projecting stock price, equity grants and dividends to be declared would be necessary to reproduce the difference between Adjusted Diluted EPS and GAAP EPS as a result of the effects of the two-class method and related possible dilution used in the calculation of EPS. Consequently, any attempt to disclose such reconciliation would imply a degree of precision that could be misleading or misleading to investors. We expect the variability of the above charges to have an unpredictable, and potentially significant, impact on our future GAAP financial results. For the same reason, a reconciliation of Adjusted EBITDA Margin on Revenue guidance to the closest corresponding GAAP measure is not available without unreasonable efforts on a forward-looking basis due to our inability to predict specific quantifications of the amounts that would be required to reconcile such measures.

All quarterly financial information for the fiscal year ended March 31, 2017 presented herein is as previously reported under ASC 605 while the annual financial information for the fiscal year ended March 31, 2017 was retroactively restated for the effects of ASC 606 and ASU 2017-07, as required. Unless otherwise specified, all references to "record" results are with respect to the period since Booz Allen's initial public offering.
WHY INVEST IN BOOZ ALLEN HAMILTON
INVESTMENT THESIS

UNIQUE MARKET POSITION
+ Investments in innovation, talent, and capabilities position us to help clients adopt current and new technologies
+ First mover advantage enhanced by our ability to combine mission knowledge, consulting heritage and technical depth, creating value for critical missions and top priorities

STRONG FINANCIAL RETURNS
FY2018 - FY2021
+ 66% ADEPS GROWTH BY FY21
+ ~2% Dividend Yield

- 6-9% Annual Revenue Growth
- Low 10% Range
- Aded EBITDA Margins
- ~$1.4B Capital Deployment

YEAR ONE
66% ADEPS GROWTH BY FY21
+ ~2% Dividend Yield

8.7% Annual Revenue Growth
60 bps Aded EBITDA Margins
$364M Capital Deployment

OPTION VALUE
+ Continued investment in new business lines and solutions that will drive future growth
BOOZ ALLEN’S LEADERSHIP TEAM
OUR PURPOSE, AS A FIRM, IS TO EMPOWER PEOPLE TO CHANGE THE WORLD

Horacio D. Rozanski
President and CEO

Lloyd W. Howell, Jr.
CFO and Treasurer

Nancy J. Laben
Chief Legal Officer

Joseph W. Mahaffee
Chief Administrative Officer

Angela M. Messer
Chief Transformation Officer

Elizabeth M. Thompson
Chief People Officer

Kristine Martin Anderson
Civilian Services Group Lead

Karen M. Dahut
Global Defense Group Lead

Gary D. Labovich
Management Systems Modernization Lead

Christopher Ling
National Security Group Lead

Susan L. Penfield
Chief Innovation Officer and Strategic Innovation Group Lead

Our employees work at
500+ LOCATIONS IN
25+ COUNTRIES

~26,400
Number of employees

~29%(2) are Veterans

~66%(2) of staff with
security clearances

~85%(2) hold bachelor’s degrees

~40%(2) hold master’s degrees

~3%(2) hold doctoral degrees

1) As of 6/30/2019
2) As of 3/31/2019
AN INDUSTRY LEADER
BOOZ ALLEN CONTINUES ITS 100+ YEAR HISTORY AS AN INDUSTRY LEADER

We bring bold thinking and a desire to be the best in our work in consulting, analytics, digital solutions, engineering, and cyber, focused on agencies ranging from defense to health, energy, and international development.

**KEY HIGHLIGHTS**

- Founded in **1914** (100+ year history)
- Headquartered in McLean, VA (close to core clients)
- November 2010 IPO (NYSE listed under ticker BAH)
- Single P&L (drives collaboration across leadership)
- **$6.9B** in 6/30/19 LTM Revenue
- **$432M** in 6/30/19 LTM Net Income (6.3% margin)
- **$696M** in 6/30/19 LTM Adj. EBITDA (10.1% margin)
- Pure-play services provider (97% U.S. Gov't Revenue – Q1’20)
- Diversification insulates P&L (~4,700 total contracts & task orders) (1)

**Q1’20 CONTRACT MIX**

<table>
<thead>
<tr>
<th>Q1'19</th>
<th>Q1'20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Price</td>
<td>23%</td>
</tr>
<tr>
<td>Cost Reimbursable</td>
<td>52%</td>
</tr>
<tr>
<td>Time &amp; Materials</td>
<td>23%</td>
</tr>
</tbody>
</table>

**WIN RATE (1)**

<table>
<thead>
<tr>
<th></th>
<th>Recompetes</th>
<th>New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1’20 Prime</td>
<td>83%</td>
<td>60%</td>
</tr>
</tbody>
</table>

**Q1’20 PRIME / SUB**

Prime 92%
Sub 8%

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(1) Contract information includes contracts and task orders and is based on FY’19 results.
COMPREHENSIVE SUITE OF SERVICE OFFERINGS
STRATEGICALLY ALIGNED WITH CUSTOMER’S CURRENT AND FUTURE PRIORITIES

Consulting
Focuses on the talent and expertise needed to solve client problems and develop mission-oriented solutions.

Analytics
Focuses on delivering transformational solutions in the areas of decision analytics, automation, and data science, as well as new or emerging areas.

Digital Solutions
Combines the power of modern systems development techniques and cloud platforms with machine learning to transform customer and mission experiences.

Cyber
Focuses on active prevention, detection, and cost effectiveness for cybersecurity needs.

Engineering
Delivers engineering services and solutions to define, develop, implement, sustain, and modernize complex physical systems.
BROAD CUSTOMER BASE
SPANNING THE U.S. GOVERNMENT, INTERNATIONAL AND COMMERCIAL CLIENTS

DEFENSE (47%)
- Air Force
- Army
- Joint Combatant Commands
- Navy/Marine Corps

GLOBAL / COMMERCIAL (3%)
- Commercial: Financial Services, Health and Life Sciences, Energy, Transportation
- International: Middle East, North Africa Region, and Select Asian Markets

CIVIL (27%)
- Homeland Security
- Health & Human Services
- Veterans Affairs
- Treasury
- Justice

INTEL (23%)
- Military Intelligence Agencies: Defense Intelligence Agency, Service Intelligence Centers, Intelligence Surveillance Reconnaissance Units

1 Client listing includes significant clients based on revenue, but the lists are not all inclusive.
# VISION 2020 GROWTH STRATEGY
Currently in its sixth year of implementation, we’re in the “payoff period”

<table>
<thead>
<tr>
<th>KEY ELEMENTS OF VISION 2020</th>
<th>IMPACT ON PERFORMANCE – “PAYOFF”</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Moving closer to the center of our clients’ core mission</td>
<td>+ Insulated operating performance through budget / economic cycles</td>
</tr>
<tr>
<td>+ Increasing the technical content of our work</td>
<td>+ Higher barriers to entry; supports margin</td>
</tr>
<tr>
<td>+ Attracting and retaining superior talent in diverse areas of expertise</td>
<td>+ Superior technical execution; stable hiring / retention drives backlog conversion</td>
</tr>
<tr>
<td>+ Leveraging innovation to deliver complex, differentiated, end-to-end solutions</td>
<td>+ Innovation a key component of investment thesis; option value to enhance growth</td>
</tr>
<tr>
<td>+ Creating a broad network of external partners and alliances</td>
<td>+ Partnerships to synthesize innovation and create solutions (i.e. Dell / District Defend)</td>
</tr>
<tr>
<td>+ Expanding into commercial and international markets</td>
<td>+ Mix shift drives higher growth and margin; to eventually pivot mature commercial solutions to government end markets</td>
</tr>
</tbody>
</table>
VISION 2020 RESULTS
BOOZ ALLEN ANTICIPATES OUR STRONG FINANCIAL PERFORMANCE WILL CONTINUE

NET INCOME (IN MILLIONS) GROWTH...

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16 (1)</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>$233</td>
<td>$294</td>
<td>$261</td>
<td>$302</td>
<td>$419</td>
<td></td>
</tr>
</tbody>
</table>

.... DRIVES STRONG DILUTED EARNINGS PER SHARE

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16 (1)</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.52</td>
<td>$1.94</td>
<td>$1.72</td>
<td>$2.03</td>
<td>$2.91</td>
<td></td>
</tr>
</tbody>
</table>

(1) 2016 Net Income benefited from one time release of pre-acquisition income tax reserves assumed by the Company in connection with the acquisition of our Company by The Carlyle Group.
STRONG EARNINGS GROWTH
DERIVATIVE OF ROBUST, ABOVE-MARKET ORGANIC REVENUE GROWTH

ACCELERATING ADJUSTED EBITDA (IN MILLIONS), ADEPS GROWTH

ORGANIC REVENUE GROWTH CONSISTENTLY ABOVE MARKET (1), (2), (3)

1) Gov Services industry includes Leidos, SAIC, ManTech, CACI, and DynCorp (through Q3 FY18)
2) Organic growth reflects disclosed commentary (through SEC filing, presentation, or transcript) around organic growth performance
3) Source: Company presentations, SEC filings, and earnings transcripts
HISTORICAL BACKLOG & BOOK-TO-BILL

1) For more information on the components of backlog, and the differences between backlog and remaining performance obligations, please see the Company’s Form 10-K for the fiscal year ended 3/31/19

2) Revenue as reported under ASC 605

3) Revenue as adjusted from previously reported to reflect ASC 606 and ASU 2017-07

4) Revenue as reported, reflecting ASC 606 and ASU 2017-07
DELIVERING SHAREHOLDER VALUE
POST-RECESSION, BOOZ ALLEN HAS ESTABLISHED A TRACK RECORD OF DEPLOYING CAPITAL

CAPITAL DEPLOYED AND TSR PERFORMANCE SINCE IPO: 797%\(^{(1)}\)

CAPITAL DEPLOYED SINCE IPO\(^{(2)}\): ~$3.3B ($B)


\(\text{Quarterly Div. - Special Div. - Share Repo - M&A}\)

\(\text{CAPITAL DEPLOYED SINCE IPO}\(^{(2)}\): ~$3.38 ($B)\)

\(\text{~$0.50, ~$0.71, ~$1.50, ~$0.58}\)

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\(\text{\(^{(1)}\) TSR as of 6/30/2019 and assumes dividends reinvested - Capital Deployed as of 3/31/2019}\)

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QUARTERLY PERFORMANCE: Q1 FY’20
## KEY FINANCIAL RESULTS
### FIRST QUARTER FISCAL YEAR 2020 RESULTS

Comparisons are to prior fiscal year period

<table>
<thead>
<tr>
<th></th>
<th>FIRST QUARTER (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$1.8 billion</td>
</tr>
<tr>
<td>Revenue, Excluding Billable Expenses</td>
<td>$1.3 billion</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$199 million</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin on Revenue</td>
<td>10.9% Increase</td>
</tr>
<tr>
<td>Net Income</td>
<td>$117 million</td>
</tr>
<tr>
<td>Adjusted Net Income</td>
<td>$118 million</td>
</tr>
<tr>
<td>Diluted EPS</td>
<td>$0.83</td>
</tr>
<tr>
<td>Adjusted Diluted EPS</td>
<td>$0.83</td>
</tr>
<tr>
<td>Net Cash Provided by Operating Activities</td>
<td>$51 million</td>
</tr>
</tbody>
</table>

(1) Comparisons are to prior fiscal year period
Q1 FY'20 PERFORMANCE: ALIGNED WITH INVESTMENT THESIS

UPDAtED INVESTMENT THESIS

Unique Market Position = Strong Financial Returns + Option Value

- Investments in innovation, talent, and capabilities position us to help clients adopt current and new technologies
- First mover advantage enhanced by our ability to combine mission knowledge, consulting heritage and technical depth creating value for critical missions and top priorities

- Continued investment in new business lines and solutions that will drive future growth

INDUSTRY LEADING ORGANIC REVENUE GROWTH

- Organic growth in revenue ex-billables of ~9% year-over-year driven by strong client demand
- ~7% year-over-year headcount growth positions firm to continue to execute against near-record backlog
- Positioned to meet objective of a relatively strong first half of fiscal year 2020
- Adj. EBITDA Margin on Revenue of 10.9%; Adj. EBITDA of $199 million (~12% growth year-over-year)
- Organic growth and strong contract-level execution continue to drive profitability
- Reaffirming FY'20 guidance of Adj. EBITDA Margin on Revenue in the low 10% range

- Deployed ~$41 million in capital during the first quarter
- Reaffirming three-year goal ($1.4 billion) to deploy remaining ~$1.0 billion through fiscal year 2021
CAPITAL ALLOCATION
DELIVERING STRONG CAPITAL RETURNS THROUGH EFFICIENT CAPITAL DEPLOYMENT STRATEGY

- Multi-year capital deployment plan remains on track, subject to market conditions
  - Deployed ~$41 million(1) during the quarter
  - Aim to deploy an additional ~$1.0 billion through FY'21, aligning with our overall investment thesis goal of $1.4 billion
- $652 million of share repurchase authorization remained as of June 30, 2019
- Ample cash on hand and balance sheet capacity to support our capital deployment objectives
- The Board authorized a regular dividend of 23 cents per share, payable on August 30th to stockholders of record on August 14th

QUARTERLY CAPITAL DEPLOYMENT ($ IN MILLIONS)

<table>
<thead>
<tr>
<th></th>
<th>Q1'19</th>
<th>Q2'19</th>
<th>Q3'19</th>
<th>Q4'19</th>
<th>Q1'20</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75.5</td>
<td>$48.1</td>
<td>$110.1</td>
<td>$110.1</td>
<td>$40.7</td>
<td>$83.3</td>
</tr>
<tr>
<td>$27.4</td>
<td>$27.2</td>
<td>$27.1</td>
<td>$32.4</td>
<td>$32.4</td>
<td></td>
</tr>
</tbody>
</table>

HISTORICAL CAPITAL DEPLOYMENT ($ IN MILLIONS)

<table>
<thead>
<tr>
<th></th>
<th>FY'16</th>
<th>FY'17</th>
<th>FY'18</th>
<th>FY'19</th>
<th>LTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>$194.3</td>
<td>$51.1</td>
<td>$63.2</td>
<td>$80.0</td>
<td>$247.6</td>
<td>$396.9</td>
</tr>
<tr>
<td>$56.4</td>
<td>$103.4</td>
<td>$114.2</td>
<td>$250.0</td>
<td>$269.6</td>
<td>$329.3</td>
</tr>
</tbody>
</table>

(1) Includes $2.4M to purchase 318,950 withhold-to-cover shares
(2) Represents Payments for Business Acquisitions, Net of Cash Acquired
APPENDIX
NON-GAAP FINANCIAL INFORMATION

- "Revenue, Excluding Billable Expenses" represents revenue less billable expenses. We use Revenue, Excluding Billable Expenses because it provides management useful information about the Company's operating performance by excluding the impact of costs that are not indicative of the level of productivity of our consulting staff headcount and our overall direct labor, which management believes provides useful information to our investors about our core operations.

- "Adjusted Operating Income" represents operating income before transaction costs, fees, losses, and expenses, including fees associated with debt prepayments. We prepare Adjusted Operating Income to eliminate the impact of items we do not consider indicative of ongoing operating performance due to their inherent unusual, extraordinary, or non-recurring nature or because they result from an event of a similar nature.

- "Adjusted EBITDA" represents net income before income taxes, net interest and other expense and depreciation and amortization and before certain other items, including transaction costs, fees, losses, and expenses, including fees associated with debt prepayments. Adjusted EBITDA Margin on Revenue is calculated as Adjusted EBITDA divided by revenue. Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses is calculated as Adjusted EBITDA divided by Revenue, Excluding Billable Expenses. The Company prepares Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, and Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses to eliminate the impact of items it does not consider indicative of ongoing operating performance due to their inherent unusual, extraordinary or non-recurring nature or because they result from an event of a similar nature.

- "Adjusted Net Income" represents net income before: (i) adjustments related to the amortization of intangible assets resulting from the Carlyle Acquisition, (ii) transaction costs, fees, losses, and expenses, including fees associated with debt prepayments, (iii) amortization or write-off of debt issuance costs and write-off of original issue discount, (iv) release of income tax reserves, and (v) re-measurement of deferred tax assets and liabilities as a result of the 2017 Tax Act. In each case net of the tax effect where appropriate calculated using an assumed effective tax rate. We prepare Adjusted Net Income to eliminate the impact of items, net of tax, we do not consider indicative of ongoing operating performance due to their inherent unusual, extraordinary, or non-recurring nature or because they result from an event of a similar nature. We view net income excluding the impact of the re-measurement of the Company's deferred tax assets and liabilities as a result of the 2017 Tax Act as an important indicator of performance consistent with the manner in which management measures and forecasts the Company's performance and the way in which management is incentivized to perform.

- "Adjusted Diluted EPS" represents diluted EPS calculated using Adjusted Net Income as opposed to net income. Additionally, Adjusted Diluted EPS does not contemplate any adjustments to net income as required under the two-class method as disclosed in the footnotes to the consolidated financial statements.

- "Free Cash Flow" represents the net cash generated from operating activities less the impact of purchases of property and equipment.
## NON-GAAP FINANCIAL INFORMATION

(In thousands, except share and per share data)  

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues, Excluding Billable Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$ 1,221,176</td>
<td>$ 1,646,848</td>
</tr>
<tr>
<td>Billable expenses</td>
<td>$ 85,175</td>
<td>$ 47,615</td>
</tr>
<tr>
<td><strong>Revenue, Excluding Billable Expenses</strong></td>
<td>$ 1,276,351</td>
<td>$ 1,702,463</td>
</tr>
<tr>
<td><strong>Adjusted Operating Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income</td>
<td>$ 179,646</td>
<td>$ 161,112</td>
</tr>
<tr>
<td>Adjusted Operating Income</td>
<td>$ 179,646</td>
<td>$ 161,112</td>
</tr>
<tr>
<td><strong>EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue &amp; Adjusted</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>$ 199,687</td>
<td>$ 177,765</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$ 199,687</td>
<td>$ 177,765</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin on Revenue</td>
<td>10.9%</td>
<td>19.8%</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses</td>
<td>15.6%</td>
<td>15.2%</td>
</tr>
<tr>
<td><strong>Adjusted Net Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>$ 117,136</td>
<td>$ 104,204</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>38,444</td>
<td>33,163</td>
</tr>
<tr>
<td>Interest and other, net</td>
<td>23,216</td>
<td>24,245</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>20,831</td>
<td>16,133</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$ 199,687</td>
<td>$ 177,765</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$ 199,687</td>
<td>$ 177,765</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin on Revenue</td>
<td>10.9%</td>
<td>19.8%</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin on Revenue, Excluding Billable Expenses</td>
<td>15.6%</td>
<td>15.2%</td>
</tr>
<tr>
<td><strong>Adjusted Diluted Earnings Per Share</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weighted-average number of dilutive shares outstanding</td>
<td>141,329,301</td>
<td>144,493,273</td>
</tr>
<tr>
<td>Adjusted Net Income Per Diluted Share (d)</td>
<td>$ 0.83</td>
<td>$ 0.92</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>$ 56,983</td>
<td>$ (27,037)</td>
</tr>
<tr>
<td>Less: Purchases of property and equipment</td>
<td>(27,336)</td>
<td>(20,465)</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>$ 23,647</td>
<td>$ (47,502)</td>
</tr>
</tbody>
</table>

(a) Reflects the combination of interest expense and other income (expense), net from the condensed consolidated statement of operations.
(b) Reflects the tax effect of adjustments at an assumed effective tax rate of 28%, which approximates the blended federal and state tax rates and consequently excludes the impact of other tax credits and incentive benefits realized.
(c) Excludes an adjustment of approximately $0.6 million of net earnings for the three months ended June 30, 2019 and 2018, respectively, associated with the application of the two-class method for computing diluted earnings per share.
### NON-GAAP FINANCIAL INFORMATION

**Unaudited Non-GAAP Financial Information**

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue, Excluding Billable Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$5,274,770</td>
<td>$5,405,738</td>
<td>$5,889,491</td>
<td>$6,167,600</td>
<td>$6,704,637</td>
</tr>
<tr>
<td>Billable Expenses</td>
<td>1,406,537</td>
<td>1,513,063</td>
<td>1,751,077</td>
<td>1,861,312</td>
<td>2,004,864</td>
</tr>
</tbody>
</table>

| **EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue** |           |          |          |          |          |
| Net income               | $232,569 | $294,064 | $260,825 | $301,692 | $418,529 |
| Income tax expense       | 153,349  | 85,368   | 164,832  | 128,344  | 96,874   |
| Interest and other, net  | 72,040   | 65,122   | 80,357   | 80,607   | 86,991   |
| Depreciation and amortization | 62,660  | 91,536   | 59,544   | 64,736   | 60,575   |
| EBITDA                   | 521,462  | 506,129  | 565,508  | 584,479  | 670,969  |
| Transaction expenses     | 2,039    | —        | 3,354    | —        | 3,600    |
| Adjusted EBITDA          | $234,521 | $294,120 | $260,917 | $301,442 | $417,929 |
| Adjusted EBITDA Margin on Revenue (%) | 9.9 %    | 9.4 %    | 9.8 %    | 9.5 %    | 10.1 %   |

| **Adjusted Net Income** |           |          |          |          |          |
| Net income              | $232,569 | $294,064 | $260,825 | $301,692 | $418,529 |
| Transaction expenses    | 2,039    | —        | 3,354    | —        | 3,600    |
| Amortization of intangible assets | 4,225  | 4,225    | 4,225    | —        | —        |
| Amortization or write-off of debt issuance costs and write-off of original issue discount | 6,545 | 5,261 | 8,866 | 2,655 | 2,900 |
| Release of income tax reserves | — | (53,301) | — | — | (462) |
| Re-measurement of deferred tax assets/liabilities | — | — | (9,117) | (27,908) |
| Adjustments for tax effect | (5,124) | (3,779) | (5,578) | (959) | (1,111) |
| Adjusted Net Income      | $240,258 | $290,449 | $260,202 | $294,771 | $388,029 |

| **Adjusted Diluted Earnings per Share** |           |          |          |          |          |
| Weighted-average number of diluted shares outstanding | 150,375,531 | 148,719,137 | 150,274,640 | 147,750,022 | 143,150,176 |
| Adjusted Net income per Diluted Share | $1.60    | $1.65    | $1.80    | $1.99    | $2.75    |

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**Footnotes:**

a. The use and definition of Non-GAAP financial measurements can be found in the company’s public filings.

b. Reflects the combination of interest expense and other income (expense), net from the consolidation of operations.

c. Reflects the re-measurement of deferred tax assets and liabilities resulting from the adoption of the new guidance for the measurement of deferred tax assets and liabilities issued by the FASB in 2016.


g. Fiscal 2016 and Fiscal 2017 adjustments are reflected using current effective tax rates of 36.5% and 21%, which approximate the blended federal and state tax rates for fiscal 2018 and 2019, respectively, and consistently include the impact of other tax credits and incentives beneficial to the Company.
FINANCIAL RESULTS – KEY DRIVERS

First Quarter Fiscal 2020 – Below is a summary of the key factors driving results for the fiscal 2020 first quarter ended June 30, 2019 as compared to the prior year period:

- Revenue increased by 10.8% to $1.8 billion driven primarily by continued strength in client demand, which led to increased client staff headcount and an increase in direct client staff labor.

- Revenue, Excluding Billable Expenses increased 8.9% to $1.3 billion due to increased client demand which led to increased client staff headcount and an increase in direct client staff labor.

- Operating Income and Adjusted Operating Income both increased 10.8% to $179.0 million. Increases in both were primarily driven by the same factors driving revenue growth, as well as strong contract performance.

- Net income increased 12.7% to $117.4 million and Adjusted Net Income increased 12.4% to $117.7 million. These increases were primarily driven by the same factors as Operating Income and Adjusted Operating Income.

- EBITDA and Adjusted EBITDA both increased 12.0% to $199.1 million. These increases were due to the same factors as Operating Income and Adjusted Operating Income.

- Diluted EPS and Adjusted Diluted EPS both increased to $0.83 from $0.72. The increases were primarily driven by the same factors as Net Income and Adjusted Net Income, as well as a lower share count in the first quarter of fiscal 2020.

- As of June 30, 2019, total backlog was $19.9 billion, an increase of 16.2%. Funded backlog was $3.2 billion, an increase of 13.7%.

- Net cash provided by operating activities was $51.0 million for the three months ended June 30, 2019 as compared to net cash used in operating activities of $(27.0) million for the three months ended June 30, 2018. The improvement in operating cash flow over the prior year period was primarily due to collection of our revenue and net income growth in fiscal 2020 as compared to fiscal 2019. Free Cash Flow was $23.6 million for the three months ended June 30, 2019 as compared to $(47.5) million for the three months ended June 30, 2018. Free Cash Flow was affected by the same factors affecting cash provided by operating activities, partially offset by an increase in capital expenditures over the prior year period primarily related to investments in our facilities, infrastructure and information technology.
SHAREHOLDER AND STOCK INFORMATION

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