

**Q2 FY27 Earnings
Call Presentation**
OCTOBER 23, 2026

PARTICIPANTS

Earnings Call Participants

HORACIO ROZANSKI

Chairman, Chief Executive Officer

KRISTINE MARTIN ANDERSON

President, Chief Operating Officer

TROY LAHR

Executive Vice President, Chief Financial Officer

DUSTIN DARENSBOURG

Head of Investor Relations

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, Adjusted EBITDA, Diluted EPS, Adjusted Diluted EPS, 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,” “preliminary,” 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 can give you no 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, 2026, 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 we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Booz Allen’s fiscal year ends on March 31 and unless otherwise noted, references to fiscal year, fiscal or FY are for fiscal years ended March 31.

Note Regarding Non-GAAP Financial Data Information

Booz Allen discloses Revenue, Excluding Billable Expenses, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow, and Net Leverage Ratio, which are not recognized measurements under accounting principles generally accepted in the United States, or 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, net income attributable to common stockholders to Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted Net Income and Adjusted Diluted EPS, net cash used in operating activities to Free Cash Flow, and net debt to Net Leverage Ratio, and the explanatory footnotes regarding those adjustments, each as defined under GAAP, (ii) use Revenue, Excluding Billable Expenses, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted Net Income, and Adjusted Diluted EPS in addition to, and not as an alternative to, revenue, operating income, net income attributable to common stockholders or diluted EPS as measures of operating results, each as defined under GAAP, (iii) use Free Cash Flow in addition to, and not as an alternative to, net cash used in operating activities as a measure of liquidity, each as defined under GAAP, and (iv) use Net Leverage Ratio in addition to, and not as an alternative to, net debt as a measure of Booz Allen’s debt leverage. The Appendix includes a reconciliation of Revenue, Excluding Billable Expenses, Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, Adjusted Net Income, Adjusted Diluted EPS, Free Cash Flow and Net Leverage Ratio 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 “Financial Outlook”, reconciliation of Adjusted Diluted EPS guidance, Adjusted EBITDA, and Adjusted EBITDA Margin on Revenue, and Adjusted Effective Tax Rate 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 with respect to Adjusted Diluted EPS, and our net income, net interest and other expenses with respect to Adjusted EBITDA, Adjusted EBITDA Margin on Revenue, and Adjusted Effective Tax Rate, during the course of fiscal 2027. With respect to Adjusted Diluted EPS guidance, projecting future stock price, equity grants and dividends to be declared would be necessary to accurately calculate 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 confusing 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 and Adjusted EBITDA Margin on Revenue guidance for fiscal 2027, of Adjusted EBITDA guidance through fiscal 2027, and of Adjusted Effective Tax Rate guidance through fiscal 2027 to the closest corresponding GAAP measures are 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. Accordingly, Booz Allen is relying on the exception provided by Item 10(e)(1)(i)(B) of Regulation S-K to exclude these reconciliations.

KEY TAKEAWAYS

“Booz Allen is executing exceptionally well and investing in our next phase of growth. We are building and scaling our cyber and defense tech products and bringing super intelligence into our nation's most critical missions to deliver greater value and impact.”

— Horacio Rozanski
Chairman & Chief Executive Officer

- Strong execution driving profitability above expectations**
- Momentum building across National Security Portfolio**
- Strong total backlog of \$41B**
- Accelerating delivery of advanced cyber, agentic and defense technologies**

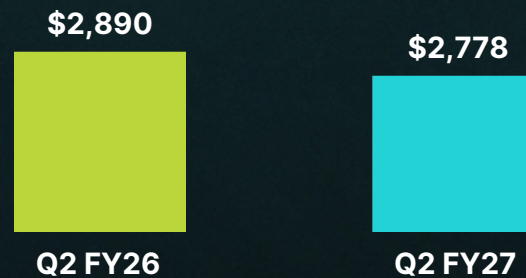
KEY FINANCIAL RESULTS

Q2 Summary Financial Results

- *Delivered profit above expectations through continued strong contract execution*
- *Top-line results continue to reflect bifurcated market dynamics*
- *National Security accelerating with revenue ex-billables up 5.9%*
- *Robust free cash flow generation supported by strong collections*
- *1.5x quarterly book-to-bill, 1.1x LTM book-to-bill*
- *Backlog up 2% YoY to \$41B; funded backlog up 5% YoY*

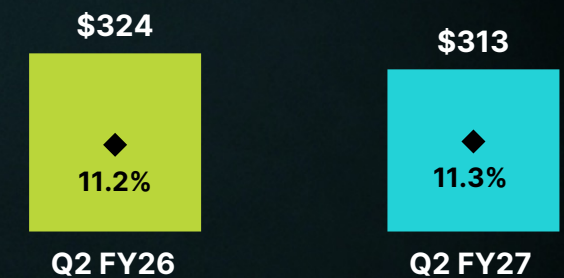
Revenue

(3.9)%



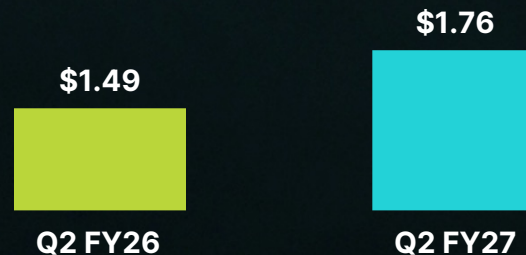
Adjusted EBITDA

(3.4)%



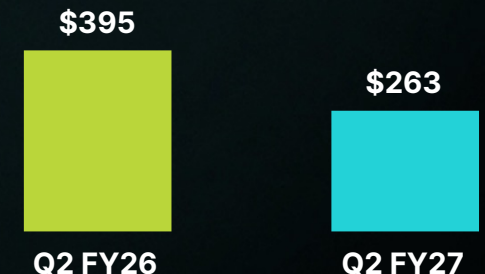
Adjusted Diluted EPS

+18.1%



Free Cash Flow

(33.4)%



CAPITAL DEPLOYMENT**Committed to a Balanced Capital Allocation Strategy**

**DEPLOYING INVESTMENT
ACROSS OUR
KEY GROWTH VECTORS**

\$795M

M&A and Strategic Investments
Made in the Second Quarter

**STRONG CASH FLOW
SUPPORTING
SHAREHOLDER RETURNS**

\$170M

Returned to Shareholders
in the Second Quarter

**STRONG BALANCE SHEET
AND LIQUIDITY**

\$1.8B

Substantial Liquidity
Creates Optionality

3.3x

Net Leverage Ratio⁽¹⁾



Booz Allen Booth at Black Hat USA, August 2026

FINANCIAL OUTLOOK

Updating Our FY27 Guidance

REVENUE \$

\$11.3 - \$11.6B

(YoY Growth of 1.0 – 3.0%)

ADJUSTED EBITDA

\$1.26 - \$1.29B

(Margin of ~11%)

ADJUSTED DILUTED EPS

\$6.50 - \$6.70

FREE CASH FLOW

\$850 - \$925M

Assumptions

Adjusted Effective Tax Rate: 16 - 19%

Average Diluted Share Count: 118M - 120M

Capital Expenditures: \$200M



Booz Allen Booth at 2026 AUSA Annual Meeting & Exposition

APPENDIX

KEY FINANCIAL RESULTS

Q2 2027 Results

	SECOND QUARTER ⁽¹⁾		FIRST HALF ⁽¹⁾	
Revenue	\$2.8 billion	(3.9)%	\$5.6 billion	(4.1)%
Revenue, Excluding Billable Expenses	\$2.0 billion	(0.8)%	\$3.9 billion	(2.3)%
Net Income	\$181 million	+3.4%	\$379 million	(15.0)%
Adjusted EBITDA ⁽²⁾	\$313 million	(3.4)%	\$647 million	+1.9%
Adjusted EBITDA Margin on Revenue ⁽²⁾	11.3%	+10 bps	11.6%	+70 bps
Adjusted Net Income	\$211 million	+15.3%	\$428 million	+16.6%
Diluted EPS	\$1.50	+5.6%	\$3.13	(12.6)%
Adjusted Diluted EPS	\$1.76	+18.1%	\$3.57	+20.2%
Net Cash Provided by Operating Activities	\$294 million	(30.2)%	\$575 million	+6.5%

(1) Comparisons are to prior fiscal year period.

(2) Reconciliations of Adjusted EBITDA and Adjusted EBITDA Margin on Revenue can be found on Slide 11. Net income margin was 6.5% and 6.8% for the three and six months ended September 30, 2026.

DISCLAIMER

Non-GAAP Financial Information

- "Revenue, Excluding Billable Expenses" represents revenue less billable expenses. Booz Allen uses Revenue, Excluding Billable Expenses because it provides management useful information about the Company's operating performance by excluding the impact of costs such as subcontractor expenses, travel expenses, and other non-labor expenses incurred to perform on contracts. Billable expenses generally have lower margin and thus are less indicative of our profit generation capacity.
- "EBITDA" represents net income before income tax expense, interest expense, net and other income (expense), and depreciation and amortization.
- "Adjusted EBITDA" represents net income before income tax expense (benefit), interest expense, net and other income (expense), and depreciation and amortization and before certain other items, including certain other corporate expenses. "Adjusted EBITDA Margin on Revenue" is calculated as Adjusted EBITDA divided by revenue. Booz Allen prepares Adjusted EBITDA and Adjusted EBITDA Margin on Revenue 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 certain other corporate expenses and acquisition amortization, in each case net of the tax effect where appropriate calculated using an assumed effective tax rate. Booz Allen prepares Adjusted Net Income to eliminate the impact of items, net of tax, 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 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 of the Company's Form 10-K for the fiscal year ended March 31, 2026.
- "Free Cash Flow" represents the net cash generated from operating activities less the impact of purchases of property, equipment and software.
- "Adjusted Effective Tax Rate" represents income tax expense (benefit) excluding the income tax effects of adjustments to net income, divided by adjusted earnings before income tax expense
- "Net Leverage Ratio" is calculated as net debt (total debt less cash) divided by Adjusted EBITDA over the prior twelve months.

FINANCIAL INFORMATION

Non-GAAP Financial Information (Unaudited)

(In millions, except share and per share data)	Three Months Ended September 30,		Six Months Ended September 30,	
	2026	2025	2026	2025
Revenue, Excluding Billable Expenses				
Revenue	\$ 2,778	\$ 2,890	\$ 5,578	\$ 5,814
Less: Billable expenses	821	918	1,656	1,799
Revenue, Excluding Billable Expenses	<u>\$ 1,957</u>	<u>\$ 1,972</u>	<u>\$ 3,922</u>	<u>\$ 4,015</u>
EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin on Revenue				
Net income	\$ 181	\$ 175	\$ 379	\$ 446
Income tax expense	18	58	71	3
Interest expense, net and other income (expense)	46	50	74	91
Depreciation and amortization	51	41	96	81
EBITDA	<u>\$ 296</u>	<u>\$ 324</u>	<u>\$ 620</u>	<u>\$ 621</u>
Other corporate expenses (a)	17	—	27	14
Adjusted EBITDA	<u>\$ 313</u>	<u>\$ 324</u>	<u>\$ 647</u>	<u>\$ 635</u>
Net income margin	6.5 %	6.1 %	6.8 %	7.7 %
Adjusted EBITDA Margin on Revenue	11.3 %	11.2 %	11.6 %	10.9 %

FINANCIAL INFORMATION

Non-GAAP Financial Information (Unaudited)

(In millions, except share and per share data)	Three Months Ended September 30,		Six Months Ended September 30,	
	2026	2025	2026	2025
Adjusted Net Income				
Net income	\$ 181	\$ 175	\$ 379	\$ 446
Other corporate expenses (a)	17	—	27	14
Acquisition amortization (b)	22	12	37	24
Adjustments for tax effect (c)	(9)	(4)	(15)	(117)
Adjusted Net Income	\$ 211	\$ 183	\$ 428	\$ 367
Adjusted Diluted Earnings per Share				
Weighted-average number of diluted shares outstanding	119,591,637	122,881,563	119,886,979	123,677,992
Diluted earnings per share	\$ 1.50	\$ 1.42	\$ 3.13	\$ 3.58
Adjusted Net Income Per Diluted Share	\$ 1.76	\$ 1.49	\$ 3.57	\$ 2.97
Free Cash flow				
Net cash provided by operating activities	\$ 294	\$ 421	\$ 575	\$ 540
Less: Purchases of property, equipment and software	(31)	(26)	(51)	(49)
Free Cash Flow	\$ 263	\$ 395	\$ 524	\$ 491

DISCLAIMER

Non-GAAP Financial Information

(a) In fiscal 2027, other corporate expenses consist primarily of acquisition related costs associated with Defy Security in the first quarter of fiscal 2027, and Ultra I&C Mission Solutions business in the second quarter of fiscal 2027. In fiscal 2026, other corporate expenses consist primarily of nonrecoverable costs associated with employee severance from cost management and restructuring initiatives, transaction costs associated with a divestiture, and acquisition related costs associated with the acquisition of Defy Security. See Note 20, "Supplemental Consolidated Financial Information," and Note 21, "Subsequent Events," to the consolidated financial statements within the Annual Report on Form 10-K for the fiscal year ended March 31, 2026 for further information.

(b) Amortization expense associated with acquired intangibles from acquisitions.

(c) Reflects the tax effect of adjustments at an assumed effective tax rate of 26%, which approximates the blended federal and state tax rates, and consistently excludes the impact of other tax credits and incentive benefits realized. The tax effect of certain discrete items is calculated specifically and may vary from the general 26% rate. The fiscal 2026 tax effect also includes the one-time benefit stemming from the favorable agreement reached with the IRS, resulting in \$86 million in release of tax reserves and \$20 million (net of tax effect) for the accrual of interest income on the income tax receivable. See Note 13, "Income Taxes," to the consolidated financial statements within the Annual Report on Form 10-K for the fiscal year ended March 31, 2026 for further information.

FINANCIAL INFORMATION

Non-GAAP Financial Information (Unaudited)

(In millions, except share and per share data)	Three Months Ended			
	September 30, 2026	June 30, 2026	March 31, 2026	December 31, 2025
Net income	\$ 181	\$ 198	\$ 205	\$ 200
Income tax expense (benefit)	18	53	21	(13)
Interest expense, net and other income (expense)	46	28	37	43
Depreciation and amortization	51	45	42	40
EBITDA	\$ 296	\$ 324	\$ 305	\$ 270
Other corporate expenses (a)	17	10	4	15
Adjusted EBITDA	\$ 313	\$ 334	\$ 309	\$ 285
Last 12 months Adjusted EBITDA	\$ 1,241			
Total Debt	\$ 4,410			
Less: Cash	334			
Net Debt	\$ 4,076			
Net Leverage Ratio (b)	3.3			

(a) In fiscal 2027, other corporate expenses consist primarily of acquisition related costs associated with Defy Security in the first quarter of fiscal 2027, and Ultra I&C Mission Solutions business in the second quarter of fiscal 2027. In fiscal 2026, other corporate expenses consist primarily of nonrecoverable costs associated with employee severance from cost management and restructuring initiatives, transaction costs associated with a divestiture, and acquisition related costs associated with the acquisition of Defy Security. See Note 20, "Supplemental Consolidated Financial Information," and Note 21, "Subsequent Events," to the consolidated financial statements within the Annual Report on Form 10-K for the fiscal year ended March 31, 2026 for further information.

(b) "Net Leverage Ratio" is calculated as net debt (total debt less cash) divided by Adjusted EBITDA over the prior twelve months.

FINANCIAL INFORMATION

Non-GAAP Financial Information (Unaudited)

(In millions, except share and per share data)	Three Months Ended			
	September 30, 2025	June 30, 2025	March 31, 2025	December 31, 2024
Net income	\$ 175	\$ 271	\$ 193	\$ 187
Income tax (benefit) expense	58	(55)	49	61
Interest expense, net and other income (expense), net	50	41	32	43
Depreciation and amortization	41	40	42	40
EBITDA	\$ 324	\$ 297	\$ 316	\$ 331
Other corporate expenses (a)	—	14	—	1
Adjusted EBITDA	324	311	316	332
Last 12 months Adjusted EBITDA	\$ 1,283			
Total Debt	\$ 3,960			
Less: Cash	816			
Net Debt	\$ 3,144			
Net Leverage Ratio (d)	2.5			

(a) In fiscal 2026, other corporate expenses consist primarily of nonrecoverable costs associated with employee severance from cost management and restructuring initiatives, transaction costs associated with a divestiture, and acquisition related costs associated with the acquisition of Defy Security, which closed in the first quarter of fiscal 2027. See Note 20, "Supplemental Consolidated Financial Information," and Note 21, "Subsequent Events," to the consolidated financial statements within the Annual Report on Form 10-K for the fiscal year ended March 31, 2026 for further information. In fiscal 2025, other corporate expenses consist primarily of acquisition related costs from the acquisition of PAR Government Systems Corporation ("PGSC").

(b) "Net Leverage Ratio" is calculated as net debt (total debt less cash) divided by Adjusted EBITDA over the prior twelve months.

FINANCIAL INFORMATION

Financial Results – Key Drivers

Second Quarter Fiscal 2027 – Below is a summary of the key factors driving results for the fiscal 2027 second quarter ended September 30, 2026 as compared to the prior year period:

- Revenue decreased 3.9% to \$2.8 billion, primarily driven by the impact of a slowed procurement environment in the prior year which resulted in a slower start to programs in the current year, predominantly from civil customers, leading to reduced headcount and billable expenses.
- EBITDA decreased to \$296 million from \$324 million. These changes were primarily driven by professional fees associated with the Company's acquisitions as well as revenue declines noted above, partially offset by strong contract execution.
- Net income increased to \$181 million from \$175 million, primarily driven by lower income tax expense and an additional gain of \$10 million from an earnout associated with the group of contracts sold in the fourth quarter of fiscal 2026, partially offset by the factors noted above and higher amortization expense from acquisitions.
- Diluted EPS increased to \$1.50 from \$1.42, driven by the same factors noted above in net income and a reduction in share count.
- Net cash provided by operating activities was \$294 million for the quarter ended September 30, 2026, as compared to \$421 million in the prior year, primarily driven by reduced revenue volume, partially offset by strong working capital management.