CHARTER OF THE COMPENSATION, CULTURE AND PEOPLE COMMITTEE OF THE BOARD OF DIRECTORS OF BOOZ ALLEN HAMILTON HOLDING CORPORATION

As Adopted by the Board of Directors on October 21, 2026.

Pursuant to the duly adopted Amended and Restated Bylaws (the "Bylaws") of Booz Allen Hamilton Holding Corporation (the "Company"), the Board of Directors of the Company (the "Board") has determined that the Compensation, Culture and People Committee of the Board (the "Committee") shall assist the Board in fulfilling certain of the Board's oversight responsibilities. The Board has adopted this Charter to establish the governing principles of the Committee, including, among other things, the purpose, membership and duties and responsibilities of the Committee.

Purpose

The purpose of the Committee is to (i) review and approve all forms of compensation to be provided to the executive officers of the Company and its subsidiaries (including the Chief Executive Officer) and any employment agreements with respect thereto and to review and make recommendations to the Board with respect to the form and amount of compensation to be provided to non-employee directors; (ii) establish the general compensation philosophy of the Company and its subsidiaries; (iii) review, approve and oversee the administration of the major employee benefits plans of the Company and its subsidiaries, including without limitation, any stock option or stock purchase plan now in effect or hereafter adopted or assumed, as applicable, by the Company or its subsidiaries, and to make recommendations for stockholder approval on such plans; (iv) assist the Board in overseeing succession planning of the Chief Executive Officer and key management positions; and (v) oversee and advise management on programmatic matters relating to human capital management and culture. As it may deem appropriate, the Committee shall evaluate the Company's compensation policies to ensure that the incentives provided are appropriate (including assessing, as and when appropriate, whether such policies provide an incentive for participants to take undue risks), in each case, taking into account, to the extent necessary or appropriate, the Company's business plans, objectives and risk management policies. The Committee shall review and approve the disclosure and discussion of executive compensation for inclusion in the Company's annual proxy statement, or any other filing as may be required, in accordance with applicable rules and regulations. The Committee shall also prepare, review and approve the "Report of the Compensation Committee" required by Item 407(e)(5) of Regulation S-K promulgated under the Securities Act of 1933, as amended (or any successor provision thereof) ("Regulation S-K").

Statement of Philosophy

The policy of the Committee is to create a competitive compensation structure that will help attract and retain key management talent, assure the integrity of the Company's compensation and benefit practices, tie compensation to performance and safeguard the interests of all stockholders of the Company.

Membership and Structure

The Committee shall consist of no fewer than three (3) members of the Board, unless otherwise determined by the Board. Each member of the Committee shall, in the judgment of the Board, satisfy the director independence standards of the New York Stock Exchange (the "NYSE"). Additionally, all members of the Committee shall qualify as "Non-employee Directors" for purposes of Rule 16b-3 under the Securities Exchange Act of 1934, as amended ("Rule 16b-3").

The members of the Committee, including the Chair of the Committee, shall be appointed by the Board on the recommendation of the Nominating and Corporate Governance Committee of the Board in accordance with the Bylaws of the Company, shall serve for such term or terms on the Committee as the Board may determine or until their earlier resignation, removal or death, and may be removed from the Committee by the Board in accordance with the Bylaws of the Company.

The Committee shall have the authority to delegate any of its responsibilities to one or more subcommittees as the Committee may deem appropriate; provided that the subcommittees are composed entirely of directors satisfying the foregoing independence standards.

Meetings and Procedures

The meetings and other actions of the Committee shall be governed by the provisions of Article III of the Company's Bylaws applicable to meetings and actions of the committees of the Board. Meetings of the Committee may be called by any member of the Committee. The Committee shall meet at least three (3) times annually, or more frequently as circumstances dictate in order to carry out its responsibilities. The Chair of the Committee, or his/her designee, shall periodically report to the Board the results of the Committee's activities. The Committee may invite such members of management to its meetings as it may deem desirable or appropriate, consistent with the maintenance of the confidentiality of compensation discussions, and may also exclude from its meetings any persons it deems appropriate in order to carry out its responsibilities.

Outside Advisors

The Committee may in its sole discretion retain or obtain the advice of any independent legal counsel, compensation consultants, experts or other advisors (collectively, "compensation advisors") that the Committee believes to be necessary or appropriate; in addition, the Committee shall have the sole authority and responsibility, without further approval by the Board, (a) to select, retain and terminate a compensation advisor to assist in the evaluation of director, Chief Executive Officer or other senior executive compensation or any other compensation related matter; (b) to oversee the work of any such compensation advisor; and (c) to approve any compensation payable by the Company to such compensation advisor, including the fees, terms and other conditions for the performance of such services. In selecting a compensation advisor, the Committee shall have the sole authority to select any compensation advisor it shall deem appropriate; provided, however, that, prior to such selection, the Committee shall assess the independence of such compensation advisor, taking into consideration such factors as the Committee determines to be appropriate or as required by applicable law or stock exchange rules, including but not limited to (i) the provision of other services to the Company by the person that employs the compensation advisor (the

"advisor's employer"); (ii) the amount of fees received from the Company by the advisor's employer as a percentage of the total revenue of the advisor's employer; (iii) the policies and procedures of the advisor's employer that are designed to prevent conflicts of interest; (iv) any business or personal relationship of the compensation advisor with a member of the Committee; (v) any stock of the Company owned by the compensation advisor; and (vi) any business or personal relationship of the compensation advisor or the advisor's employer with an executive officer of the Company. The Committee may also utilize the services of or receive advice from the Company's regular legal counsel or other advisors to the Company. The Committee shall conduct the independence assessment outlined above with respect to any compensation consultant, legal counsel or other advisor that provides advice to the Committee other than (i) in-house counsel for the Company or (ii) when an advisor is (x) consulting on a broad-based plan that does not discriminate in scope, terms or operation in favor of executive officers or directors and is available generally to all salaried employees of the Company or its subsidiaries, or (y) providing information that is not customized for the Company or that is customized based on parameters that are not developed by the compensation advisor and about which the compensation advisor does not provide advice. The Committee shall evaluate whether any compensation advisor retained or to be retained by it or others has any conflict of interest in accordance with Item 407(e)(3)(iv) of Regulation S-K. The Company shall provide for appropriate funding, as determined by the Committee, for payment of compensation to any compensation advisors employed by the Committee and for ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties. The Committee shall have no obligation to implement or act consistently with the advice or recommendations of any compensation advisor.

The Committee may conduct or authorize investigations into any matters within the scope of the duties and responsibilities delegated to the Committee.

Duties and Responsibilities

The Committee's duties and responsibilities shall include each of the items enumerated in this section and such other matters as may from time to time be delegated to the Committee by the Board:

1. Establish and periodically review the Company's general compensation philosophy, and oversee the development and implementation of compensation programs.

2. Review and approve annually, or more frequently if necessary, the corporate goals and objectives relevant to the compensation of the officers of the Company or its subsidiaries (including the Chief Executive Officer).

3. Review and approve the compensation plans for officers of the Company or its subsidiaries (including the Chief Executive Officer) and review and make recommendations to the Board with respect to compensation plans for non-employee directors, in each case, consistent with the Company's corporate goals and objectives.

4. Review and evaluate the performance of the officers of the Company or its subsidiaries (including the Chief Executive Officer) against the established goals and objectives and, based on such review and evaluation, approve compensation levels with respect to all elements of compensation (including any awards under any annual bonus plan

and equity incentive plan) for the officers of the Company or its subsidiaries (including the Chief Executive Officer).

5. Review and approve employment agreements, severance arrangements (other than those in the ordinary course of the Company's business) and change-in-control agreements/provisions, and any amendments thereof, of executive officers of the Company or its subsidiaries.

6. Review, approve and administer incentive compensation, stock option and equity incentive plans of the Company or its subsidiaries, and any amendments or termination thereof, including determining and granting awards thereunder and discharging any responsibilities imposed on the Committee or the administrator by any of these plans; provided that any awards to non-employee directors shall be approved in accordance with applicable law and the terms of the applicable plan; and, where appropriate or required, recommending for approval by the stockholders of the Company.

7. Review and approve any material changes in, and oversee the administration of, any annual bonus plan now in effect or hereafter adopted or the award of any transactional or other special bonus to the officers of the Company or its subsidiaries, including, without limitation, the establishment of specific performance targets, if any, in connection therewith.

8. Review and approve, and oversee the administration of, any other major employee benefit plans (retirement and welfare plans, other than bonus, retention, severance and equity incentive plans) that are proposed for adoption or adopted by the Company for the provision of compensation to employees of, directors of and consultants to the Company and its subsidiaries.

9. Review and discuss with management the Company's human capital management activities, including matters relating to talent acquisition and development and employee engagement.

10. Assess current and future senior leadership talent, including their development.

11. Assist the Board in overseeing succession planning of the Chief Executive Officer and key management positions.

12. Review and discuss with management the Company's strategies, initiatives and programs with respect to Company culture, other than matters relating to the Company's ethics and compliance program, including, without limitation, the Company's Code of Business Ethics and Conduct and evaluation of the tone at the top, which are subject to express Audit Committee oversight.

13. Determine stock ownership guidelines, if any, for the Chief Executive Officer, other executive officers and Board members, and monitor compliance with any such guidelines.

14. Authorize the repurchase of the Company's securities from terminated or current employees of the Company or its subsidiaries, subject to applicable law.

15. Review and approve, and oversee the administration of, any loan to any employee of the Company or its subsidiaries outside the ordinary course of business to the extent permitted by applicable law.

16. Oversee the Company's regulatory compliance with respect to compensation matters, including the Company's policies on structuring compensation programs to preserve tax deductibility.

17. Review and assess whether the compensation of the employees of the Company or its subsidiaries (including executive officers) encourages employees to engage in excessive risk, review and discuss at least annually the relationship between risk management policies and practices and compensation, and evaluate compensation policies and practices that could mitigate any such risk.

18. Develop and implement, and recommend that the Board approve, one or more policies or practices (and any amendments to such policies or practices) with respect to the recovery or "clawback" of compensation (including equity awards) paid to current or former employees of the Company or its subsidiaries (including the Company's Chief Executive Officer and other executive officers) as may be required by applicable law or NYSE rules or as determined by the Committee to be reasonable and appropriate.

19. Oversee the policies and practices with respect to hedging of (and/or offsetting any decrease in the market value of) equity securities granted as compensation to employees, officers and directors of the Company or its subsidiaries or otherwise held, directly or indirectly, by employees, officers and directors of the Company or its subsidiaries.

20. Review and approve the Company's annual Compensation, Discussion and Analysis of executive compensation, prepare, review and approve the "Report of the Compensation Committee" and approve their inclusion in any other document, including in the Company's annual report to stockholders or annual proxy statement, if any.

21. Review and assess stockholder say-on-pay and say-on-pay frequency voting required by Section 14A of the Securities Exchange Act of 1934, as amended, and consider how compensation policies and decisions should take into account the results of the most recent stockholder vote.

22. Evaluate and review the Company's financial performance measures used to link executive compensation actually paid to the officers of the Company or its subsidiaries (including the Chief Executive Officer) for the last completed fiscal year to Company performance.

23. Review and discuss with management the disclosures to be included in response to the disclosure requirements under Item 402(v) of Regulation S-K as they relate to executive compensation.

24. Conduct an annual self-evaluation of the Committee's performance, which shall compare the performance of the Committee with its duties and responsibilities under this Charter, and set forth the goals and objectives of the Committee for the upcoming year. The Committee shall conduct such performance evaluation in such manner as the

Committee deems appropriate, and may report the results of its performance evaluation to the Board through an oral report by the Chair of the Committee or any person designated by the Committee to make this report.

25. Report to the Board periodically on all matters for which the Committee has responsibility.

26. Periodically (but no less than once per year) review and assess the adequacy of this Charter and recommend to the Board for approval any changes that the Committee believes are appropriate.

27. Perform such other functions and have such other powers as may be necessary or convenient in the efficient discharge of the foregoing and as may from time to time be delegated to the Committee by the Board.

With respect to these responsibilities, and to minimize administrative burdens, the Committee will work with management to define adequate thresholds below which approval for some of these activities and associated transactions can be delegated to management without direct Committee involvement; provided, however, that no member of management shall be delegated authority over his or her own compensation (other than with respect to benefit plans in which such member of management participates on the same basis as other employees of the Company or its subsidiaries generally).

Miscellaneous

Nothing contained in this Charter is intended to expand applicable standards of liability under statutory or regulatory requirements for the directors of the Company or members of the Committee. Except as otherwise required by the rules of the NYSE applicable to the Committee, or applicable law, the purposes and responsibilities outlined in this Charter are meant to serve as guidelines rather than as inflexible rules, and the Committee may adopt such additional procedures and standards as it deems necessary from time to time to fulfill its responsibilities.