

YOUR ESSENTIAL ENGINEERING PARTNER

FROM SERENDIPITOUS DEVELOPMENT TO STRATEGIC GROWTH

Over the past several decades, Booz Allen Hamilton has been quietly building our engineering business and capabilities. How that expertise developed has resulted in a distinctive approach for delivering high-quality engineering services, solutions, and products tailored to client missions and business imperatives.

THE ENGINEER-CONSULTANT ERA

Throughout most of our 101-year history, Booz Allen has worked on engagements with an important engineering element, though initially more as consultants than as hands-on engineers. The technology and digital revolutions of the 1980s and 1990s largely set the stage for the engineering business Booz Allen has today. Technology was quickly becoming increasingly critical to our clients' success and Booz Allen needed specialized expertise to complete the types of studies and assessments the firm was conducting to solve client challenges.

This was not the kind of knowledge that traditional management consultants could learn as needed for each engagement. Engineers, scientists, information technologists, and software developers joined the firm to do the kind of analytical work that required their specialized capabilities. These pockets of consultant engineers and technologists, working especially in the defense and intelligence markets, used their expertise to help a variety of clients develop and manage complex systems.

FROM CONSULTING TO PRACTICING ENGINEERS

The terrorist events of September 11, 2001, and the subsequent wars in Iraq

and Afghanistan brought new challenges to Booz Allen's defense and intelligence clients. As Booz Allen was increasingly called upon to support military, intelligence, and homeland security missions during the post-9/11 period, the firm rapidly grew capabilities in C4ISR, unmanned systems, robotics, radio-frequency electronics, and other areas. This was an entrepreneurial era within the firm, characterized by pockets of engineers and technologists fielding solutions in support of clients' operational needs and missions. Their success in rapidly engineering, producing, and deploying capability sets provided the foundation for further expansion of the firm's engineering business.

ACQUISITIONS COMPLEMENT CAPABILITIES

After a long period of growing our engineering expertise organically, Booz Allen made two strategic acquisitions that broadened and deepened our capabilities and brought new clients.

In November 2012, Booz Allen closed our purchase of the Defense Systems Engineering and Support division of ARINC Incorporated, which added approximately 1,000 staff to the existing 2,000+ engineering body. The acquisition added depth and scale particularly

BOOZ ALLEN ENGINEERING BY THE NUMBERS

3,000+ Engineers and Applied Scientists

130+ INCOSE-Certified Systems Engineers

27 Specialized Facilities across the United States

2 Manufacturing Facilities

SYSTEMS ENGINEERING & INTEGRATION
 Model-Based Systems Engineering, Large-Scale Systems Integration, Platform/Payload Integration, Multi-Platform Cross-Integration, Systems-of-Systems Engineering and Integration, and Interoperability

MARKET LEADERSHIP INDICATORS
 Mainstay of our engineering business; we are branded as highly proficient in SE&I and are often sought out by clients and teaming partners for this capability; 130+ INCOSE-certified systems engineers—2nd most in US, 3rd worldwide

C4ISR FAMILY
 Set of capabilities that starts with core skills in C4ISR enhanced by complementary skills that also operate in a standalone fashion. Each capability is expected to have return in its own right and can also be applied to growth in Space and Directed Energy.

- Core C4ISR, EW, Sensors, and RF
- Custom and embedded electronics systems
- Biometric and biosensing
- Manufacturing and fabrication
- Position, navigation, and timing
- Data networks, comms, and IT infrastructure

MARKET LEADERSHIP INDICATORS
 #3 C4ISR non-OEM contractors in DoD
 #9 C4ISR providers in DoD

SUSTAINMENT ENGINEERING
 Lifecycle Extension of Major Engineered Platforms and Payloads, Retrofitting/ Modernization, Depot Maintenance Activation, Major System Sustainment, Inventory and Asset Tracking, and Deployment Support

MARKET LEADERSHIP INDICATORS
 Mainstay of our engineering business with Air Force and Navy for major aviation and surface platforms; Booz Allen is among the top providers of sustainment engineering services to the Air Force; includes Foreign Military Sales extensions as well

About Booz Allen

Booz Allen Hamilton has been at the forefront of strategy, technology, and engineering for more than 100 years. Booz Allen partners with private and public sector clients to solve their most difficult challenges. To learn more, visit BoozAllen.com. (NYSE: BAH)

in C4ISR; sustainment engineering; aviation and naval shipboard systems; and positioning, navigation, and timing. In December of that same year, Booz Allen acquired SDI Technologies Corporation, a small company with approximately 30 employees based in Durham, North Carolina. This added important rapid-prototyping, manufacturing, and production capabilities, along with expertise in customized electronics and radio frequency communications.

PRESENT PROWESS, FUTURE VISION

Today, the firm employs more than 3,000 engineers and applied scientists and has 27 labs and other specialized facilities across the United States. These professionals work in concert with technical staff on clients' hardest engineering and applied science problems, especially in the core areas of C4ISR, systems engineering and integration, and sustainment engineering (see Exhibit 1).

Three factors set Booz Allen apart: mission alignment, purpose-fit solutions, and well-rounded professionals. By focusing first on understanding the

clients' required mission outcomes and the engineered capabilities needed to achieve them rather than force-fitting existing product lines, Booz Allen's solutions are, by definition, mission-aligned. Moreover, rather than relying strictly on clients' stated technical requirements, the firm's engineers seek a deep understanding of the desired performance and outcomes and then iterate at the front end of the engineering process—during concept definition, research and development, design, modeling and simulation, and prototyping—to quickly arrive at a solution that, when built, delivers as required. Finally, many Booz Allen engineers and scientists are not only accomplished in their fields; they also possess strong skills in other disciplines, including policy, business, management, and leadership, and are passionate about the social good at the core of client missions.

Together these three distinguishing attributes manifest in a deep commitment of service to clients, and that commitment in turn is driving the firm's engineering business to ensure readiness to meet clients' future mission and operational challenges.