

## CASE STUDY

### How Carlyle Creates Value

Deep industry expertise. Global scale and presence. Extensive network of Operating Executives. And a wealth of investment portfolio data; we call it The Carlyle Edge. These are the four pillars of Carlyle's value creation model. By leveraging these core capabilities and resources—Carlyle has established a 30-year overall track record of investing in companies, working to make them better and serving our investors' needs.



## Booz | Allen | Hamilton

### About Booz Allen Hamilton and the Transaction

Booz Allen Hamilton is a provider of management and technology consulting and engineering services to the U.S. and international governments, major corporations and not-for-profit organizations. Booz Allen Hamilton's talent base of approximately 23,000 employees delivers value and results to its clients by combining core consulting skills and domain expertise with functional expertise in areas such as engineering and science, systems delivery, cyber and analytics, all fostered by a culture of innovation.

Through dedication to its clients' missions, Booz Allen Hamilton has longstanding and deep relationships with its clients – some more than 75 years. The company supports critical missions for a diverse base of federal government clients, including nearly all of the U.S. government's cabinet-level departments as well as increasingly for top-tier commercial and international clients. Booz Allen Hamilton supports these clients by addressing complex and pressing challenges such as combating global terrorism, improving cyber capabilities, transforming the healthcare system, improving efficiency and managing change within the government.

In July 2008, The Carlyle Group invested \$910 million of equity to acquire Booz Allen Hamilton in a transaction valued at approximately \$2.6 billion as part of which the company spun off its commercial consulting business (renamed Booz & Co.). Booz Allen Hamilton was subsequently taken public in November 2010. At the time of Carlyle's final exit in December 2016, the company's enterprise value was approximately \$7.0 billion.

### AT A GLANCE

#### Booz Allen Hamilton

**Industry:** Government Services

**Region/Country:** DC Metropolitan Area, USA

**Fund:** Carlyle Partners V

**Acquired:** July 2008

**Status:** Exited

Customers seek **Booz Allen Hamilton's expertise** to solve the nation's most complex challenges, requiring **innovative solutions for critical functions.**

#### ABOUT THE CARLYLE GROUP

The Carlyle Group (NASDAQ: CG) is a global alternative asset manager with \$174 billion of assets under management across 306 investment vehicles as of September 30, 2017. Carlyle's purpose is to invest wisely and create value on behalf of its investors, many of whom are public pensions. Carlyle invests across four segments – Corporate Private Equity, Real Assets, Global Credit and Investment Solutions – in Africa, Asia, Australia, Europe, the Middle East, North America and South America. Carlyle has expertise in various industries, including: aerospace, defense & government services, consumer & retail, energy, financial services, healthcare, industrial, real estate, technology & business services, telecommunications & media and transportation. The Carlyle Group employs more than 1,550 people in 31 offices across six continents.

Carlyle believes these selected case studies should be considered as a reflection of Carlyle's investment process, and references to these particular portfolio companies should not be considered a recommendation of any particular security, investment, or portfolio company. The information provided about these portfolio companies is intended to be illustrative, and is not intended to be used as an indication of the current or future performance of Carlyle's portfolio companies. The investments described in the selected case studies were not made by any single fund or other product and do not represent all of the investments purchased or sold by any fund or other product. The information provided in these case studies is for informational purposes only and may not be relied on in any manner as advice or as an offer to sell or a solicitation of an offer to buy interests in any fund or other product sponsored or managed by Carlyle or its affiliates. Any such offer or solicitation shall only be made pursuant to a final confidential private placement memorandum, which will be furnished to qualified investors on a confidential basis at their request.

#### Key Value Creation Activities During Carlyle's Investment

- Teamed with the partners in the company's government consulting business (the current Booz Allen Hamilton) to negotiate and plan for the carve-out from the commercial consulting business (renamed Booz & Co., later acquired by PricewaterhouseCoopers)
- Post-separation, assisted with recruitment for key positions, the building of a world-class finance and accounting organization and the creation of a business development team
- Established a highly diverse Board of Directors comprising prominent business leaders with significant industry experience
- Invested in developing new and enhanced capabilities including data analytics, cybersecurity, systems delivery and engineering
- Assisted in the completion of several strategic acquisitions
- Increased focus on operating performance, including optimizing the organizational structure and more disciplined management of subcontractor relationships and overhead expenses
- Expanded into commercial and international markets upon the expiration of the non-compete agreement with Booz & Co. in July 2011

#### Booz Allen's Performance

During Carlyle's investment period, revenue and EBITDA increased by 52% and 129%, respectively, with EBITDA margins expanding by more than 300 basis points. Booz Allen Hamilton's strong performance was led by a world-class management team, including former CEO and current Chairman Ralph Shrader (2010 recipient of Louis V. Gerstner, Jr. Excellence Award).