



# ICF Investor Presentation

March 2018



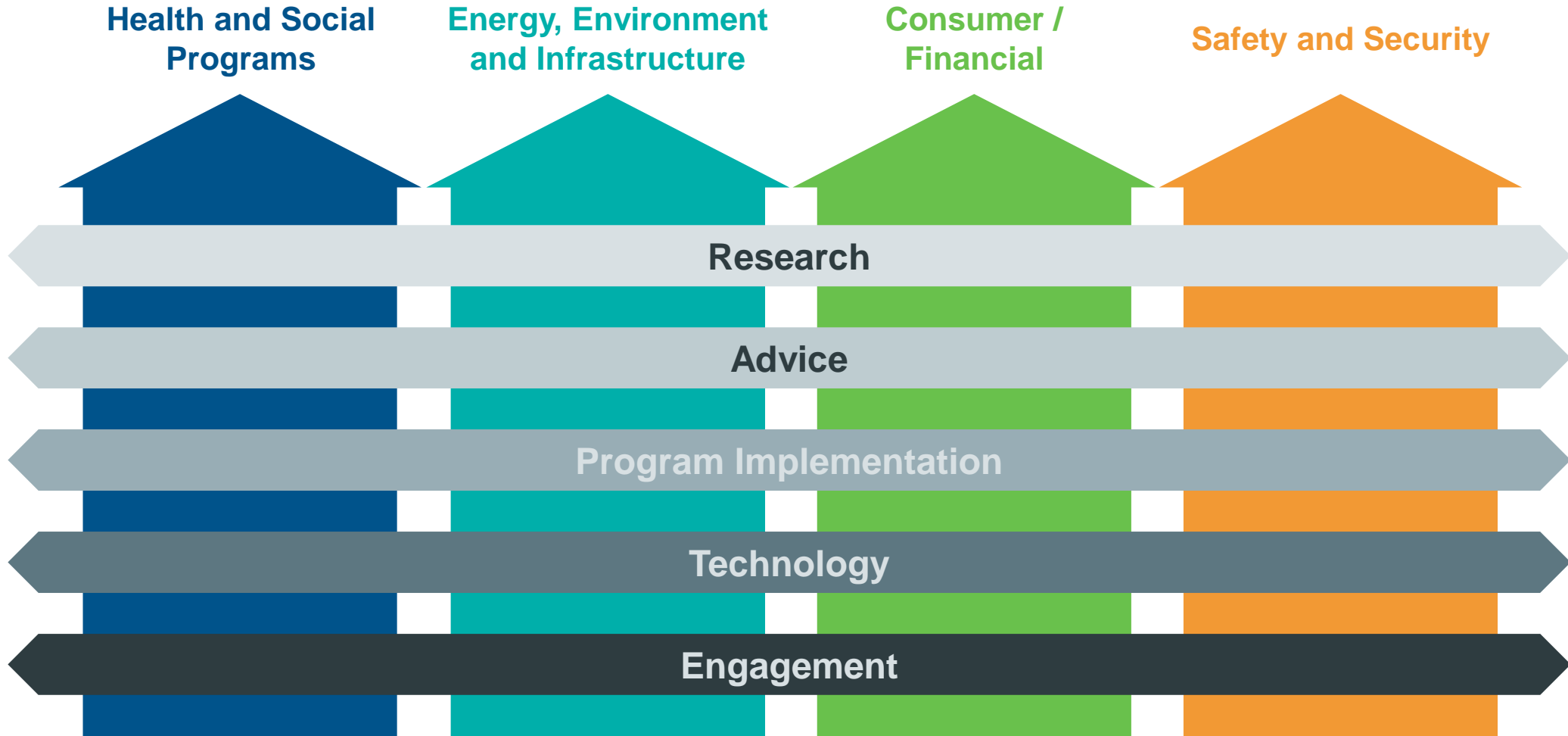
# Cautionary Statement

Certain statements made by us in this presentation that are not historical facts or that relate to future plans, events, or performances are forward-looking statements within the meaning of the federal securities laws. Our actual results may differ materially from those expressed in any forward-looking statements made by us. All statements made by us in this presentation are qualified in all respects by the information disclosed in our filings with the Securities and Exchange Commission and specifically, the risks described therein under the heading "Risk Factors". We are under no duty to update or revise any forward-looking statements pursuant to actual results or events, and do not intend to do so.



# Introducing ICF

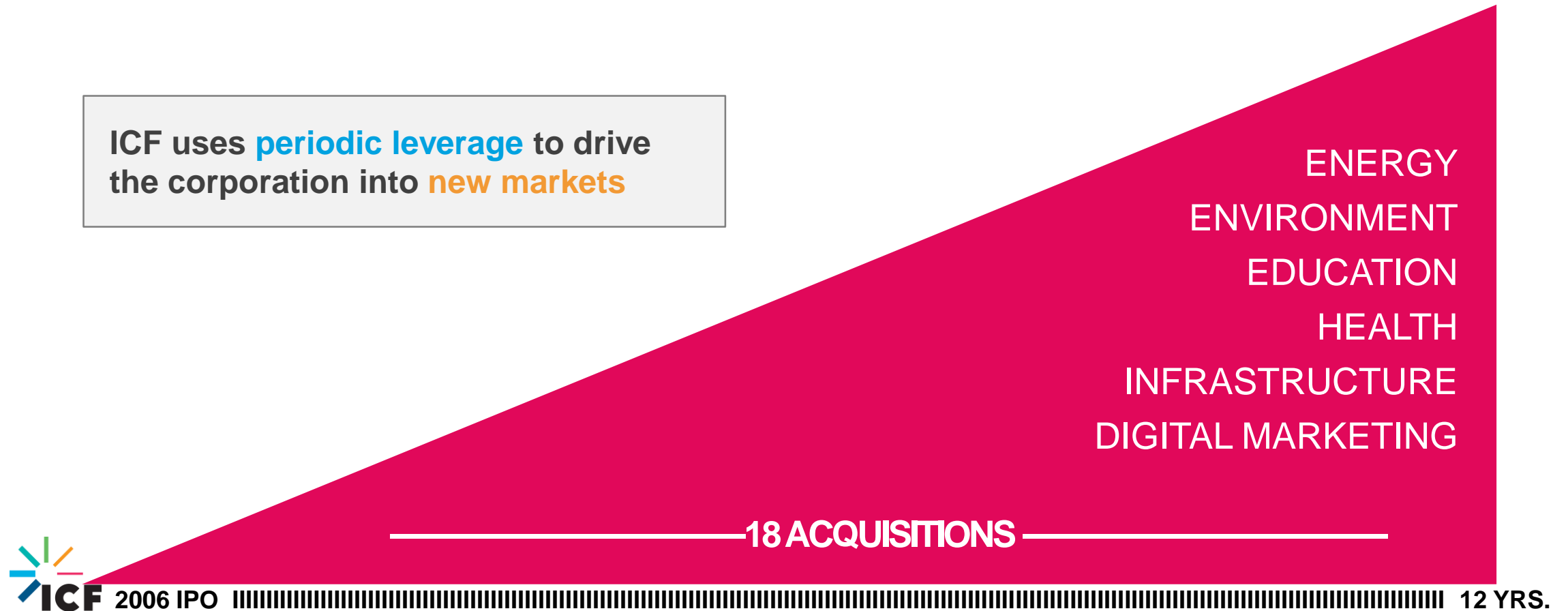
ICF conquers complexity for its clients across a range of markets



# 2006 to 2018: Creating a Unique Growth Platform

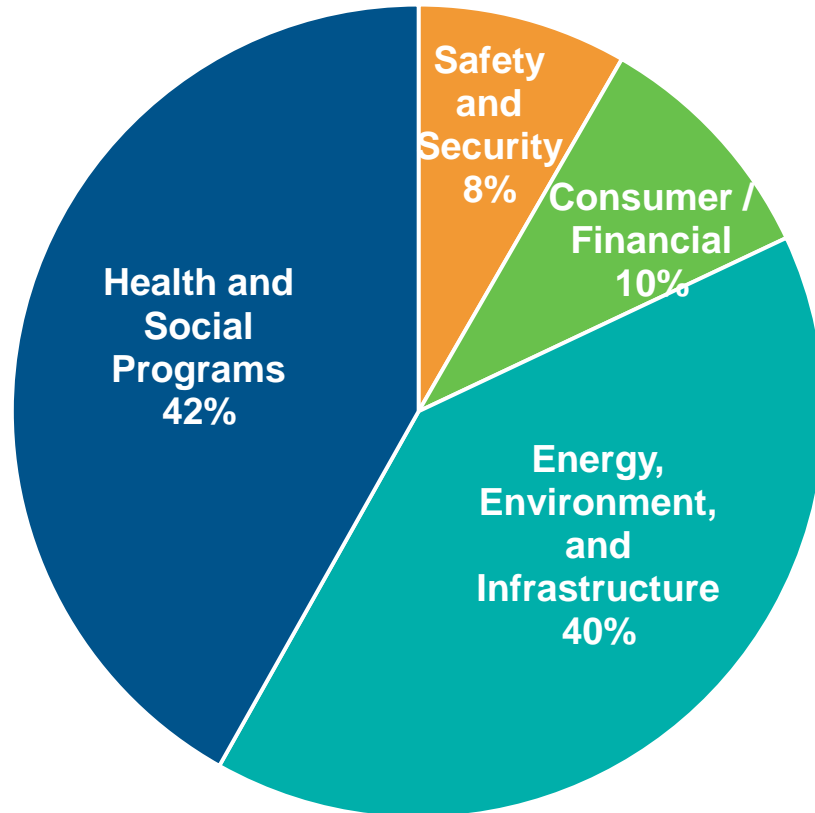
Organic Initiatives + Acquisitions Add Expertise, Scale and Scope

ICF uses **periodic leverage** to drive the corporation into **new markets**

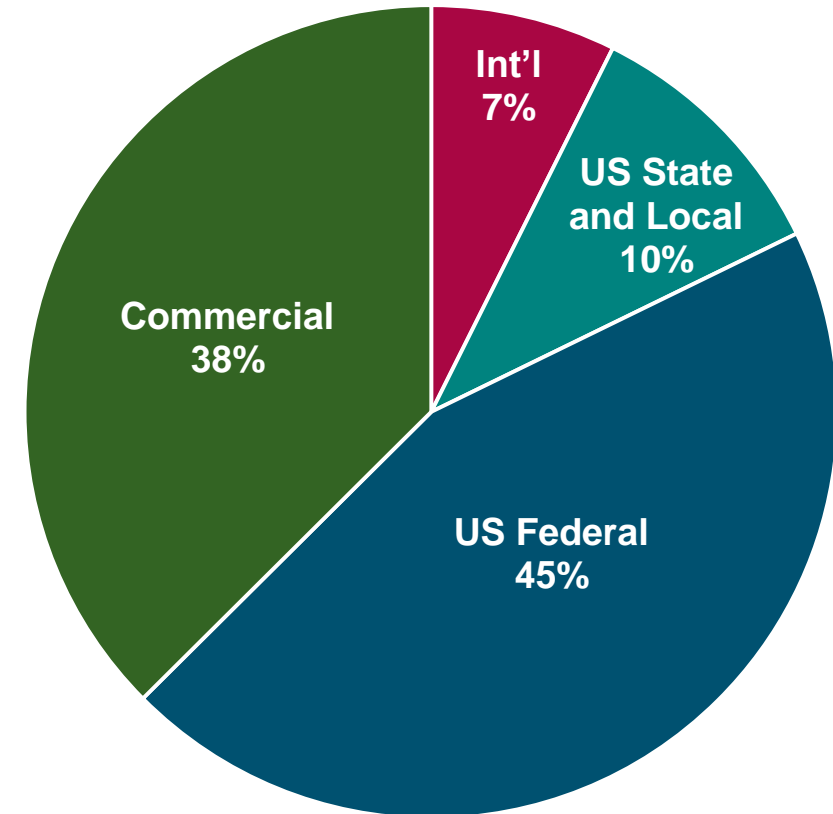


# ICF Has a Balanced Revenue Portfolio\*...

## ...By Market Type...

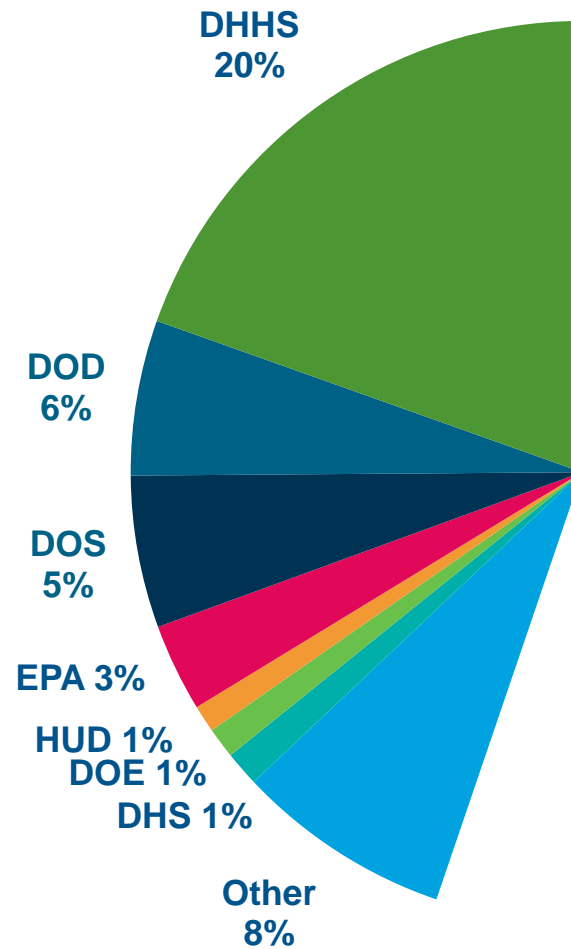


## ...By Client Category...



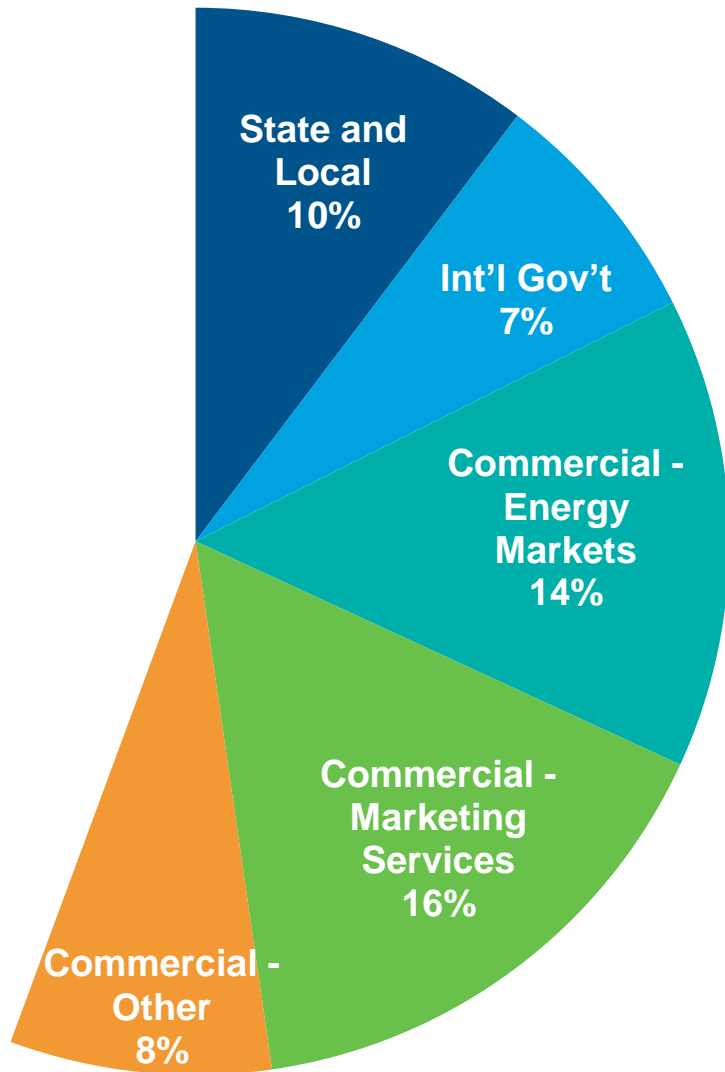
# ICF Serves Several Departments of the US Federal Government\*

Federal Government  
Revenues as Percentage  
of Total Revenue



No single contract  
exceeds 3% of total  
revenues

# Non-Federal Government by Client Category\*



- **Commercial energy markets and Marketing services account for the majority of commercial revenues**
- **Advisory and Implementation services**
- **Commercial revenue as a percentage of total revenue increased to 38% in FY 2017 from 35% in FY 2016**



# Commercial – Energy Markets

- 14% of Total Revenue\*
- Energy efficiency programs for utilities: State-regulated
- Majority long-term contracts





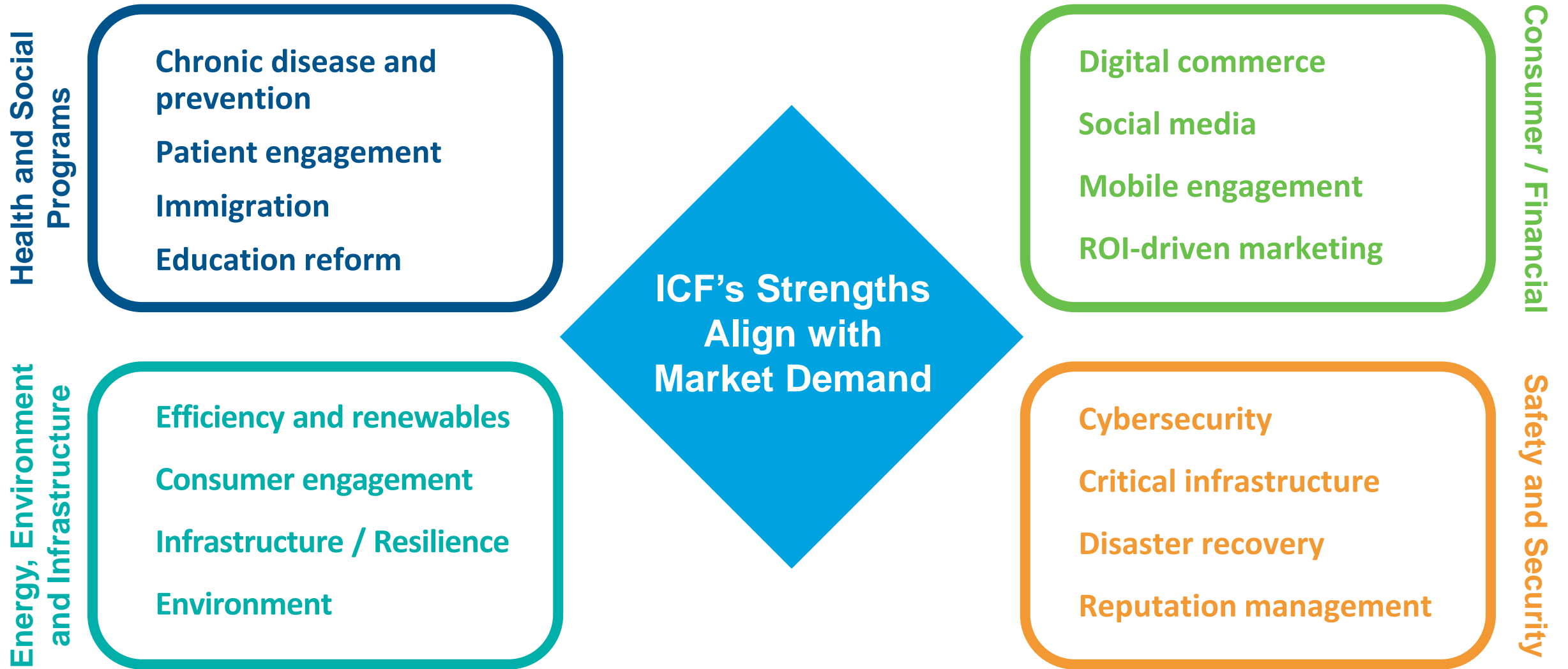
## Commercial – Marketing Services

- 16% of Total Revenue\*
- Customer engagement and loyalty marketing programs
- Digital marketing systems and platforms
- Consumer activation



...Opportunity to leverage these capabilities across the ICF organization...

# ICF Operates in Markets with Strong Growth Drivers



# Strengths and Expertise at ICF

## VERTICAL ELEMENTS

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**Proprietary IP**

**A workforce of long-time industry experts**

**Longstanding client relationships**

**Long-term contract vehicles**

## FUNCTIONAL ELEMENTS

**Program management & evaluation tools**

**Consumer insights**

**Proprietary analytics**

**Digital marketing IP & partnerships**

**Technology solution development expertise**

ICF combines **deep industry expertise** with cross-cutting **digital engagement solutions** to **create and capture** new opportunities



**Sustain and grow our distinctive expertise in our core vertical markets**

**Provide a broader range of functional capabilities to our clients**

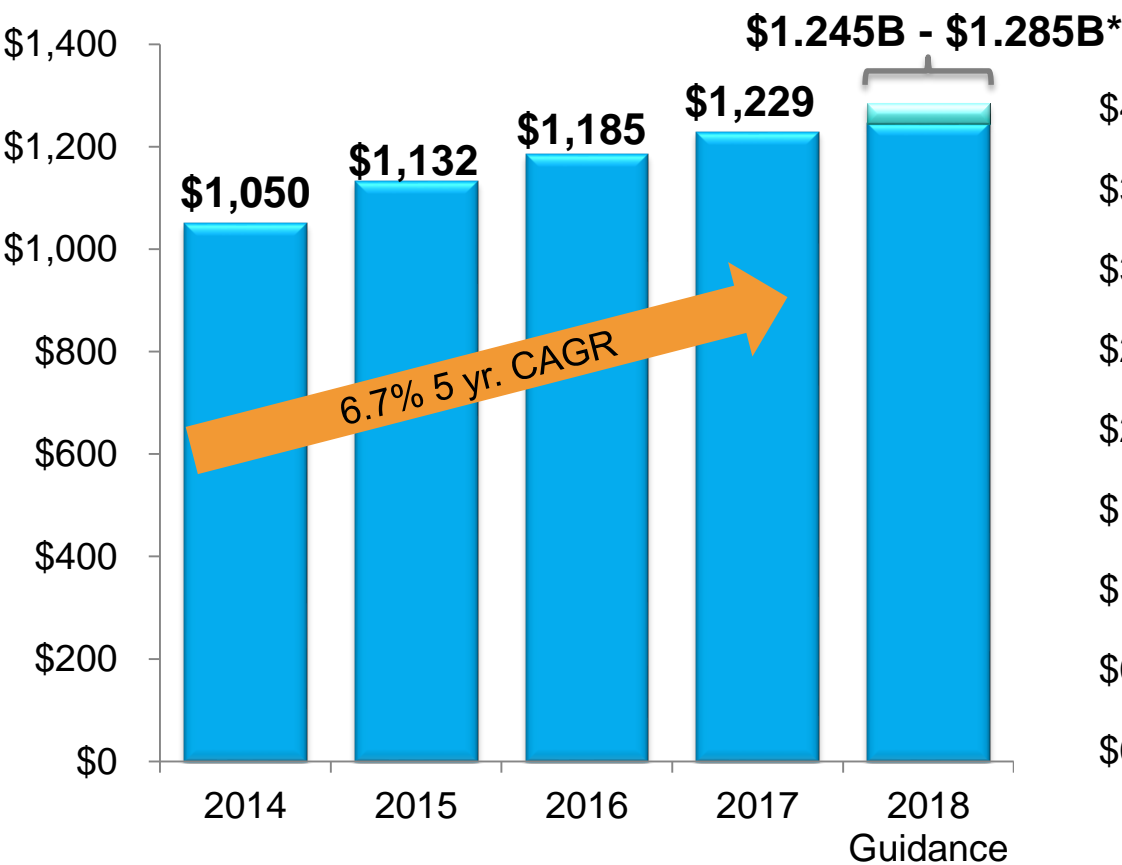
**Build our service offerings at the intersections between our vertical markets and our functional expertise**

## Financial Performance

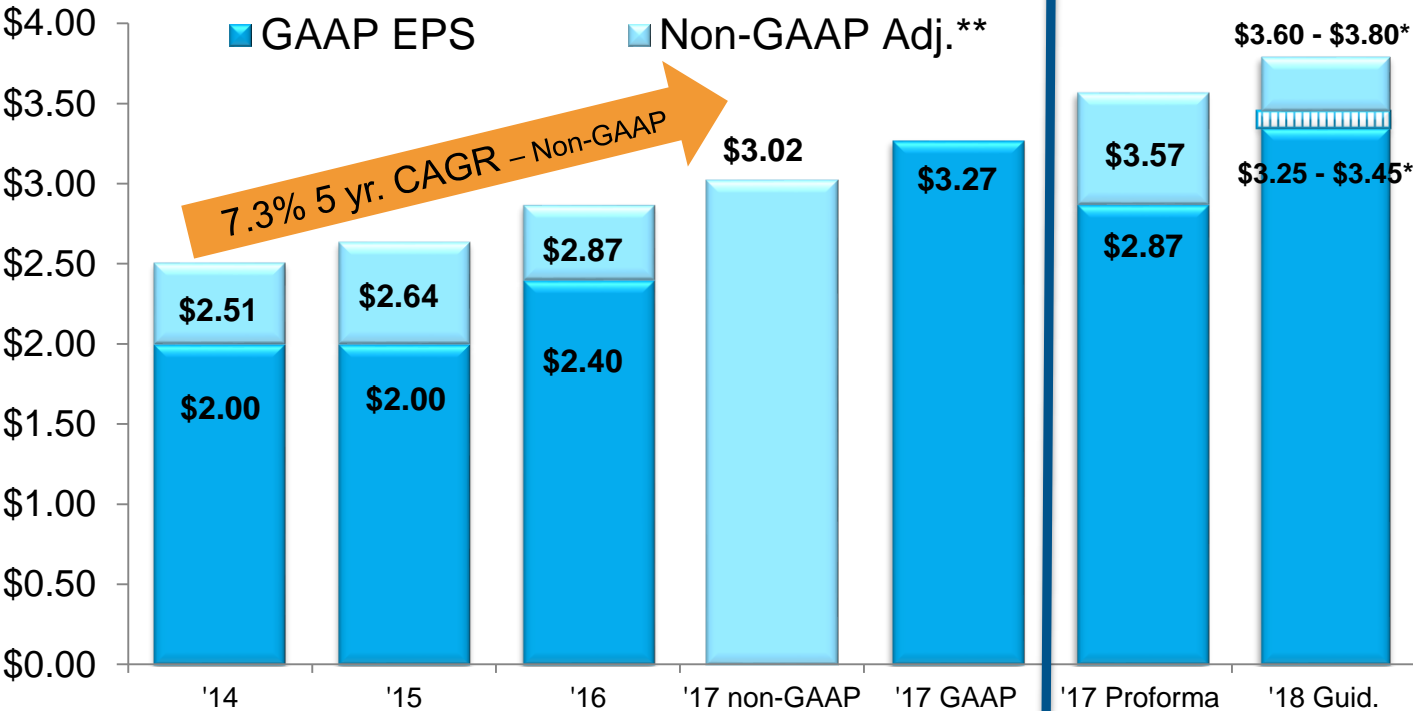


# Revenue and EPS, 2018 Guidance

## Revenue (\$ Millions)



## EPS



- Mid-point of 2018 Revenue Guidance represents a 2.9% YoY growth; Mid-point of 2018 GAAP EPS Guidance represents a 16.7% YoY growth from proforma 2017
- 2017 GAAP EPS includes the deferred tax liability (DTL) revaluation and represents reported GAAP EPS of \$3.27
- 2017 Pro Forma excludes the DTL revaluation but adjusts for the new tax rate reduction for GAAP/Non-GAAP EPS, consistent with the 2018 tax rate



\*Based on 2018 management guidance issued on February 27, 2018

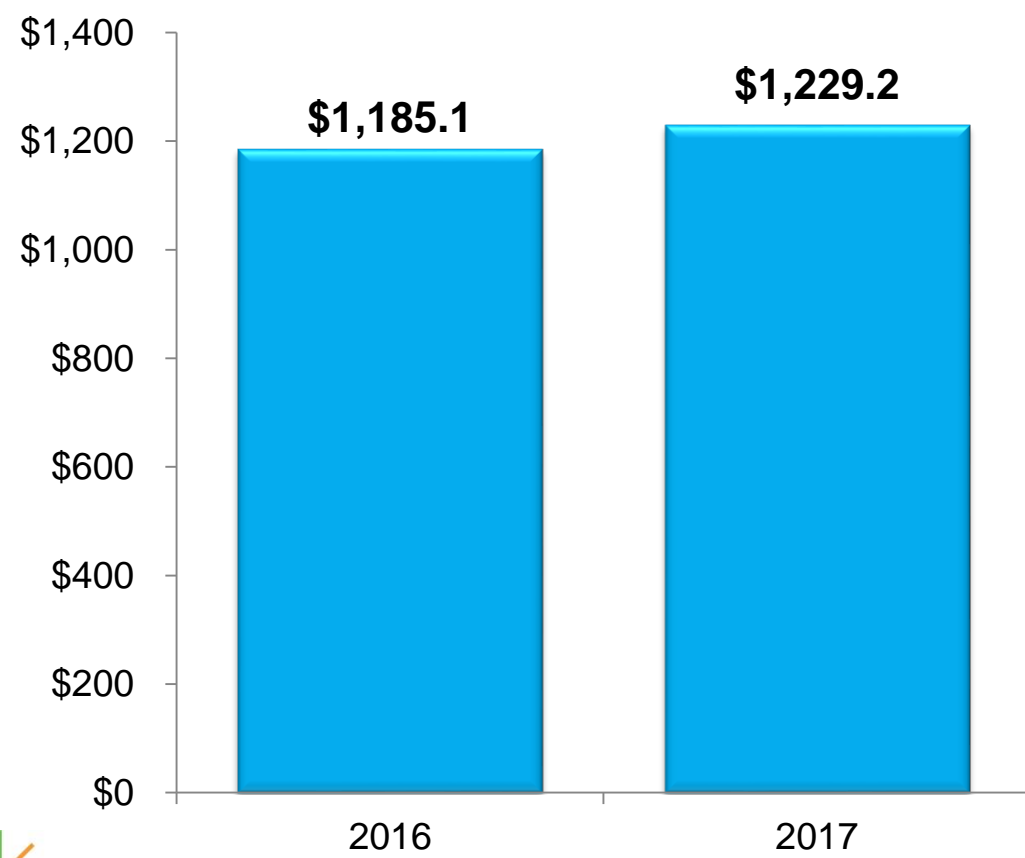
\*\*Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles and less DTL revaluation

# Revenue and EPS Growth, Q4 2017



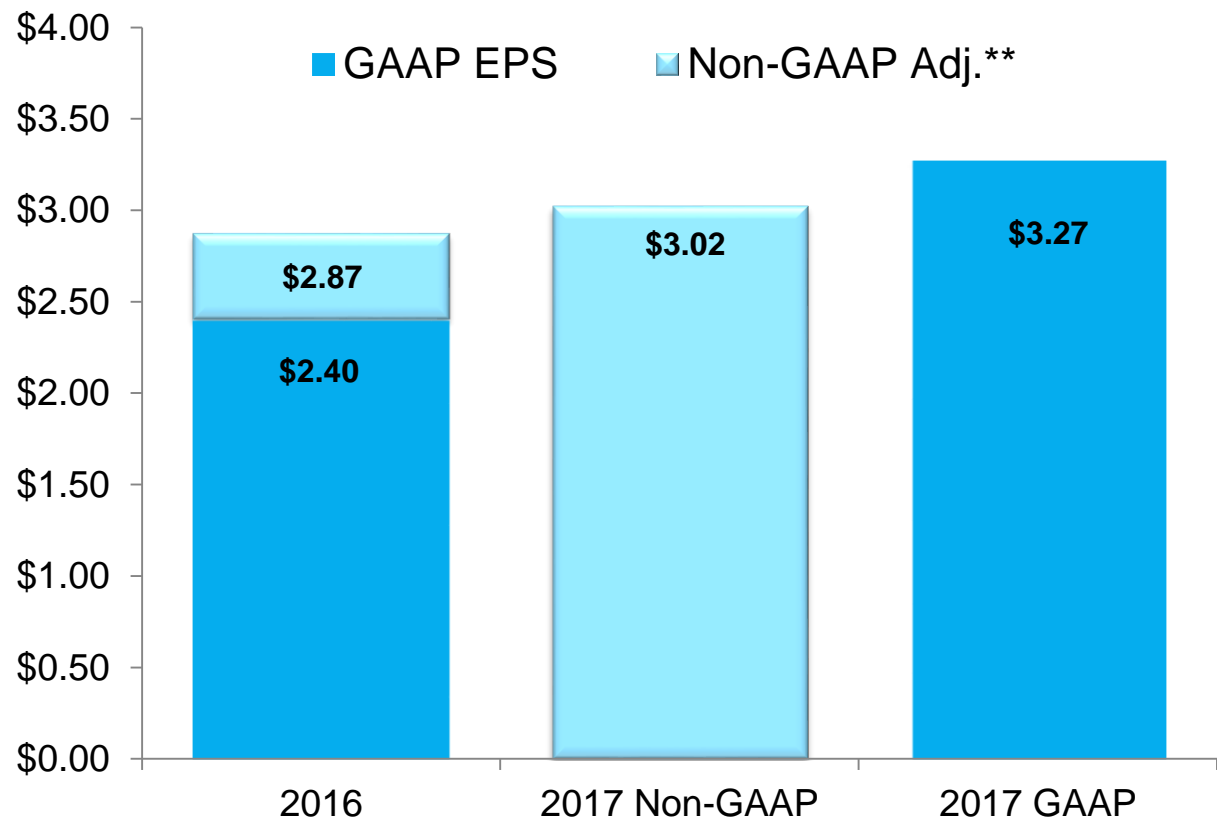
## Revenue (\$ Millions)\*

Y-on-Y Growth: **3.7%**



## EPS\*

Non GAAP EPS Y-on-Y Growth: **5.2%**

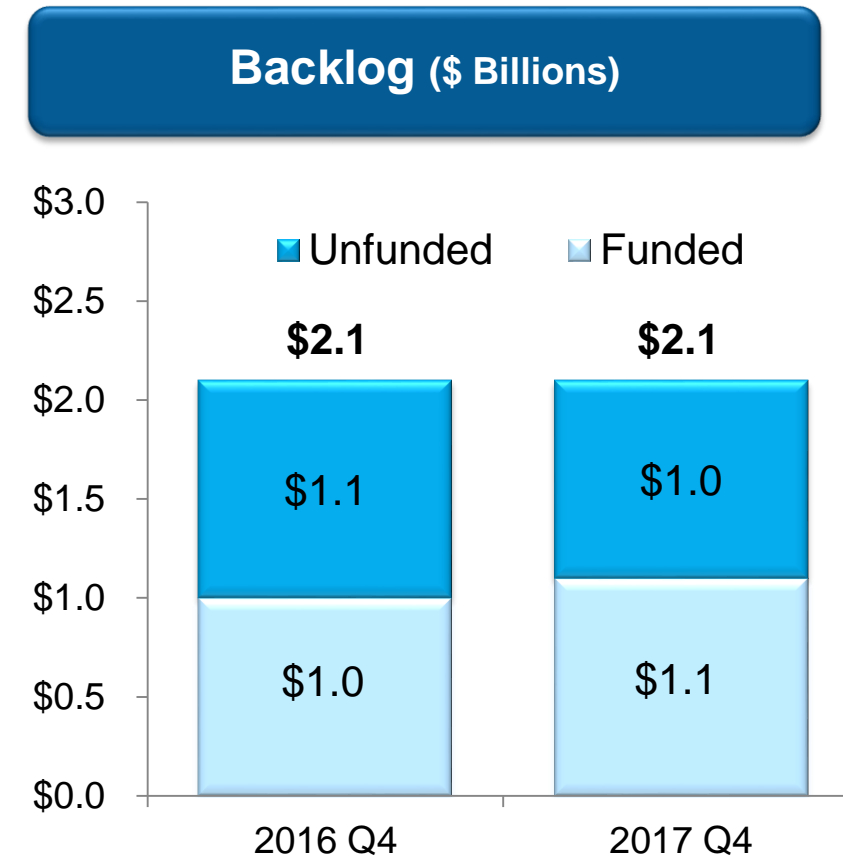
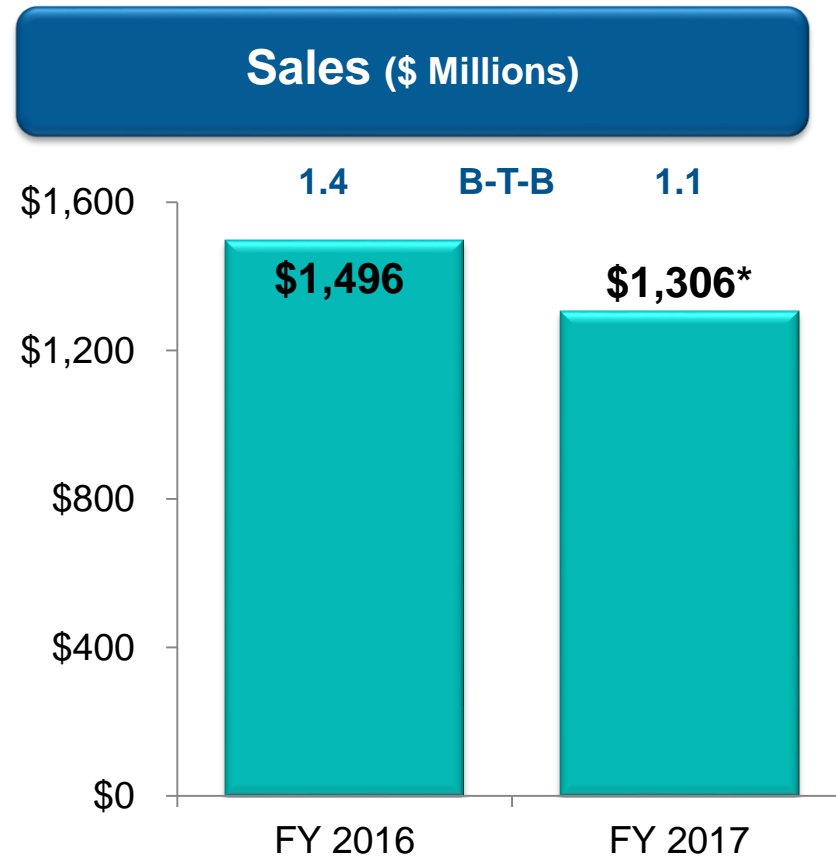


\*Based on FY 2017 financial performance released on February 27, 2018

\*\*Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles and less DTL revaluation



# Sales and Backlog



- 2017 Sales of \$1.31B; resulting in Book-to-Bill (B-T-B) Ratio for FY 2017 of 1.1
- 2016 record Sales year bolstered by Energy wins
- 2017 Sales impacted by changing administration

# Balance Sheet Highlights\*

(\$ Millions)	12/31/2013 Actual	12/31/2014 Actual	12/31/2015 Actual	12/31/2016 Actual	12/31/2017 Actual*
<b>Total Assets</b>	\$700.9	\$1,110.3	\$1,080.3	\$1,085.6	\$1,110.3
<b>Long-Term Debt</b>	\$40.0	\$350.1	\$311.5	\$259.4	\$206.3
<b>Stockholders' Equity</b>	\$474.1	\$500.7	\$523.3	\$566.0	\$616.0
<b>Current Ratio</b>	1.51	1.42	1.50	1.55	1.48
<b>FY Operating Cash Flow</b>	\$80.8	\$79.2	\$76.3	\$80.1	\$117.2

- Strong cash generation provides flexibility for deleveraging and / or strategic investments
  - \$30.7M of share repurchases occurred in CY17
  - \$53.1M of debt paid down in CY17
- CY17 Operating Cash Flow improved \$37.1M over CY16 due to strong collections
- 2018 guidance for Operating Cash Flow is \$100-110M




\*Based on FY 2017 financial performance released on February 27, 2018

# Corporate Social Responsibility – It Matters




**DealBook** / Business & Policy

DEALBOOK

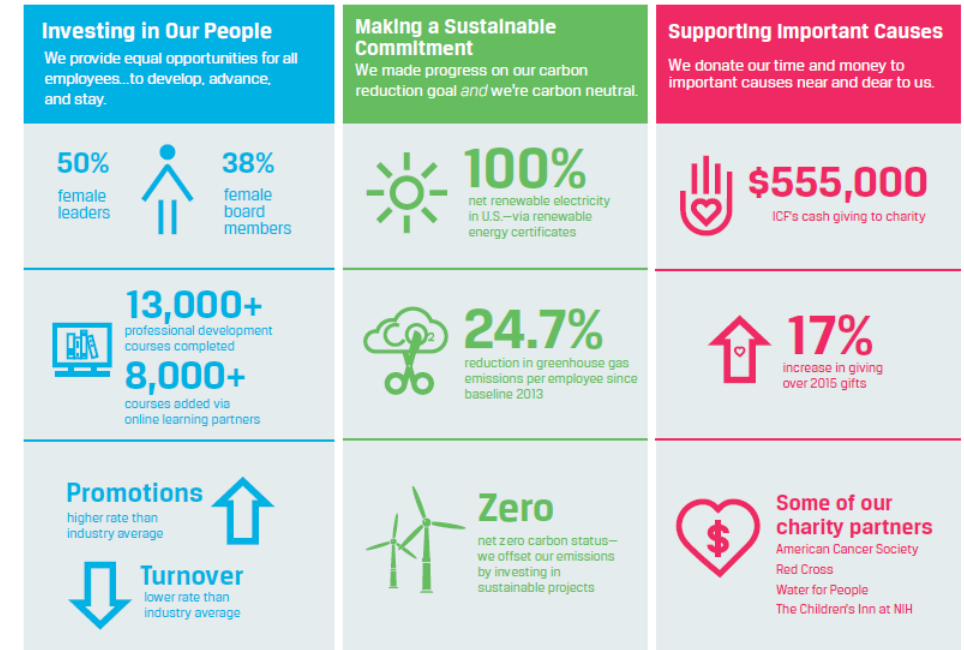
## *BlackRock's Message: Contribute to Society, or Risk Losing Our Support*



**Trending on NYTimes**

-  1 Son, 4 Overdoses, 6 Hours
-  Venezuela's Most-Wanted Rebel Shared His Story, Just Before Death
-  Senate Votes to End the Federal Shutdown
-  No Passport or Ticket: How a Woman Evaded Airport Security and Flew to London

## ICF's 2016 Corporate Citizenship Performance at a Glance



<https://www.icf.com/blog/2016-corporate-social-responsibility-report>

## In Summary - ICF



**Distinctive expertise in core vertical markets**

**Industry-leading functional capabilities – including marketing services**

**Offerings at intersection between vertical markets and functional expertise**

Thank You

