



# ICF Investor Presentation

Baird 2022 Global Consumer, Technology & Services Conference



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June 7, 2022

# Cautionary Statement

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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.

# ICF: A professional + technology services firm

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Serve a roster of government clients with social + environmental missions, energy utilities + commercial clients

Benefit from visibility of a substantial backlog + growth profile of commercial revenues

Leverage deep domain expertise to achieve superior results for clients

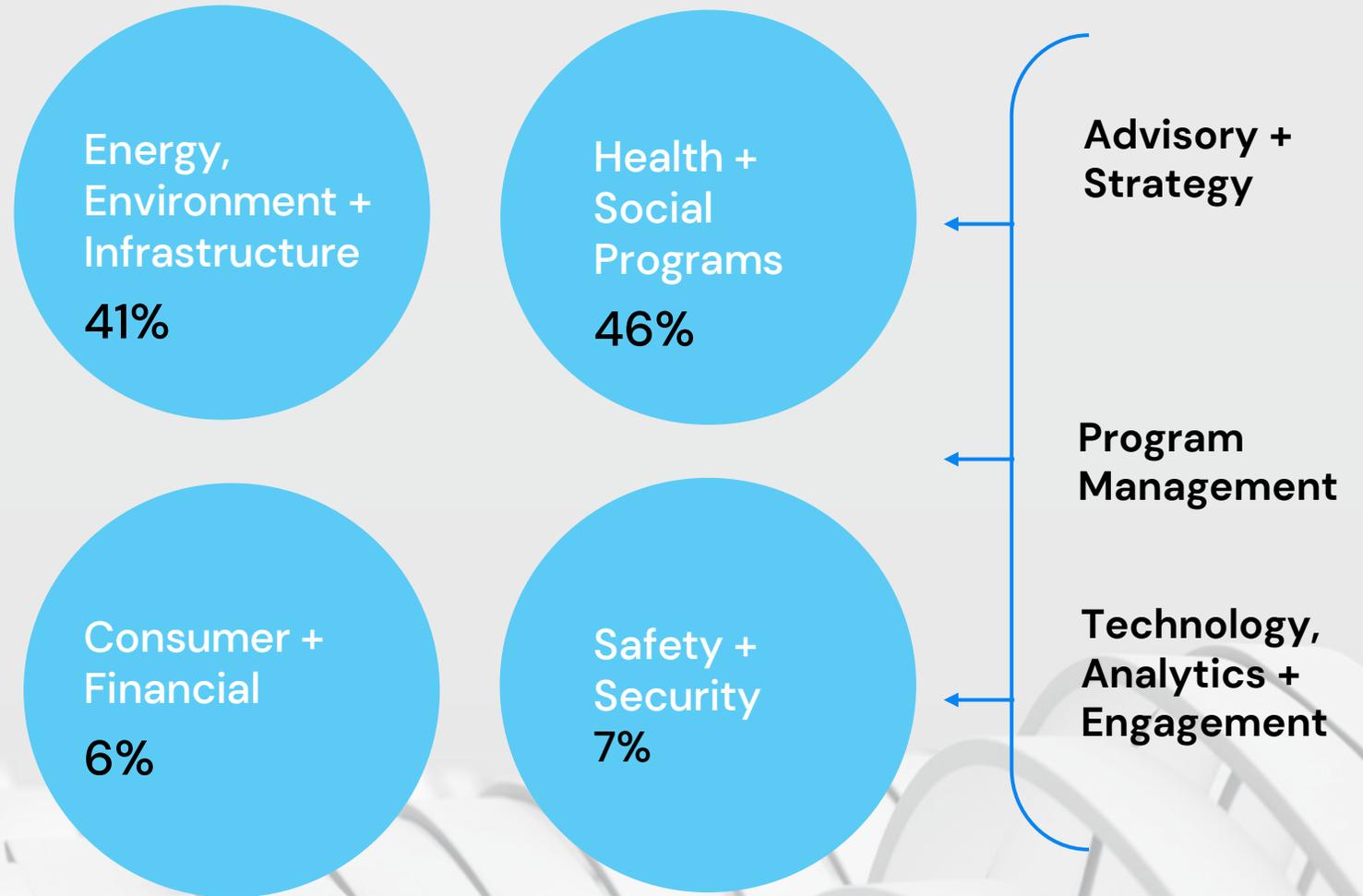
Deliver strong cross-cutting capabilities in technology + engagement

A growth platform combining organic initiatives + acquisitions

A collaborative culture that is a source of competitive advantage

# Synergy in markets + capabilities

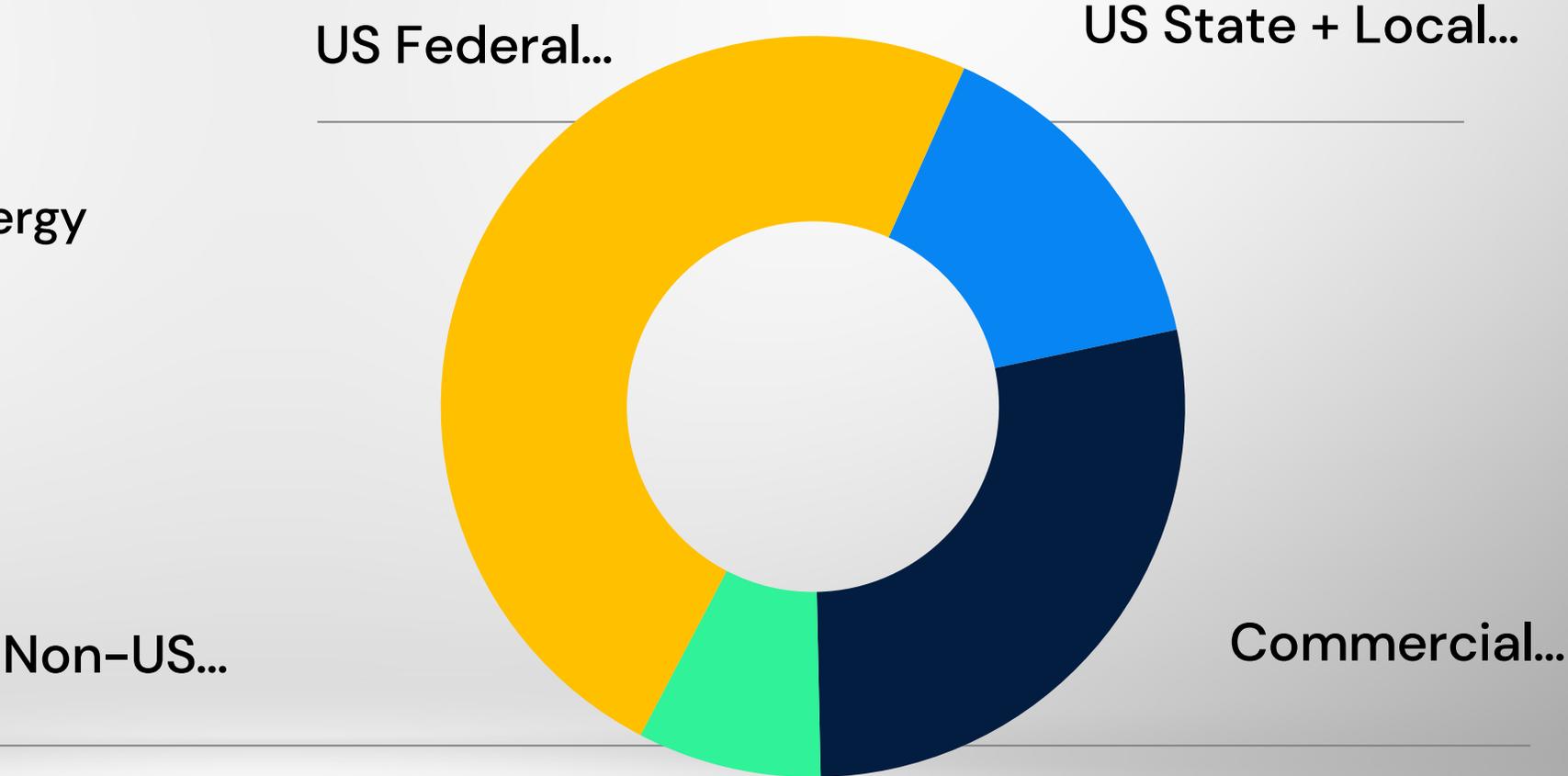
ICF's work across core service areas including climate, energy efficiency, disaster management, public health and social programs addresses environmental and social issues



# We serve a roster of government clients, energy utilities + commercial clients\*

>85% of revenues from government clients + energy utility clients

Provides significant opportunities for expansion



\* Based on Q1 2022 TTM financials released on May 4, 2022

\*\*Includes energy utilities, commercial marketing, + other

# Track record of strong revenue + EPS growth

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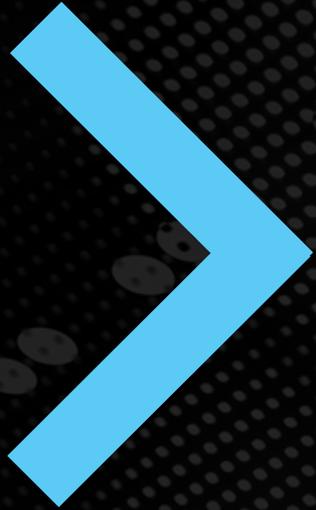
Revenue:  
5-year CAGR  
5.6%



Non-GAAP EPS:  
5-year CAGR  
10.9%

# Multiple catalysts for long-term organic growth

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- IT modernization / digital transformation
- Public health
- Disaster management
- Energy efficiency + utility consulting
- Environment + infrastructure consulting
- Climate and resiliency

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~70% of service revenue in 2022 expected to represent work in these key growth areas, which we expect to grow 10% or more over the next several years

# ESG summary

ICF is proud of how we operate in our communities and in society

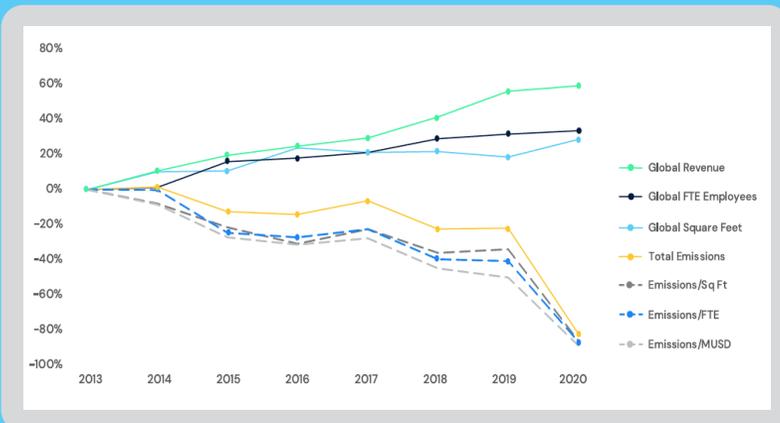
## Environment

Carbon neutral since 2006 – high quality RECs & offsets

CDP “A” list

CDP Climate Leadership Award

Total & per-employee emissions declining since 2013



## Social

Forbes list for “Best Employers for Diversity” 2021 and 2022

ICF philanthropy driven primarily by employee giving choices – 100% match and cash support for volunteer efforts

### 8 Employee Community Networks

- Black Employees
- Women
- LGBTQIA+
- First Nation & Indigenous
- Veteran
- Asian
- Hispanic
- Different abilities

## Governance

Strong Lead Independent Director with clearly articulated responsibilities

33% female Directors

33% minority Directors

### Board oversees

- Enterprise risk management process
- Management succession planning and development

Regular executive sessions of independent directors

# Impact through program support/execution

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## ENERGY STAR® (2020 data)

**400 million**

metric tons of  
greenhouse gas  
reduction

**\$42 billion**

energy costs  
avoided

**5%**

of total U.S.  
emissions of  
greenhouse gases

## Smokefree.gov

**213,000**

American **subscribers** to  
the service

**14%**

quit rate that's **double** the  
national average of 7%

## BioSense

**5,800+**

health care  
facilities **nationwide**  
contribute data

**1 day**

data available within  
**24 hours**  
of **patient visits**

**6–8 million**

electronic health  
messages  
processed **daily**

## Head Start

**1 million+**

**children and families** from low-  
income households enrolled

**6**

**regions** served by ICF, including  
40 states, the District of  
Columbia, and 140 tribes

## Utility Energy Efficiency Programs (2020 data)

**160**

programs delivered  
**nationwide**

**12.1 million**

lifetime **tons of CO2**  
avoided

**\$3.4 billion**

total financial  
impact

## Disaster Management Programs

**\$63 billion+**

**disaster recovery funds**  
managed

**100,000**

**homeowners** helped

# Our roadmap for long-term value creation

1

Capture organic growth enabled by strong positions in high growth markets and expanded addressable market

2

Drive revenue synergies and larger contract wins through ability to execute at scale

3

Make strategic and accretive acquisitions in areas we know

4

Gain operating efficiencies

5

Continue to invest in our people

6

Uniquely positive impact