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.
ICF: A professional + technology services firm

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 collaborative culture that is a source of competitive advantage

A growth platform combining organic initiatives + acquisitions
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.

- Energy, Environment + Infrastructure: 41%
- Health + Social Programs: 46%
- Consumer + Financial: 6%
- Safety + Security: 7%

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

Revenue:
5-year CAGR 5.6%

Non-GAAP EPS:
5-year CAGR 10.9%

5-year Total Revenue and Non-GAAP EPS CAGRs calculated over 2016-2021
Multiple catalysts for long-term organic growth

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

~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
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

<table>
<thead>
<tr>
<th>Program</th>
<th>Impact</th>
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<tr>
<td><strong>ENERGY STAR®</strong> (2020 data)</td>
<td></td>
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<tr>
<td>400 million metric tons of greenhouse gas</td>
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<tr>
<td>$42 billion energy costs avoided</td>
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<tr>
<td>5% of total U.S. emissions of greenhouse</td>
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<td><strong>Smokefree.gov</strong></td>
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<td>213,000 American subscribers to the service</td>
<td>14% quit rate that’s double the national average of 7%</td>
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<td><strong>BioSense</strong></td>
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<td>5,800+ health care facilities nationwide</td>
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<td>1 day data available within 24 hours of</td>
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<tr>
<td>patient visits</td>
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<td>6–8 million electronic health messages</td>
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<td>processed daily</td>
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<td><strong>Head Start</strong></td>
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<td>1 million+ children and families from low-</td>
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<tr>
<td>income households enrolled</td>
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<td>6 regions served by ICF, including 40 states,</td>
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<td>the District of Columbia, and 140 tribes</td>
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<tr>
<td><strong>Utility Energy Efficiency Programs</strong> (2020</td>
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<td>data)</td>
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<td>160 programs delivered nationwide</td>
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<td>12.1 million lifetime tons of CO2 avoided</td>
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<td>$3.4 billion total financial impact</td>
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<tr>
<td><strong>Disaster Management Programs</strong></td>
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<td>$63 billion+ disaster recovery funds</td>
<td>100,000 homeowners helped</td>
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<tr>
<td>managed</td>
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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