Cautionary statements

Caution Concerning Forward-looking Statements

Statements that are not historical facts and involve known and unknown risks and uncertainties are "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. Such statements may concern our current expectations about our future results, plans, operations and prospects and involve certain risks, including those related to the government contracting industry generally; our particular business, including our dependence on contracts with U.S. federal government agencies; and our ability to acquire and successfully integrate businesses. These and other factors that could cause our actual results to differ from those indicated in forward-looking statements that are included in the "Risk Factors" section of our securities filings with the Securities and Exchange Commission. The forward-looking statements included herein are only made as of the date hereof, and we specifically disclaim any obligation to update these statements in the future.

Note on Non-GAAP Measures

The information presented in this presentation regarding certain unaudited adjusted results and certain historical adjusted results does not conform to generally accepted accounting principles in the United States (U.S. GAAP) and should not be construed as an alternative to our reported results determined in accordance with U.S. GAAP. ICF has included this non-GAAP information to assist in understanding the operating performance of the company. The non-GAAP information provided may not be consistent with the methodologies used by other companies to prepare similar non-GAAP measures. All non-GAAP information has been reconciled with reported U.S. GAAP under Appendix 1 and 2 of this presentation. Additionally, ICF does not reconcile its forward-looking non-GAAP financial measures to the corresponding U.S. GAAP measures, due to the variability and difficulty in making accurate forecasts and projections and because not all of the information necessary for a quantitative reconciliation of these forward-looking non-GAAP financial measures (such as the effect of share-based compensation or the impact of future extraordinary or non-recurring events like acquisitions) is available to ICF without unreasonable effort. For the same reasons, ICF is unable to estimate the probable significance of the unavailable information. ICF provides forward-looking non-GAAP financial measures that it believes will be achievable, but it cannot accurately predict all of the components of the adjusted calculations, and the U.S. GAAP financial measures may be materially different than the non-GAAP financial measures.
ICF: A professional + technology services firm

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

Deliver strong cross-cutting capabilities in technology + engagement

Leverage deep domain expertise to achieve superior results for clients

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

A growth platform combining organic initiatives + acquisitions
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 + Disaster Recovery**: 40%¹
- **Health and Social Programs**: 42%¹
- **Security and Other Civilian + Commercial**: 18%¹

¹Percentages based on Q3 2023 TTM financials released on November 2, 2023.

Advisory + Strategy
Program Management
Technology, Analytics + Engagement
Track record of strong revenue and EPS growth

Revenue\textsuperscript{1}
5-year CAGR
7.7%

Non-GAAP EPS\textsuperscript{1}
5-year CAGR
13.8%

\textsuperscript{1}5-year Revenue and Non-GAAP EPS CAGRs calculated over 2017–2022
Multiple catalysts for long-term organic growth

- Public health
- IT modernization / digital transformation
- Disaster management
- Energy efficiency and utility consulting
- Climate, environment and infrastructure consulting

~75% of revenue in 2022 represented work in these key growth areas, which are expected to grow 10% or more in the aggregate over the next several years
Public health

- HHS is ICF’s largest federal agency client – 26% of total revenues¹
- Recognized expertise in addressing critical health issues
  - Opioid abuse, obesity, cancer
- ICF has contract vehicles in all federal agencies actively involved in preparations for the next pandemic:
  - Modernization of disease surveillance systems
  - Guidelines for government roles and responsibilities in a pandemic

¹ Based on Q3 2023 TTM financials released on November 2, 2023
Acquisitions have significantly expanded our qualifications

Expertise in >30 technology platforms

IT modernization is a bipartisan priority

ITG Creative Systems SemanticBits

Provide significant revenue synergies in our federal civilian agency markets

ICF is now a recognized leader in the most widely used low-code / no-code and open-source platforms in the federal government
• ICF is a leader in disaster management with a long track record of managing post-disaster federally funded recovery programs

• Federal funding for mitigation programs provides potential for steady flow of longer-term opportunities

Currently running disaster recovery programs in 20+ states and territories

Working on mitigation efforts for 30+ clients across 17 states and 3 territories

Expect continued growth as appropriated disaster recovery and mitigation funds are released

ICF’s expertise in recovery and resilience is closely aligned with efforts to manage the effects of climate change
Utility consulting and decarbonization programs

- ICF is a leader in implementing decarbonization programs (energy efficiency, electrification, flexible load management) for utilities
- Supporting utility transformation: distributed energy and electrification (EVs + other)
- Majority long-term contracts

Utility work across North America

- 210+ Active programs
- 75+ Utility clients
- 20 Large portfolios

Industry leading planning and policy development

- 30 DSM program design clients
- 27 Potential study clients
- 40+ Related regulatory testimonies

Location of ICF U.S. energy clients
Climate, environment and infrastructure consulting

- ICF has one of the largest full-service climate consulting practices in the U.S.
- 40+ years of climate-related experience – amplified by ICF Climate Center
- Unprecedented federal funding to address climate change
- Climate concerns and regulatory pressures driving increased investments by corporations, utilities

ICF has additional expertise in services closely connected to climate + infrastructure

<table>
<thead>
<tr>
<th>Climate-adjacent services</th>
<th>Infrastructure-adjacent services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster mitigation</td>
<td>Energy</td>
</tr>
<tr>
<td>Decarbonization</td>
<td>Environment</td>
</tr>
<tr>
<td>Public health impacts</td>
<td>Water</td>
</tr>
<tr>
<td>Environmental justice</td>
<td>Transportation</td>
</tr>
</tbody>
</table>

Climate, environment and infrastructure consulting
Recently enacted legislation and government spending priorities create additional opportunities

Infrastructure Investment and Jobs Act (IIJA) – provides infrastructure and clean energy opportunities

Inflation Reduction Act of 2022 (IRA) – provides significant climate and energy-related opportunities
We serve a roster of government clients, energy utilities and commercial clients

>90% of revenues from government clients + energy utility clients

Provides significant opportunities for expansion

- US Federal: 56%
- US State + Local: 15%
- Commercial: 24%
- Non-US Government: 5%

1 Based on Q3 2023 TTM financials released on November 2, 2023
2 Includes energy utilities, commercial marketing, + other
Government revenues 76% of total revenues\(^1\)

US federal revenues primarily from civilian agencies

\(^1\) Based on Q3 2023 TTM financials released on November 2, 2023

\(^2\) Includes energy utilities, commercial marketing, + other

We work with a broad array of government clients

HHS 26%
DOS 6%
DOD 3%
EPA 3%
USDA 2%
DHS 2%
GSA 2%
TREAS 2%
Other Fed 10%

US State + Local 15%
Commercial 24%
Non-US Government 5%
Drivers of long-standing client relationships

- Institutional memory of government + utility programs
- Workforce of long-time industry experts
- Long-term contract vehicles with government + utility clients
- Proprietary IP
Purpose
To build a more prosperous and resilient world for all.

Values
Interact with integrity
Bring your passion
Embrace differences
Challenge assumptions
Work together
Be greater than

Our culture: a source of competitive advantage
Our business, environmental and social responsibilities are intertwined

We create impact through our client work…

$665M+
Revenue from services supporting energy saving, carbon reduction, and natural resource protection programs¹

$905M+
Revenue from services supporting health, education, development, and social justice programs¹

¹Together represent >85% of 2022 revenue
Impact through program support/execution...

**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

**BioSense**
- 6,500+ health care facilities nationwide contribute data
- 1 day data available within 24 hours of patient visits
- >8 million electronic health messages processed daily

**Utility Energy Efficiency Programs (2022 data)**
- >180 programs delivered nationwide
- 6.1 million lifetime metric tons of CO2 avoided
- $2.1 billion total financial impact

**Smokefree.gov**
- 100,000 quit plans completed in FY23
- 14% quit rate that’s double the national average of 7%

**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

**Disaster Management Programs**
- $63 billion+ disaster recovery funds managed
- 100,000 homeowners helped
...and in the way we operate

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

**Environment**
- Carbon neutral since 2006 – high quality RECs & offsets
- CDP “A-”
- Total and 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
- 38% female Directors
- 50% female +/- minority Directors
- Board oversees
  - Enterprise risk management process
  - Management succession planning and development
- Regular executive sessions of independent directors
Track record of consistent revenue and earnings

Revenue ($ millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>GAAP EPS</th>
<th>Non-GAAP EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$1,229</td>
<td>$3.02</td>
</tr>
<tr>
<td>2018</td>
<td>$1,338</td>
<td>$3.73</td>
</tr>
<tr>
<td>2019</td>
<td>$1,479</td>
<td>$3.18</td>
</tr>
<tr>
<td>2020</td>
<td>$1,507</td>
<td>$4.15</td>
</tr>
<tr>
<td>2021</td>
<td>$1,553</td>
<td>$2.87</td>
</tr>
<tr>
<td>2022</td>
<td>$1,780</td>
<td>$4.82</td>
</tr>
</tbody>
</table>

13.8% 5 yr. CAGR

Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles

1 Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles

2 2017 Non-GAAP EPS excludes the one-time benefit of a Deferred Tax Liability (DTL) revaluation for 2017, as a result of the 2017 Tax Reform Act
Q3 and YTD 2023 performance

Revenue ($ millions)\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q3 2023</th>
<th>YTD 2022</th>
<th>YTD 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$467.8</td>
<td>$501.5</td>
<td>$1,304.4</td>
<td>$1,484.9</td>
</tr>
</tbody>
</table>

\(^1\) Based on Q3 2023 financials released on November 2, 2023

EPS\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>Q3 2022</th>
<th>Q3 2023</th>
<th>YTD 2022</th>
<th>YTD 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP EPS</td>
<td>$1.01</td>
<td>$1.25</td>
<td>$2.91</td>
<td>$3.19</td>
</tr>
<tr>
<td>Non-GAAP EPS(^2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-GAAP EPS(^2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^2\) Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles
**Contract awards ($ millions)**

Q3 2022: $865
Q3 2023: $875
YTD 2022: $1,572
YTD 2023: $1,726

**Book-to-bill ratio (TTM)**

Q3 2022: 1.31
Q3 2023: 1.28

1 Based on Q3 2023 financials released on November 2, 2023

**Backlog ($ billions)**

- Q3 2022: Funded $1.8, Unfunded $1.9, Total $3.7
- Q3 2023: Funded $1.8, Unfunded $2.0, Total $3.8
Strong pipeline of qualified opportunities, the majority relating to federal government clients
### Operating Cash Flow, 2018 – 2023

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends</th>
<th>Debt Repayment &amp; Other</th>
<th>Share Repurchase</th>
<th>CAPEX</th>
<th>Operating Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$7.9</td>
<td>$10.5</td>
<td>$29.7</td>
<td>$113.5</td>
<td>$173.1</td>
</tr>
<tr>
<td>2019</td>
<td>$30.0</td>
<td>$11.3</td>
<td>$28.5</td>
<td>$20.5</td>
<td>$91.4</td>
</tr>
<tr>
<td>2020</td>
<td>$25.5</td>
<td>$10.5</td>
<td>$19.4</td>
<td>$29.7</td>
<td>$113.5</td>
</tr>
<tr>
<td>2021</td>
<td>$19.9</td>
<td>$10.6</td>
<td>$20.0</td>
<td>$59.7</td>
<td>$110.2</td>
</tr>
<tr>
<td>2022</td>
<td>$24.5</td>
<td>$17.2</td>
<td>$19.9</td>
<td>$62.5</td>
<td>$162.2</td>
</tr>
</tbody>
</table>

#### Key Figures
- **Net Debt**: $188.7 (2018), $159.0 (2019), $128.9 (2020), $122.1 (2021), $142.0 (2022), $550.1 (2023)
- **EBITDA**: $118.6 (2018), $128.9 (2019), $122.1 (2020), $142.0 (2021), $162.2 (2022)
- **Net Debt/EBITDA**: 1.59x (2018), 1.23x (2019), 2.47x (2020), 2.92x (2021), 2.86x (2022)

1. Based on reported EBITDA of $157.2M plus: 1) pre-acquisition EBITDA for SemanticBits and Blanton and 2) one-time facility impairment charges
2. 2020 included ~$50M of accelerated collections and deferral of $20M of employer social security tax liabilities to 2021/2022 under the CARES Act
3. Based on Q3 2023 financials released on November 2, 2023
Over the past six years, we have converted ~100% of our net income (adjusted for non-cash items) and generated strong Operating Cash Flow...

...while growing our revenue from $1.2B in 2017 to $1.8B in 2022 at a 7.7% CAGR (which required an investment in working capital).

Our Operating Cash Flow in 2022 remained strong at ~$162M, maintaining our conversion trend of ~100%.
2023 guidance

Revenue
$1.95B – $1.98B

GAAP EPS
$5.00 – $5.10\(^1\)

Non-GAAP EPS
$6.40 – $6.50

Operating cash flow
$150M

\(^1\)Exclusive of special charges
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
Appendix 1

We recorded impairment of $0.9 million and $2.9 million in the first and the third quarter of 2023, respectively, related to an intangible asset and operating lease right-of-use assets.

These costs consist primarily of third-party costs and integration costs associated with our acquisitions and/or potential acquisitions and separation costs associated with business discontinuation/divestitures.

These costs are mainly due to involuntary employee termination benefits for our officers, and/or groups of employees who have been notified that they will be terminated as part of a consolidation or reorganization.

These costs are exit costs associated with terminated leases or full office closures. The exit costs include charges incurred under a contractual obligation that existed as of the date of the accrual and for which (i) we will continue to pay until the contractual obligation is satisfied but with no economic benefit to us or (ii) we contractually terminated the obligation and ceased utilizing the facilities.

During the third quarter of 2023, we recognized a pre-tax gain of $2.4 million from sale of assets related to the divestiture of our U.S. commercial marketing business.

Income tax effects were calculated using the effective tax rate, adjusted for certain discrete items, if any, of 21.7% and 29.4% for the three months ended September 30, 2023, and 2022, respectively, and 23.5% and 28.5% for the nine months ended September 30, 2023, and 2022, respectively.

<table>
<thead>
<tr>
<th>Reconciliation of EBITDA</th>
<th>2023</th>
<th>2022</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>$23,740</td>
<td>$19,105</td>
<td>$60,450</td>
<td>$55,364</td>
</tr>
<tr>
<td>Interest, net</td>
<td>10,557</td>
<td>7,420</td>
<td>30,146</td>
<td>14,096</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>340</td>
<td>2,542</td>
<td>6,304</td>
<td>16,691</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>14,561</td>
<td>13,958</td>
<td>46,206</td>
<td>34,139</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$49,198</strong></td>
<td><strong>$43,025</strong></td>
<td><strong>$143,106</strong></td>
<td><strong>$120,290</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconciliation of Non-GAAP Diluted EPS</th>
<th>2023</th>
<th>2022</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. GAAP Diluted EPS</td>
<td>$1.25</td>
<td>$1.01</td>
<td>$3.19</td>
<td>$2.91</td>
</tr>
<tr>
<td>Impairment of long-lived assets (1)</td>
<td>0.15</td>
<td>—</td>
<td>0.20</td>
<td>—</td>
</tr>
<tr>
<td>Acquisition and divestiture-related expenditures (2)</td>
<td>0.09</td>
<td>0.10</td>
<td>0.25</td>
<td>0.29</td>
</tr>
<tr>
<td>Severance and other costs related to staff realignment (3)</td>
<td>0.03</td>
<td>0.20</td>
<td>0.23</td>
<td>0.27</td>
</tr>
<tr>
<td>Charges for facility consolidations and office closures (4)</td>
<td>0.12</td>
<td>—</td>
<td>0.14</td>
<td>—</td>
</tr>
<tr>
<td>Pre-tax gain from divestiture of a business (5)</td>
<td>(0.13)</td>
<td>—</td>
<td>(0.13)</td>
<td>—</td>
</tr>
<tr>
<td>Expenses related to the transfer to our new corporate headquarters (6)</td>
<td>—</td>
<td>0.10</td>
<td>—</td>
<td>0.30</td>
</tr>
<tr>
<td>Amortization of intangibles</td>
<td>0.46</td>
<td>0.46</td>
<td>1.43</td>
<td>1.00</td>
</tr>
<tr>
<td>Income tax effects of the adjustments (7)</td>
<td>(0.16)</td>
<td>(0.26)</td>
<td>(0.50)</td>
<td>(0.54)</td>
</tr>
<tr>
<td><strong>Non-GAAP Diluted EPS</strong></td>
<td><strong>$1.81</strong></td>
<td><strong>$1.61</strong></td>
<td><strong>$4.81</strong></td>
<td><strong>$4.23</strong></td>
</tr>
</tbody>
</table>

(1) We recorded impairment of $0.9 million and $2.9 million in the first and the third quarter of 2023, respectively, related to an intangible asset and operating lease right-of-use assets.

(2) These costs consist primarily of third-party costs and integration costs associated with our acquisitions and/or potential acquisitions and separation costs associated with business discontinuation/divestitures.

(3) These costs are mainly due to involuntary employee termination benefits for our officers, and/or groups of employees who have been notified that they will be terminated as part of a consolidation or reorganization.

(4) These costs are exit costs associated with terminated leases or full office closures. The exit costs include charges incurred under a contractual obligation that existed as of the date of the accrual and for which (i) we will continue to pay until the contractual obligation is satisfied but with no economic benefit to us or (ii) we contractually terminated the obligation and ceased utilizing the facilities.

(5) During the third quarter of 2023, we recognized a pre-tax gain of $2.4 million from sale of assets related to the divestiture of our U.S. commercial marketing business.

(6) These costs represent incremental non-cash lease expense associated with a straight-line rent accrual during the “free rent” period in the lease for our new corporate headquarters in Reston, Virginia. We took possession of the new facility during the fourth quarter of 2021, while also maintaining and incurring lease costs for the former headquarters in Fairfax, Virginia. The transition to the new corporate headquarters was completed in the fourth quarter of 2022.

(7) Income tax effects were calculated using the effective tax rate, adjusted for certain discrete items, if any, of 21.7% and 29.4% for the three months ended September 30, 2023, and 2022, respectively, and 23.5% and 28.5% for the nine months ended September 30, 2023, and 2022, respectively.
Appendix 2

These costs are exit costs associated with terminated leases or full office closures. The exit costs include charges incurred under a contractual obligation that existed as of the date of the accrual and for which we will (i) continue to pay until the contractual obligation is satisfied but with no economic benefit to us or (ii) we contractually terminated the obligation and ceased utilizing the facilities. Additionally, we incurred one-time charges with respect to the execution of a new lease agreement for our corporate headquarters.

In response to the Tax Act that was passed in December 2017 and will take effect in 2018, we increased the portion of bonuses that will be paid in cash, which will increase the amount that can be deducted for income tax purposes for 2017.

These charges were related to the January 2019 bankruptcy filing of a utility client.

These costs include severance, pro rata incentive bonus, welfare benefits, and acceleration of equity awards we incurred under the departing officer's severance agreement during the fourth quarter of 2020. As a result of the employment agreement, the departing officer was able to maintain certain equity awards beyond his retirement date, including performance-based awards that are subject to changes until they vest.

These costs include legal and structuring fees related to our 2022 Master Receivables Purchase Agreement with MUFG Bank, Ltd. put in place for the sale of our receivables from time-to-time.

### Reconciliation of EBITDA

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>$64,243</td>
<td>$71,132</td>
<td>$54,959</td>
<td>$68,938</td>
<td>$61,400</td>
<td>$62,876</td>
</tr>
<tr>
<td>Interest, net</td>
<td>23,281</td>
<td>9,984</td>
<td>13,712</td>
<td>10,561</td>
<td>8,594</td>
<td>8,488</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>19,737</td>
<td>28,958</td>
<td>19,714</td>
<td>21,235</td>
<td>21,427</td>
<td>11,110</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>49,917</td>
<td>31,970</td>
<td>33,748</td>
<td>28,182</td>
<td>27,206</td>
<td>28,579</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$157,178</strong></td>
<td><strong>$142,044</strong></td>
<td><strong>$122,133</strong></td>
<td><strong>$128,916</strong></td>
<td><strong>$118,627</strong></td>
<td><strong>$111,053</strong></td>
</tr>
</tbody>
</table>

### Reconciliation of Non-GAAP Diluted EPS

<table>
<thead>
<tr>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. GAAP Diluted EPS</td>
<td>$3.38</td>
<td>$3.72</td>
<td>$2.87</td>
<td>$3.59</td>
<td>$3.18</td>
</tr>
</tbody>
</table>

| Impairment of long-lived assets | 0.44 | 0.43 | 0.16 | 0.09 | – | – |
| Acquisition-related expenditures | 0.34 | 0.25 | 0.30 | 0.10 | 0.07 | 0.01 |
| Severance and other costs related to staff realignment | 0.33 | 0.06 | 0.25 | 0.09 | 0.08 | 0.08 |
| Facilities consolidations, office closures, and our future corporate headquarters | 0.26 | 0.08 | 0.30 | 0.08 | 0.01 | 0.12 |

| Special charges related to additional cash bonus expense | – | – | – | – | – | 0.16 |
| Special charges related to bad debt reserve | – | – | – | (0.04) | 0.06 | – |
| Expenses related to the transfer to our new corporate headquarters | 0.44 | 0.05 | – | – | – | – |
| Expenses related to retirement of Executive Chair | – | 0.02 | 0.46 | – | – | – |
| Expenses related to our agreement for the sale of receivables | 0.01 | – | – | – | – | – |
| Amortization of intangibles | 1.49 | 0.65 | 0.70 | 0.42 | 0.52 | 0.57 |
| Income tax effects | (0.92) | (0.44) | (0.47) | (0.18) | (0.19) | (0.35) |
| Adjustments for changes in the tax rate under new Tax Act | – | – | – | – | – | (0.64) |
| **Non-GAAP Diluted EPS** | $5.77 | $4.82 | $4.17 | $4.15 | $3.73 | $3.02 |

---

(1) These costs are exit costs associated with terminated leases or full office closures. The exit costs include charges incurred under a contractual obligation that existed as of the date of the accrual and for which we will (i) continue to pay until the contractual obligation is satisfied but with no economic benefit to us or (ii) we contractually terminated the obligation and ceased utilizing the facilities. Additionally, we incurred one-time charges with respect to the execution of a new lease agreement for our corporate headquarters.

(2) In response to the Tax Act that was passed in December 2017 and will take effect in 2018, we increased the portion of bonuses that will be paid in cash, which will increase the amount that can be deducted for income tax purposes for 2017.

(3) These charges were related to the January 2019 bankruptcy filing of a utility client.

(4) These costs include severance, pro rata incentive bonus, welfare benefits, and acceleration of equity awards we incurred under the departing officer’s severance agreement during the fourth quarter of 2020. As a result of the employment agreement, the departing officer was able to maintain certain equity awards beyond his retirement date, including performance-based awards that are subject to changes until they vest.

(5) These costs include legal and structuring fees related to our 2022 Master Receivables Purchase Agreement with MUFG Bank, Ltd. put in place for the sale of our receivables from time-to-time.
About ICF

ICF (NASDAQ:ICFI) is a global consulting and digital services company with approximately 9,000 full- and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists, and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.