



# ICF International, Inc.

## 2011 Canaccord Genuity Growth Conference

August 11, 2011

# 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.

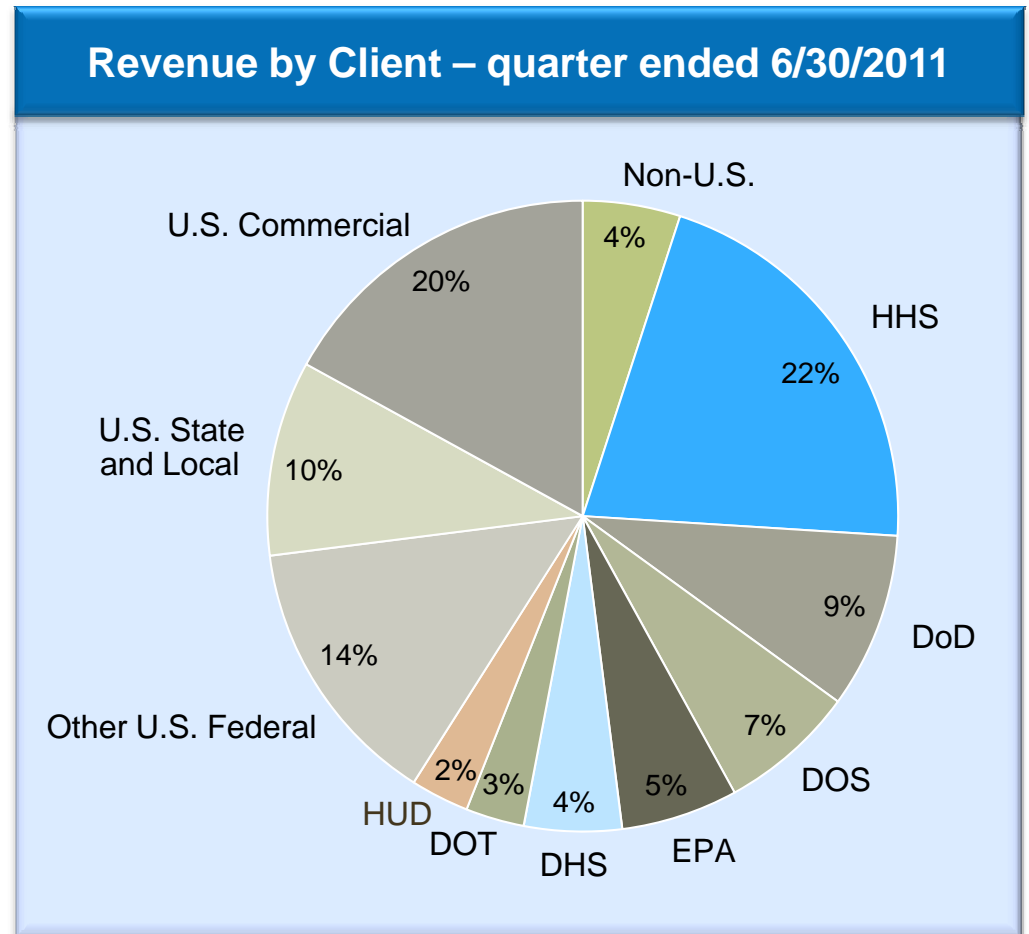
## ICF is the “Go-To” Firm for Domain-Driven Advisory and Implementation Work

- Leading provider of advisory and program management services to a diversified and growing roster of government and commercial clients
- Prominent position in each of our areas of expertise
  - Energy, environment, and transportation
  - Health, education, and social programs
  - Homeland security and defense
- Multi-year backlog with high funded percentage
- Track record of strong organic growth and successful acquisitions

# ICF's Business Advantages



- Diversified client base
- Multi-year backlog with high funded percentage.
- Substantial opportunities to maintain industry leading organic growth rates



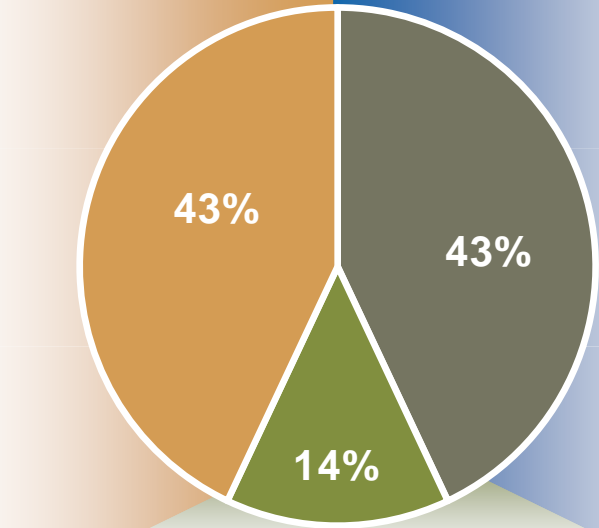
# Leadership in our Core Markets



Revenue for quarter ended 6/30/2011

## Health, Education, and Social Programs [Government]

- Health Informatics
- Health Surveys
- Public Health Research and Evaluation
- Housing and Education Studies/Technical Assistance
- Social Program Marketing and Communications



## Energy, Environment, and Transportation [Commercial & Government]

- Power & Fuels Markets Assessment
- Alternative Energy
- Energy Efficiency Program Management
- Environmental Policy and Planning
- Natural Resource Management
- Transportation Planning

## Homeland Security and Defense [Government]

- Homeland Security Program Development
- Emergency Management
- Critical Infrastructure Protection
- Logistics Program Support
- Modeling and Simulation

# Market Growth Drivers



## Energy, Environment, and Transportation

- Focus on alternative fuels, new power infrastructure
- Energy efficiency programs
- Revitalization of energy, transportation and water infrastructure
- Environmental regulation reengineering – hazardous pollutants, ash, drilling, carbon, etc.

## Health, Education, and Social Programs

- Public health: focus on health, disease prevention, substance abuse
- Education: emphasis on outcomes and accountability
- Veterans: health, housing, job needs as they reenter the civilian world
- Increased government focus on efficiency and measuring outcomes

## Homeland Security and Defense

- Cybersecurity: massive needs in government and commercial sectors
- Resilience: ability to prepare and *recover* from attacks
- Retooling: doing more with less
- Heightened demand for security and sustainability in all sectors

# Navigating the Federal Budget



- ICF has consistently been gaining market share through organic growth.\*

Year	2007	2008	2009	2010	2011
Federal discretionary spending \$ billions <sup>1</sup>	\$1,042	\$1,135	\$1,238	\$1,347	\$1,350
Federal discretionary spending growth <sup>1</sup>	2.5%	9%	9%	8.9%	+0.2%
ICF organic growth	10.5%	20.4%	14.7%	14.6%	9-11% (e)
Federal non-defense discretionary \$ billions <sup>1</sup>	\$494	\$522	\$581	\$658	\$654
Federal non-defense discretionary growth <sup>1</sup>	-0.6%	5.8%	11.1%	13.3%	-0.6%
ICF non-defense organic growth	12.5%	21.9%	16.0%	14.4%	9-13% (e)

- Our addressable market is huge: 2011 Federal expenditures for non-defense professional services are estimated at \$35 billion<sup>2</sup>. ICF's market share is 1.3%.
- ICF is well diversified:
  - No single contract accounts has accounted for more than 4% of revenue in the last 12 months
  - 34% of revenue is commercial or state/local/international

<sup>1</sup> Source: 2012 President's budget – Table 8.7; CBO estimate for 2011

<sup>2</sup> Source: FedSources, Federal Outlook 2012

\* Organic revenue excludes acquisitions within 12 months and Road Home project

# Our Strategy for Sustainable Growth



**1** ■ Leverage advisory work into implementation and full life-cycle solutions

**2** ■ Pursue larger contract opportunities

**3** ■ Build scale and win larger implementation contracts

**4** ■ Expand our commercial business

**5** ■ Replicate our business model geographically

**6** ■ Pursue strategic acquisitions



# Strategy: Leverage Advisory Work to Win Implementation and Provide Life-Cycle Solution



Client Mission and Needs

Advise

>

Implement

>

Improve

Energy,  
Environment, and  
Transportation

- Economic + Financial Analysis
- Management Consulting
- Modeling + Simulation
- Regulatory Development, Analysis + Review
- Scientific + Engineering Analysis
- Strategy, Planning + Policy Analysis

Health, Education,  
and Social  
Programs

Homeland  
Security and  
Defense

- Business Process Operations + Optimization
- Information + Data Management
- IT Management + Solutions
- Organization Learning + Performance
- Program Management
- Strategic Communications + Marketing
- Surveys
- Training + Technical Assistance

- Benchmarking
- Customer Satisfaction
- Performance Management
- Research + Evaluation

# Strategy: Win Larger Implementation Contracts



## Examples:

- CDC Information Management Services (CDC CIMS)
  - Consolidates all IT and management consulting at CDC
  - Potential value \$4 billion over 10 years
  - Recently announced task order win of \$25.9 million.
- Department of Energy
  - Office of Electricity Delivery and Energy Reliability
  - ICF supports grid infrastructure security, reliability and recovery
  - Valued at more than \$40 million
- Baltimore Gas and Electric
  - Energy efficiency: residential, commercial and industrial programs
  - Scope covers program design and implementation
  - Valued at more than \$50 million

# Strategy: Expand our Commercial Business



- Power and Fuel Markets
  - Market Analysis and Strategy
  - Asset Valuation
  - Renewables Planning
  - Cyber Protection
  - Environmental Management
- Energy Efficiency Programs
- Sustainability Strategy
- Aviation



# Strategy: Expand our Commercial Business



# Pursue Strategic Acquisitions

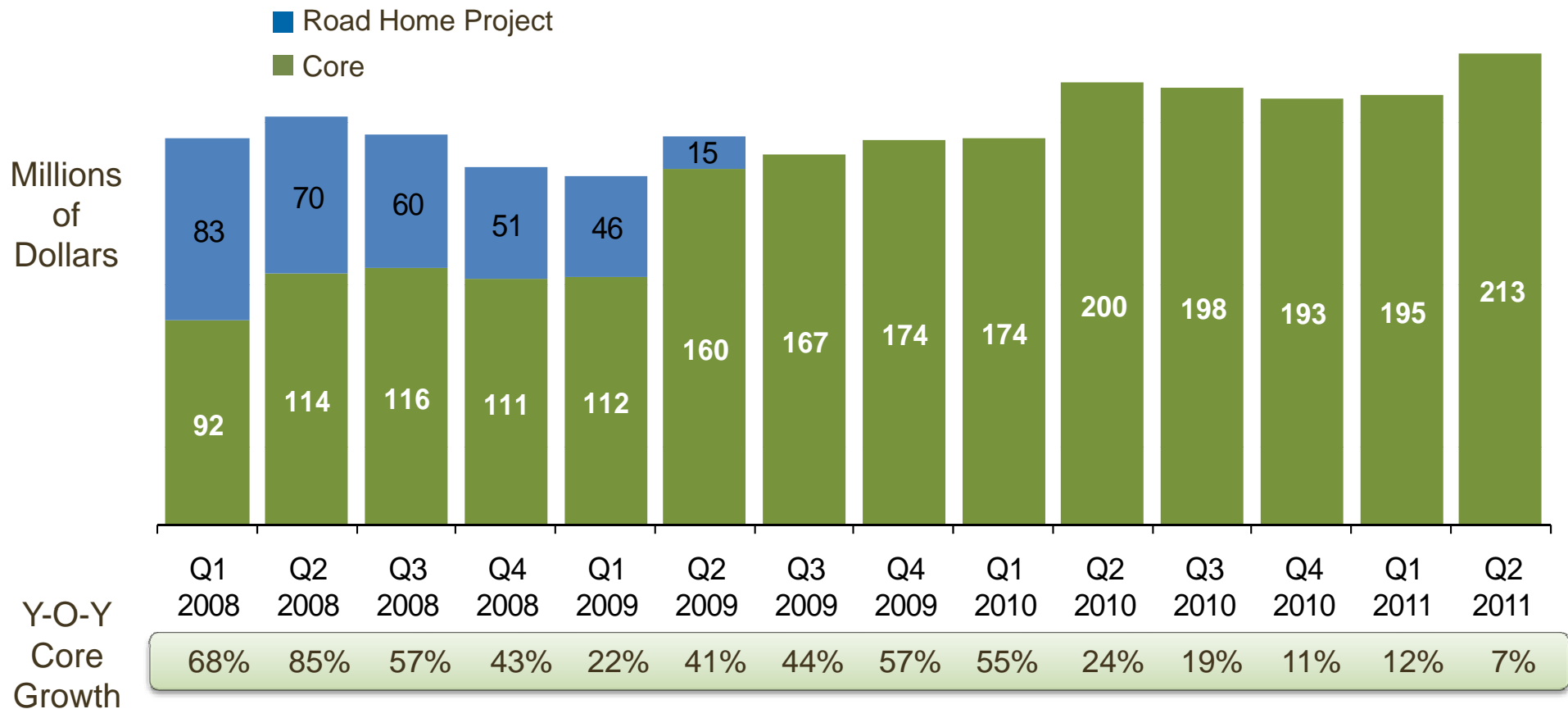


Date	Target	Key Market(s)	Advise	Implement	Improve
Jan 2005	<b>Synergy, Inc.</b>	<ul style="list-style-type: none"> <li>Homeland Security and Defense</li> </ul>			
Oct 2005	<b>Caliber Associates</b>	<ul style="list-style-type: none"> <li>Health, Education, and Social Programs</li> </ul>			
Jan 2007	<b>Advanced Performance Consulting Group</b>	<ul style="list-style-type: none"> <li>Homeland Security and Defense</li> </ul>			
Jan 2007	<b>Energy &amp; Environmental Analysis, Inc.</b>	<ul style="list-style-type: none"> <li>Energy, Environment, and Transportation</li> </ul>			
June 2007	<b>Z-Tech</b>	<ul style="list-style-type: none"> <li>Health, Education, and Social Programs</li> </ul>			
Dec 2007	<b>SH&amp;E</b>	<ul style="list-style-type: none"> <li>Energy, Environment, and Transportation</li> </ul>			
Feb 2008	<b>Jones &amp; Stokes</b>	<ul style="list-style-type: none"> <li>Energy, Environment, and Transportation</li> </ul>			
March 2009	<b>Macro International</b>	<ul style="list-style-type: none"> <li>Health, Education, and Social Programs</li> </ul>			
Dec 2009	<b>Jacob &amp; Sundstrom, Inc.</b>	<ul style="list-style-type: none"> <li>All three key markets</li> </ul>			
Jan 2011	<b>Marbek</b>	<ul style="list-style-type: none"> <li>Energy, Environment, and Transportation</li> </ul>			



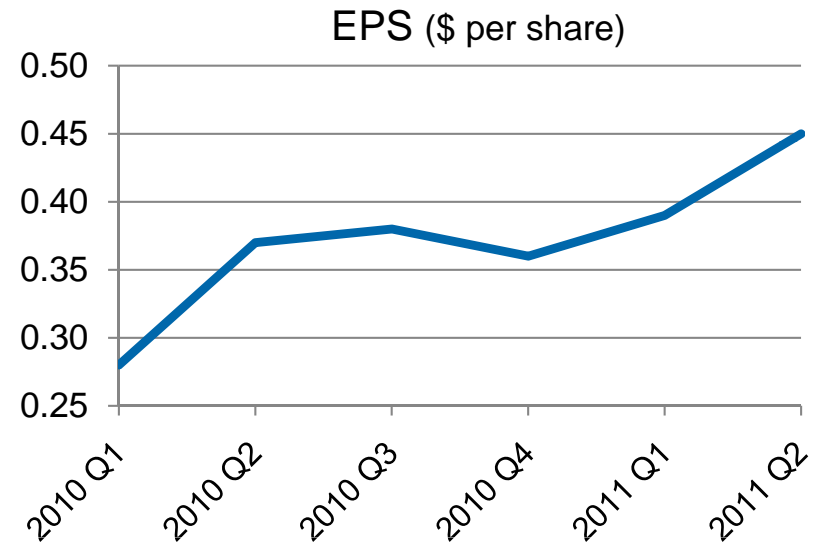
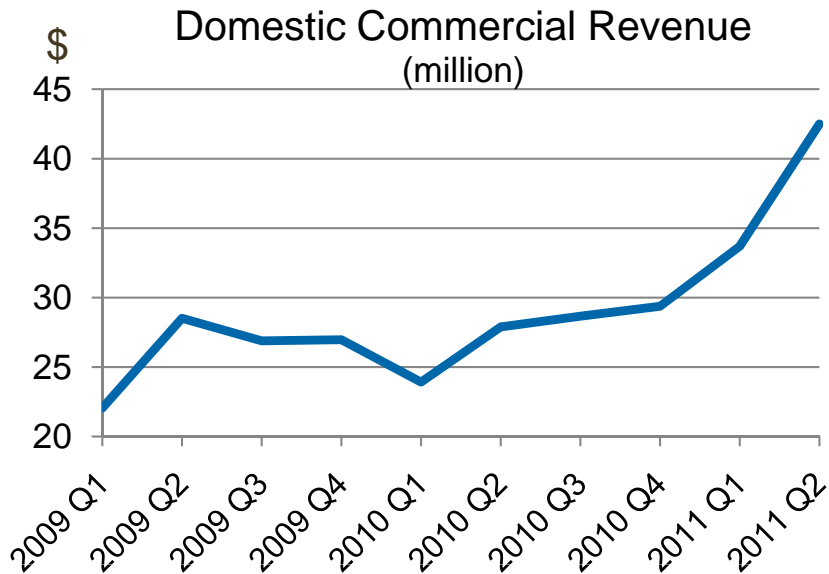
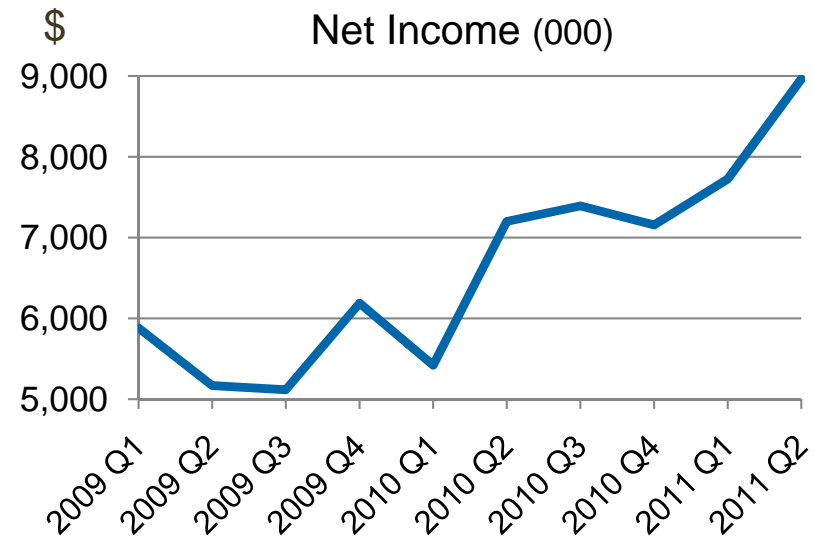
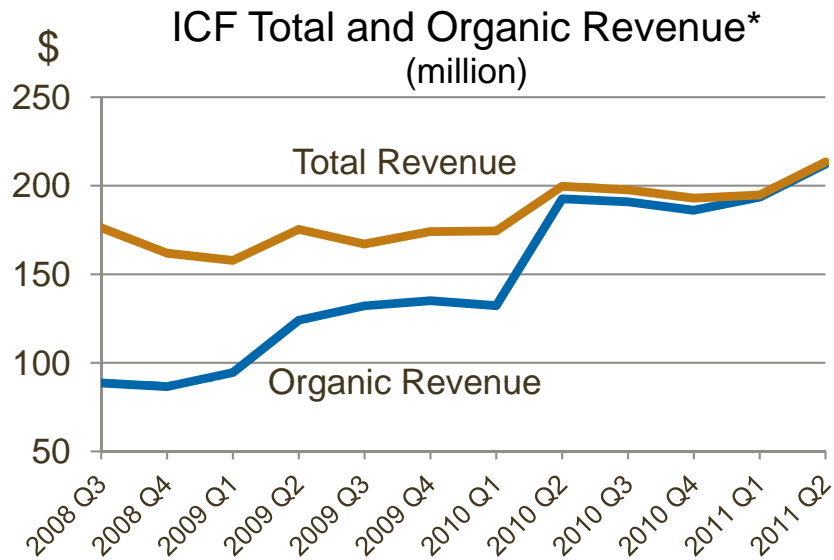
# Financial Performance

# Revenue Trends Q1 2008 – Q2 2011



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# Industry Leading Track Record



\* 5 yr federal civilian outlay CAGR = 5.6%; ICF non-defense organic revenue CAGR = 14.9%

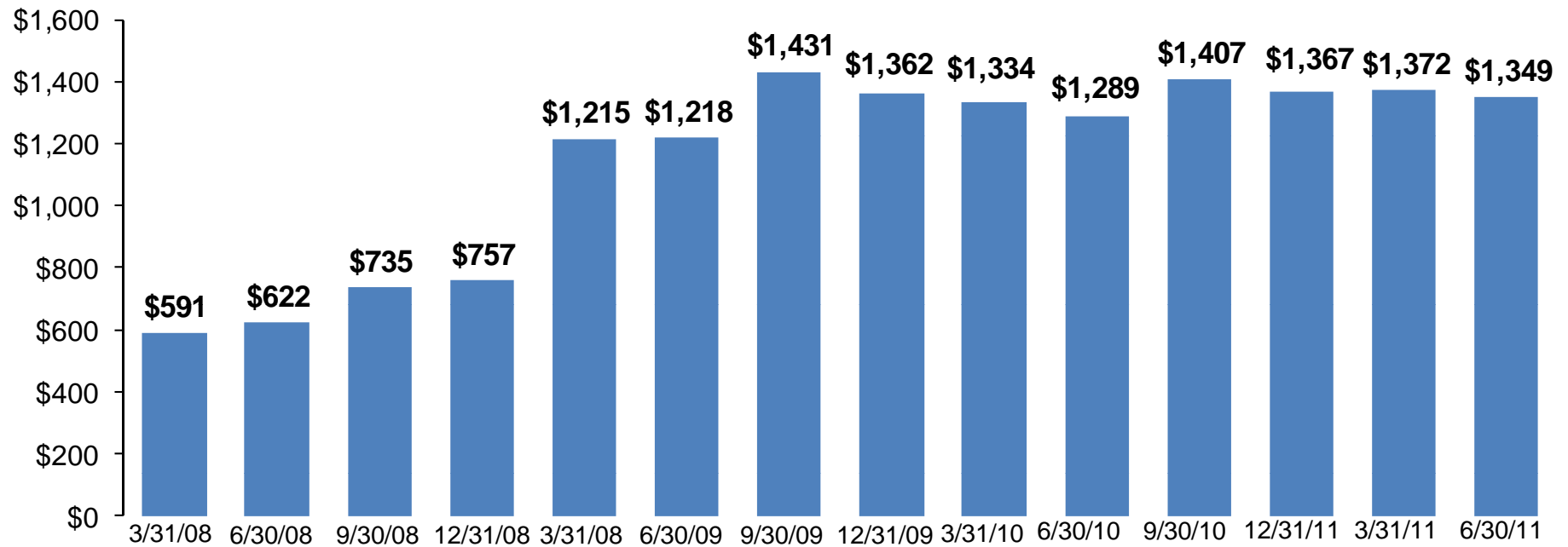
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# Backlog Trends



(in Millions)



- Total backlog at 6/30/11: \$1.3 billion
- Funded backlog at 6/30/11: \$579 million
- New business pipeline: \$2.9 billion (August 1, 2011)

Note: Backlog in graph excludes Road Home

# Balance Sheet Highlights



(000s)	6/30/2011 Actual	12/31/2010 Actual
Cash and Equivalents	\$2,677	\$3,301
Working Capital	\$82,272	\$77,688
Total Assets	\$578,828	\$572,819
Long-term Debt	\$63,414	\$85,000
Stockholders' Equity	\$372,758	\$352,733

# P & L Highlights



	Q2 6/30/2011	Q2 6/30/2010	H1 2011	H1 2010
<b>Revenues</b> (in millions)	\$213.4	\$199.6	\$408.1	\$374.1
<b>EBITDA</b> (in millions)	\$20.6	\$18.4	\$39.2	\$34.2
<b>EBITDA Margin</b>	9.7%	9.2%	9.6%	9.2%
<b>Diluted EPS</b>	\$0.45	\$0.37	\$0.84	\$0.65

- Third quarter 2011 revenue expected to be \$214 million to \$220 million, and diluted EPS to range from \$0.43 to \$0.47
- 2011 revenue expected to be \$835 million to \$850 million, and diluted EPS to range from \$1.69 to \$1.77

# Summary



<b>Unique Position</b>	<ul style="list-style-type: none"><li>Professional services firm with large government/commercial client base focused on domain areas—not generic IT services</li></ul>
<b>Balanced Portfolio</b>	<ul style="list-style-type: none"><li>Diversity of clients (public/private; all federal agencies; federal/state; domestic/international) minimizes dependency</li></ul>
<b>Substantial Financial Momentum</b>	<ul style="list-style-type: none"><li>15% average quarterly organic revenue growth last 14 quarters</li><li>Excellent revenue visibility based on \$1.3 billion of contracted backlog</li></ul>
<b>High Barriers to Entry</b>	<ul style="list-style-type: none"><li>Driven by significant intellectual property, long-standing relationships, highly credentialed and loyal consultant base, and institutional knowledge</li></ul>
<b>Proven Consolidation Platform</b>	<ul style="list-style-type: none"><li>Record of successful integration and employee retention</li></ul>



**Thank You**