



Analyst/Investor Day

May 11, 2010
New York

- 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.

■ Biographies of ICF Participants	4
■ Presentations	
• Focus on Our Markets, John Wasson	7
• Health, Human Services, and Social Programs, Jeanne Townend	18
• IT Solutions and Cybersecurity Services, Ellen Glover	32
• Energy and Climate, Phil Mihlmester	50
• Environment and Transportation, Sergio Ostria	65
• Wrap-Up, Sudhakar Kesavan	78



Sudhakar Kesavan
Chairman & Chief Executive Officer

Sudhakar Kesavan serves as the Chairman and CEO of ICF International. In 1997, he was named President of the ICF Consulting Group when it was a subsidiary of ICF Kaiser. In 1999, the Group was divested from Kaiser and became a wholly owned subsidiary of the Company through a joint effort of the management and CM Equity Partners, and ICF International was launched as an independent company. Mr. Kesavan received his Master of Science degree from the Technology and Policy Program at the Massachusetts Institute of Technology (MIT), his postgraduate diploma in Management from the Indian Institute of Management, Ahmedabad, and his Bachelor of Technology degree (chemical engineering) from the Indian Institute of Technology, Kanpur. Mr. Kesavan serves on the Board of the Rainforest Alliance, a New York based nonprofit environmental organization committed to protecting ecosystems by transforming land-use practices, business practices, and consumer behavior. Mr. Kesavan received the Executive of the Year award in the 2009 Greater Washington Government Contractor Awards in the large-sized firm category.



John Wasson
Executive Vice President & Chief Operating Officer

John Wasson, an Executive Vice President, has been with ICF International since 1987 and provides day-to-day leadership of the company's operating groups in the execution of strategies for client relationships, business growth, and development and recruiting. He holds a M.S. in Technology and Policy from the Massachusetts Institute of Technology and a B.S. in Chemical Engineering from the University of California, Davis.



Ronald Vargo
Executive Vice President & Chief Financial Officer

Ronald Vargo joined ICF International in 2010 as Executive Vice President and Chief Financial Officer. Prior to joining ICF, Mr. Vargo was executive vice president and chief financial officer of EDS, a \$22 billion global technology services company that was acquired by Hewlett-Packard Company in 2008. He brings 30 years of experience as a financial and business executive to ICF International. Mr. Vargo graduated from Dartmouth College and received an MBA in Finance and General Management from Stanford University. He currently serves on the Board of Directors of Ferro Corporation.



Ellen Glover
Executive Vice President,
Technology & Management Solutions

Ellen Glover joined ICF International in 2005 and has 25 years of professional experience in information technology in the U.S. Federal Government market. In 2007, she received the Janice K. Mendenhall Spirit of Leadership Award. The highest honor given by the American Council for Technology and the Industry Advisory Council (IAC). She also received the Federal 100 Eagle Award in 2001 for her efforts to improve communication between government and industry and is past chair of the Industry Advisory Council (IAC). Ms. Glover holds B.A. and M.S. degrees from the University of Pittsburgh.



Sergio Ostria
Senior Vice President
Energy, Environment, & Transportation

Sergio Ostria joined ICF in 1999 and has more than 20 years of experience developing and leading multidisciplinary teams servicing government and commercial clients in the U.S., Latin America, Europe, and Asia. He specializes in the design, implementation, and evaluation of integrated, systems-oriented approaches to solving challenges that transcend the environment, energy, and transportation fields. Mr. Ostria has an M.A. in Economics from The George Washington University and a B.A. in Economics from The University of Maryland.



Philip Mihlmester
Senior Vice President,
Energy, Environment, & Transportation

Philip Mihlmester joined ICF International in 1999 and has 30 years of experience in the technical and management direction of engagements in the energy, environmental, and quantitative analysis areas. He also has held executive positions at Aspen Systems and Applied Management Sciences. Mr. Mihlmester has an M.S. in Operations Research from George Washington University and an A.B. in History from Columbia.



Jeanne Townend
Senior Vice President,
Health, Education, & Social Programs

Jeanne Townend first joined ICF in 1990 and has more than 20 years of experience in consulting management in the government, commercial, and nonprofit sectors. She specializes in the nexus between these sectors and the successful implementation of public-private partnerships. She holds an M.A. in Economics from Brown University and a B.A. in Economics from the University of Rochester.



Isabel Reiff
Executive Vice President

Isabel Reiff joined ICF in 1989 and has more than 30 years of experience in public policy and program consulting. She leads the firm's business development and marketing. At ICF she has managed client engagements in housing and community development, environment, and transportation. She has also held positions with federal and local governments. She holds a B.A. from Mount Holyoke College and an M.A. in Architecture and Urban Planning from the University of California, Los Angeles.



Dr. Douglas Beck
Senior Vice President

Douglas Beck has been with ICF International since 1995. He is the Director of Corporate Development. Prior to joining ICF International, he held executive positions at DRI/McGraw-Hill. Mr. Beck has a Ph.D. and M.A. in Political Science from the University of Rochester, M.B.A. in International Business from Columbia University, and B.A. in Economics and Political Science from the University of Michigan.



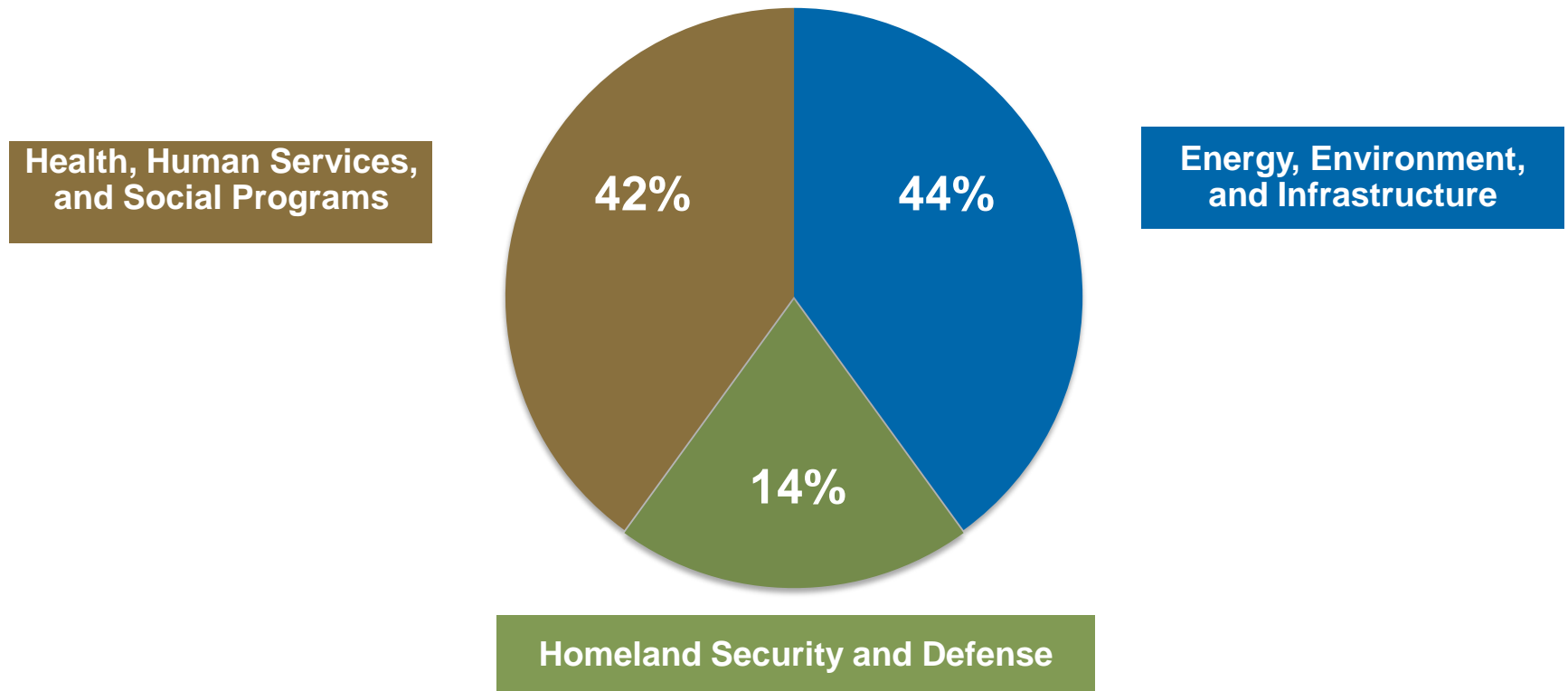
Focus on Our Markets

John Wasson
Chief Operating Officer

ICF Is Aligned with the Most Prominent Issues Facing Government and Commercial Clients



Revenue for Trailing 12 Months (TTM) Ended 3/31/10*



*Core Business Without Road Home.

Secular Growth Drivers Across All Markets



- Growing role of government in the economy
- Emphasis on transparency and accountability
- Heightened demand for security solutions
- Increasingly complex programs
- Aging federal workforce
- Increased demand for combined domain and IT solutions

	Energy, Environment & Transportation	Health, Human Services & Social Programs	Homeland Security & Defense
Growth	High Market Growth		Significant opportunities for market share growth
Leadership	Market Leader	Mix of market leader and niche expertise	
Implementation Expertise	Important		
Acquisition Potential	Fragmented: Larger number of smaller size targets	More targets and larger size	

Major Elements of ICF's Growth Strategy



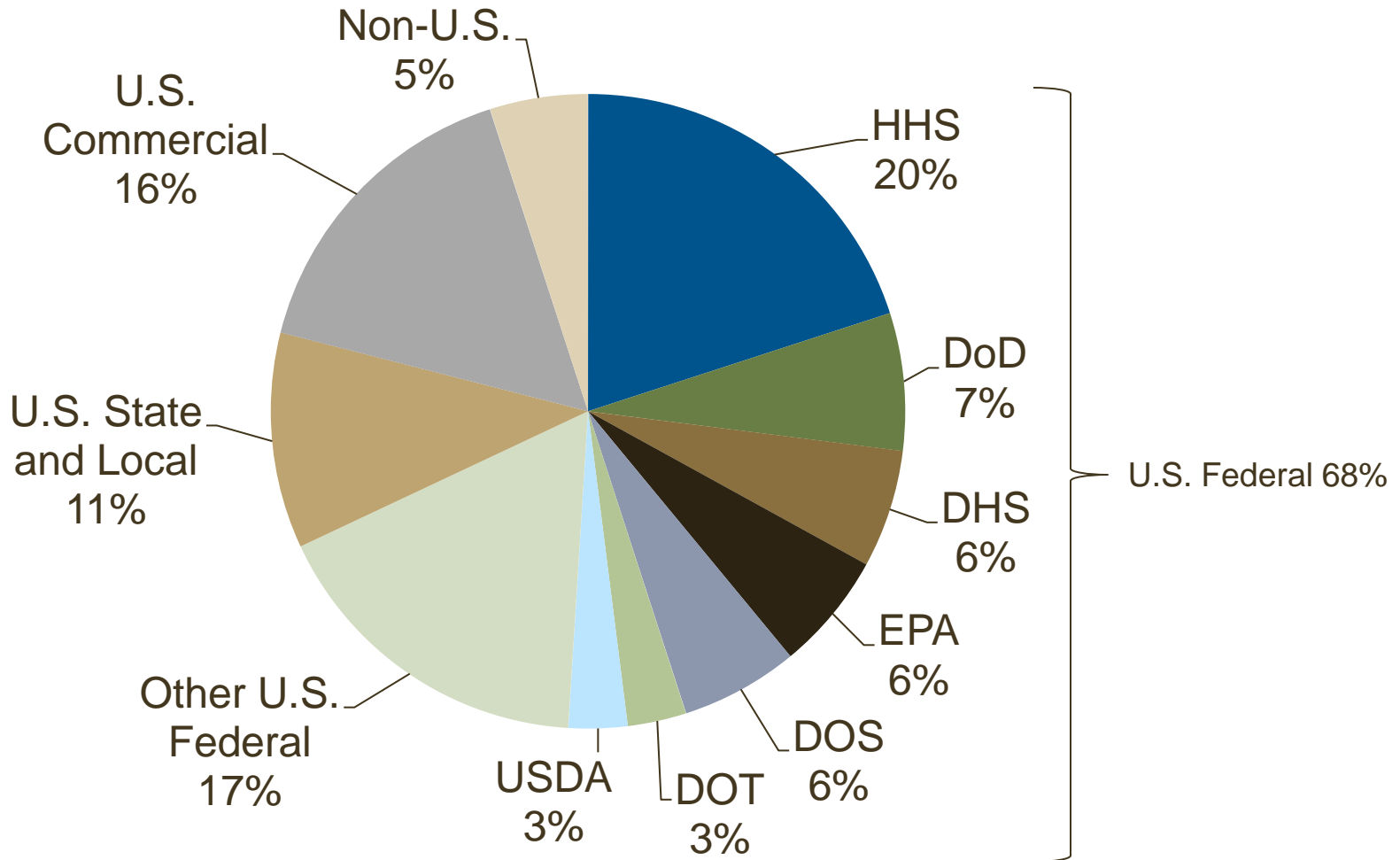
- Leverage our diversified client base
- Build scale by broadening and cross-selling services
- Utilize implementation expertise to build scale
- Develop our commercial business
- Replicate our business model geographically
- Pursue strategic acquisitions

GROWTH STRATEGY

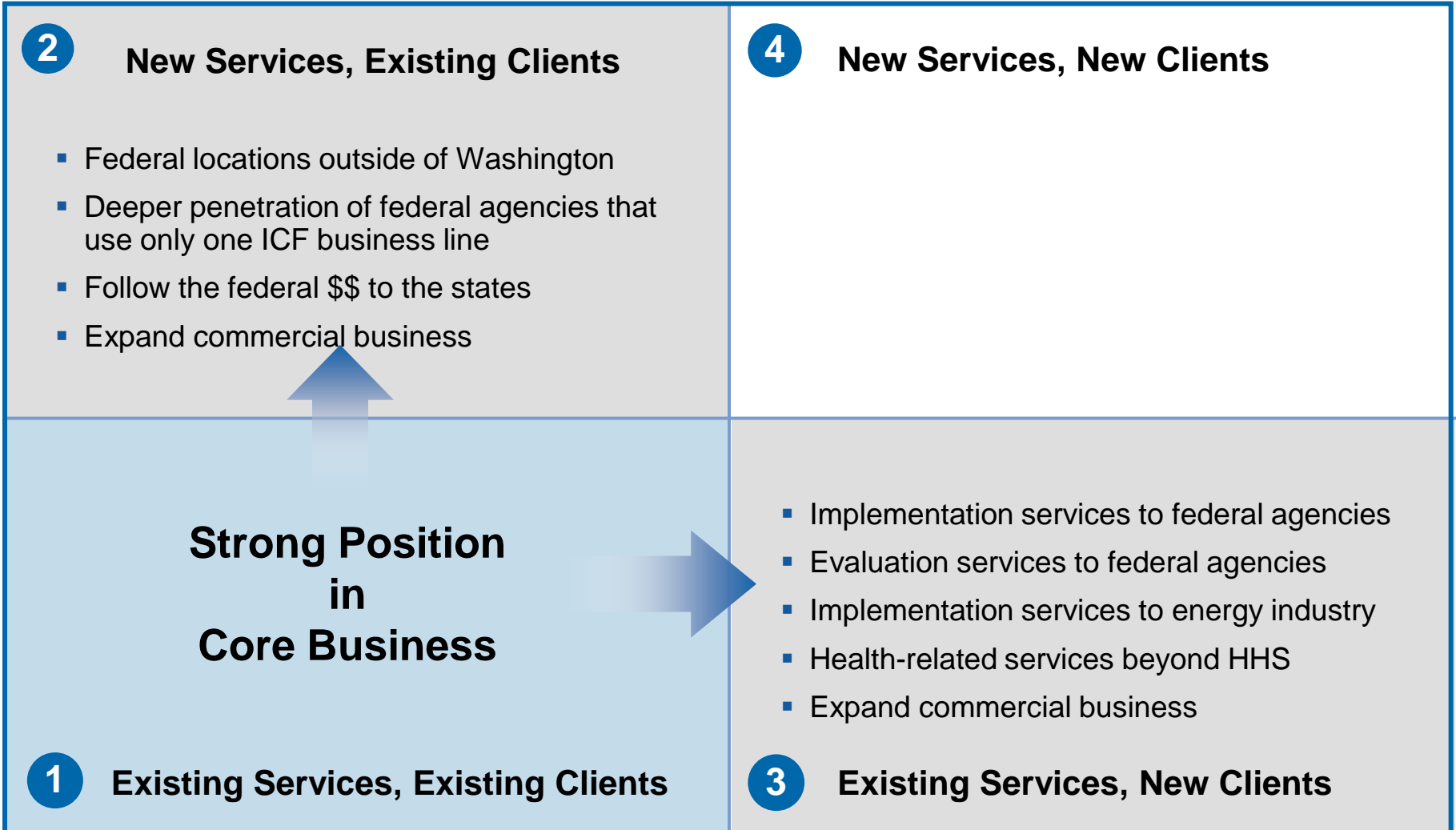
Leverage Our Diversified Client Base



Revenue by Client, Trailing 12 Months Ended 3/31/2010*



*Core Business Without Road Home.



IT Solutions

- Enterprise Architecture
- System Integration
- Software Development
- Cybersecurity and Identity Management
- Web Portals

Program Management

- Program Management Office Design and Support
- Collaboration and Knowledge Management
- Lean Six Sigma and Earned Value Management Expertise
- Business Process Optimization

Organizational Management

- Human Capital Planning and Implementation
- Organizational Transformation
- Leadership Development
- Performance Assessment

Strategic Communications

- Social Marketing
- Media Relations
- Community Outreach
- Public Awareness

GROWTH STRATEGY

Expand Key Commercial Business Accounts and Offer ICF Services to Other Verticals



Replicate Our Business Model Globally Across Government and Industry



- Leverage existing international presence
 - 6 non-U.S. offices (more than 50 offices worldwide)
 - 4 are in BRIC (Brazil, Russia, India, China) countries
 - 5% of TTM revenue through March 2010 was from non-U.S. clients

- Domain expertise of critical importance to Europe and all major developing nations

Pursue Strategic Acquisitions



Date	Target	Key Market(s)	Advise	Implement	Improve
May 2002	Global Environment & Risk (Americas) and Public Sector Program Management consulting divisions of Arthur D. Little	<ul style="list-style-type: none"> Energy, Environment, and Infrastructure Health, Human Services, and Social Programs 			
Jan 2005	Synergy, Inc.	<ul style="list-style-type: none"> Homeland Security and Defense 			
Oct 2005	Caliber Associates	<ul style="list-style-type: none"> Health, Human Services, and Social Programs 			
Jan 2007	Advanced Performance Consulting Group	<ul style="list-style-type: none"> Homeland Security and Defense 			
Jan 2007	Energy & Environmental Analysis, Inc.	<ul style="list-style-type: none"> Energy, Environment, and Infrastructure 			
June 2007	Z-Tech	<ul style="list-style-type: none"> Health, Human Services, and Social Programs 			
Dec 2007	SH&E	<ul style="list-style-type: none"> Energy, Environment, and Infrastructure 			
Feb 2008	Jones & Stokes	<ul style="list-style-type: none"> Energy, Environment, and Infrastructure 			
March 2009	Macro International, Inc.	<ul style="list-style-type: none"> Health, Human Services, and Social Programs 			
Dec 2009	Jacob & Sundstrom, Inc.	<ul style="list-style-type: none"> All three key markets 			



Health, Human Services, and Social Programs

Jeanne Townend
Senior Vice President

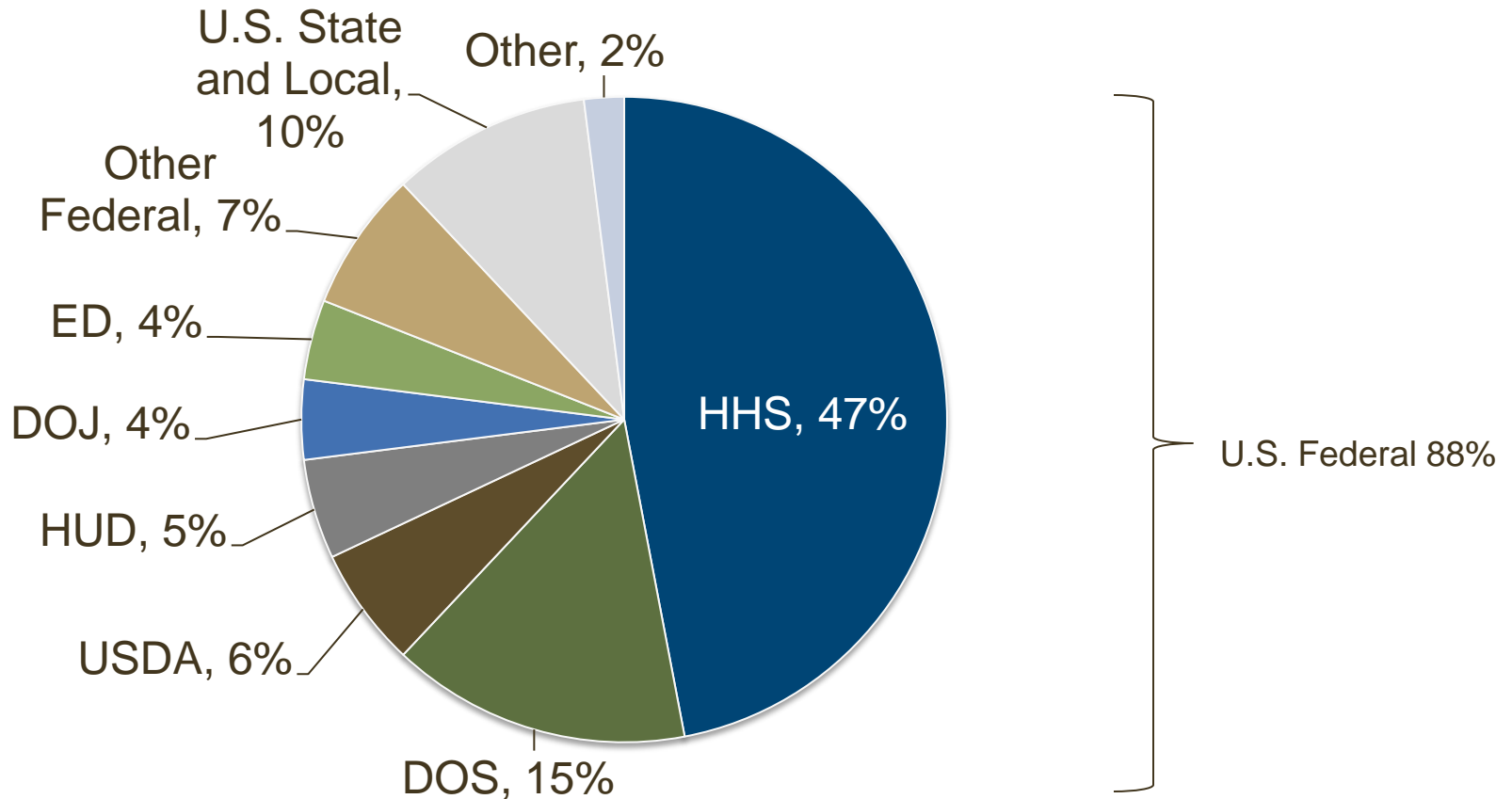
Key Areas of Service



- Health Research, Evaluation, and Policy
- Health Informatics
- Health & Social Programs Administration, Technical Assistance, and Information Services
- Housing Policy and Foreclosure Assistance
- Education Research, Training, and Technical Assistance
- Welfare and Workforce Development

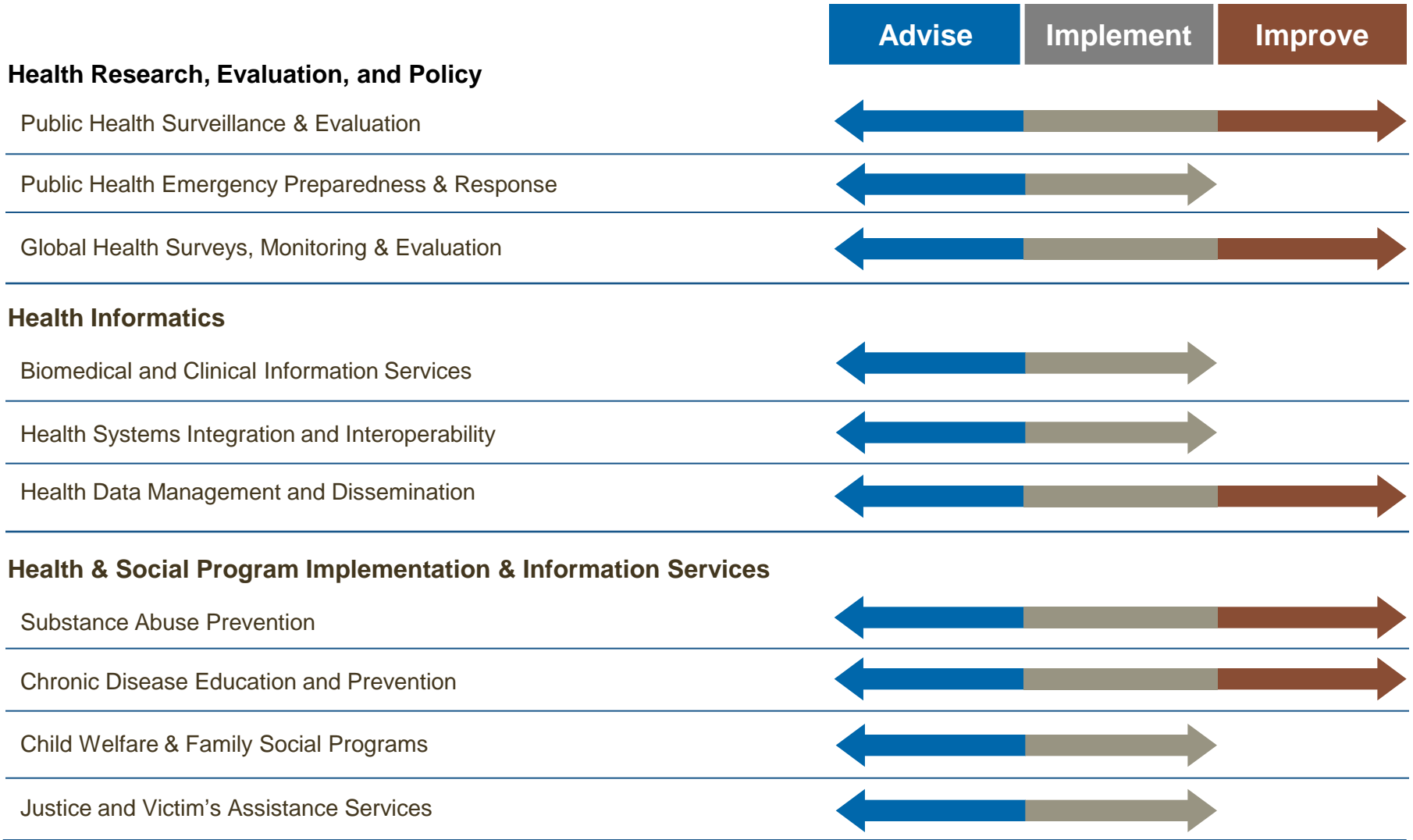


Revenue for TTM Ended 3/31/2010*

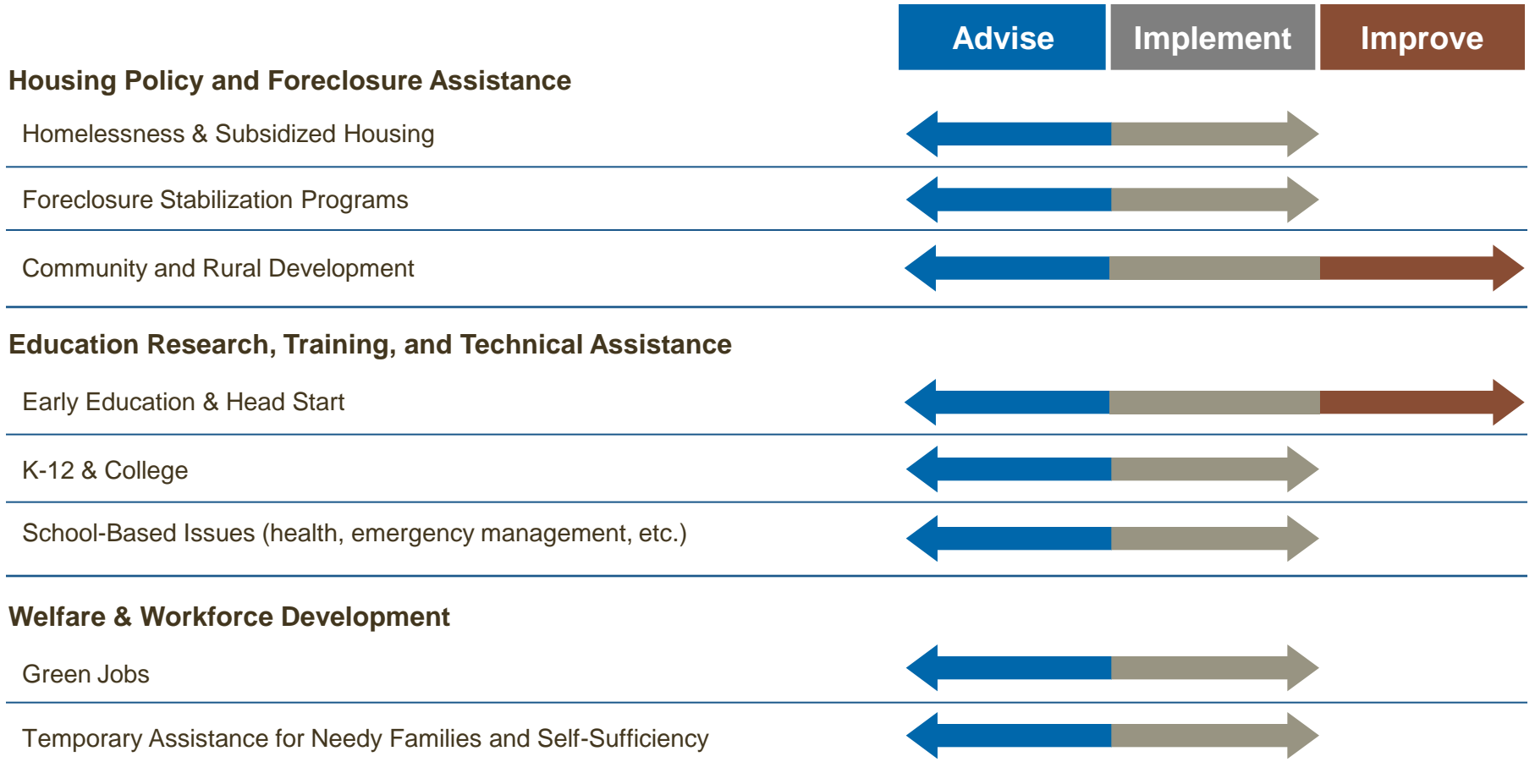


*Core business—without Road Home.
Pro forma to include Macro International and JASI.

Domain Expertise



Domain Expertise





- Monitoring and Evaluation to Assess and Use Results: Demographic and Health Surveys (MEASURE DHS)
 - 5-year, \$148-million contract, conducted since 1984
 - Have conducted more than 240 surveys for more than 85 countries
 - Collect nationally representative data to assess statistics and inform public policy in developing countries on HIV/AIDS, maternal and children's health, malaria, nutrition, women's empowerment and other health and social issues
 - Highly recognized and respected worldwide

Department of Health and Human Services (HHS) Substance Abuse and Mental Health Services Administration (SAMHSA)



- Underage Drinking Prevention Education Initiative
 - \$17-million, 5-year task order on a large capacity Indefinite Quantity/Indefinite Delivery (IDIQ) contract of up to \$900 million
 - Implementation contract to support SAMHSA in educational programs to reduce underage drinking
 - Communications tasks include conducting national forums, facilitating local town hall meetings, and developing/managing Web sites and social networking sites
 - Serves a variety of constituent audiences including youth, parents, health practitioners, policymakers, researchers, and media professionals



- Regional Education Laboratory (REL) Mid-Atlantic
 - 5-year, \$11.4-million subcontract
 - REL program composed of 10 regions and is the largest research and technical assistance program funded by ED (approximately \$300 million over 5 years)
 - Collect needs assessment data from education stakeholders in a 5-state region (DE, DC, MD, NJ, and PA) to inform development of technical assistance products and activities



- Neighborhood Stabilization Project (NSP)
 - \$13-million, 3-year contract
 - Provides planning to states, local governments, and non-profit organizations to address the housing foreclosure crisis
 - Areas of support include finance and underwriting, energy efficiency improvements, and resale of foreclosed properties
 - ICF also serves as HUD coordinator for all training and technical assistance contractors

- Public Health—increasing role of government in health, disease prevention, and health care
- Global Health & Diplomacy—increasing focus on impact of global health and perceptions of U.S. on domestic health and security
- Education—increasing government focus on accountability and outcomes
- Veterans—increasing attention and spending in key areas of expertise: housing and homelessness, health, mental health, substance abuse, and jobs training

Public Health: Increasing Role of Government in Health, Disease Prevention, and Health Care



■ ICF Strengths

- Health Surveillance
- HIV/AIDS, Obesity and Diabetes, Substance Abuse, and Mental Health
- Strong presence in Atlanta at Centers for Disease Control and Prevention (CDC)
- National reputation for surveys and evaluations
- Combined expertise in research, education, health informatics, and program implementation

■ Target Opportunities

- CDC: Disease surveillance, public health emergency preparedness, disease prevention programs, and health informatics
- National Institutes of Health (NIH): Data coordinating centers, health informatics
- Center for Medicare & Medicaid Services: Advisory/evaluation services, improper payments, and business processing services
- Health Care Providers: Electronic medical records

Increasing Focus on Global Health and Perceptions of U.S. on Health and Security



■ ICF Strengths

- Strong combination of data collection, strategic communications, and international development expertise
- Strong combination of environmental/international development expertise
- Some work in international diplomacy

■ Target Opportunities

- New \$60 billion in Federal funding for Global Health
- Centers for Disease Control and Prevention—international data collection and health interventions
- Department of State—data collection and analysis on health, food security, and public perceptions of the U.S.

Education: Increased Focus on Accountability and Outcomes



■ ICF Strengths

- Training and Technical Assistance in Early Education, Information clearinghouses, and youth issues
- World-class qualifications in research and evaluation
- Combining practical experience with research expertise

■ Target Opportunities

- Department of Education: Race to the Top, new innovation funding, and research laboratories
- HHS, Administration for Children and Families: Head Start, information clearinghouses
- HHS, CDC, and SAMHSA: Health and social programs in schools
- State Education Agencies—New research, evaluation, and technical assistance needs

Veterans: Increased Attention and Spending in Key Areas of ICF Expertise



■ Position in the Market

- Currently have small market share in veteran's issues, large market opportunity. Current work in wounded warriors, veteran's issues, and military family issues
- Strong expertise in critical veteran's service areas including housing, substance abuse, mental health, and jobs training
- Combine understanding of defense and civilian environment to address full cycle of reentry of veterans into society

■ Target Opportunities

- Department of Defense
- Department of Veterans Affairs
- Department of Labor
- Department of Housing and Urban Development



Information Technology and Cybersecurity Services

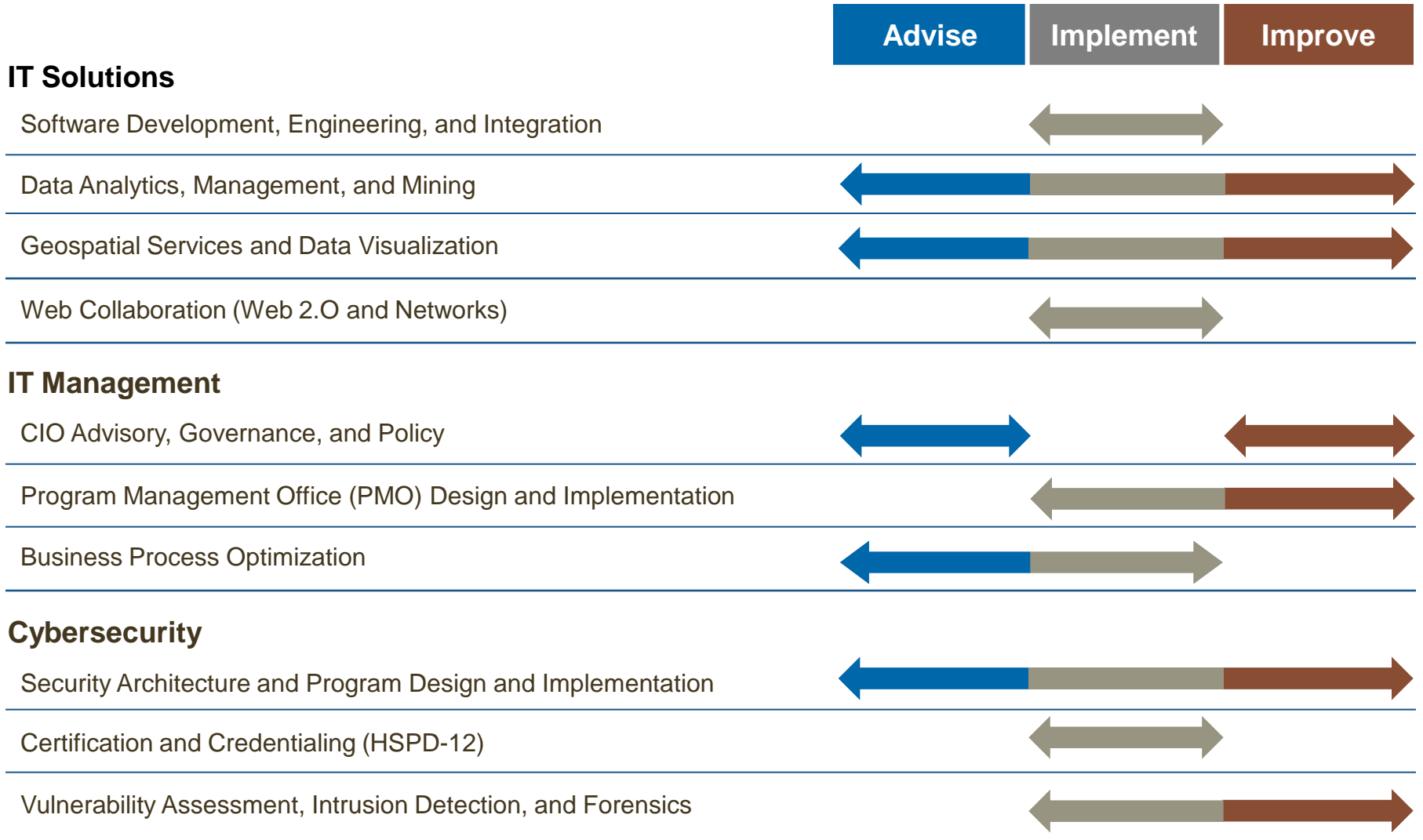
Ellen Glover
Executive Vice President

Key Areas of Service



- Information Technology Management and Solutions
- Cybersecurity and Identity Management
- Strategic Communication and Marketing
- Organizational Learning and Performance
- Program Management

End-to-End Services—IT and Cyber



ICF Is Highly Credentialed in IT and Cyber



- 800 IT and IT Management Professionals
- Over 50 certified cyber professionals (CISSP, CISM, DoD 8570, and more)
- Nearly 500 staff with Secret clearance
- More than 100 PMI certified Project Management Professionals
- Dozens of Quality Professionals (ISO; Malcolm Baldrige, Lean Six Sigma)

SEI CMMI Level 3 Rated Organization

ICF Links Technology with Domain Expertise

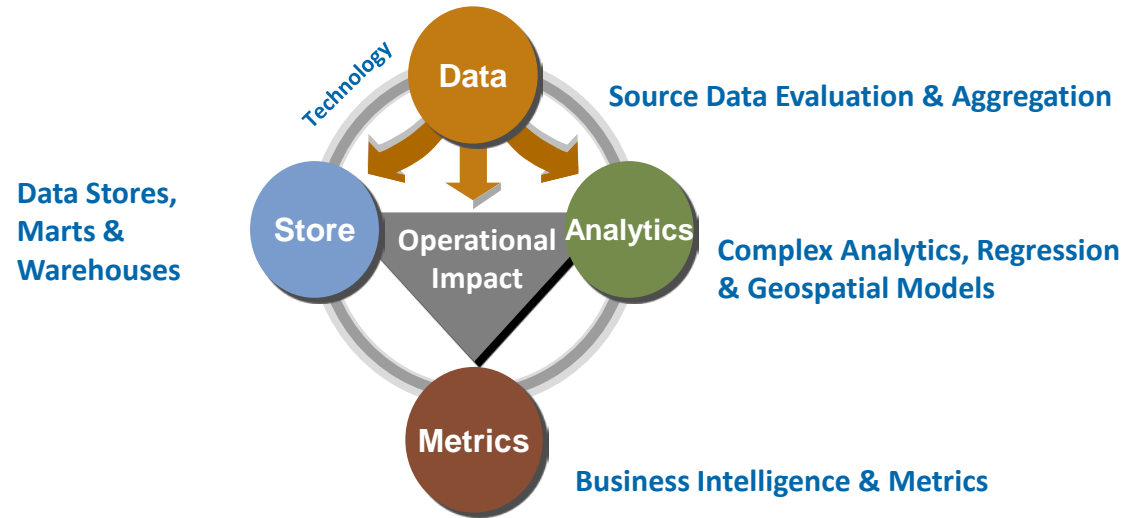


IT Management	Web Collaboration	Software Engineering	Data Analytics
<ul style="list-style-type: none"> ▪ CIO Advisory Support ▪ Strategy/Governance ▪ Enterprise Architecture ▪ Information Security ▪ IV&V 	<ul style="list-style-type: none"> ▪ Usability & Info. Architecture ▪ Web 2.0 / Networking ▪ E-Learning & LMS ▪ Simulation ▪ Communities of Practice 	<ul style="list-style-type: none"> ▪ Service Oriented Architecture ▪ Modeling ▪ Application Hosting 	<ul style="list-style-type: none"> ▪ Geospatial Services ▪ Business Intelligence ▪ Performance Reporting ▪ Statistics

Energy	Environment	Health	Social	Homeland	Defense
<ul style="list-style-type: none"> ▪ Risk/Comply ▪ Energy Efficiency ▪ GHG Emissions ▪ Home Audits 	<ul style="list-style-type: none"> ▪ Compliance Mgmt ▪ Eco Modeling ▪ Fishery Mgmt ▪ Climate Adaptation ▪ Transportation Planning 	<ul style="list-style-type: none"> ▪ Health Informatics ▪ Clinical Information Systems ▪ Biomedical Computing 	<ul style="list-style-type: none"> ▪ Grants Mgmt ▪ Clearinghouses ▪ Technical Assistance ▪ Surveys ▪ Education 	<ul style="list-style-type: none"> ▪ Fraud Reporting ▪ Emergency Exercise Systems ▪ Incident Resource Mgmt ▪ Exercises 	<ul style="list-style-type: none"> ▪ Logistics ▪ Modeling & Simulation ▪ Procurement ▪ Incident Mgmt

Data Analytics

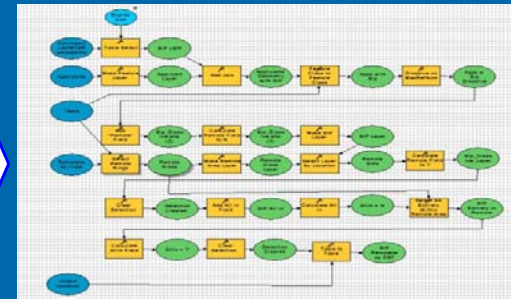
The act of utilizing heterogeneous **data** sources with the common aim of extracting useful **information** and facilitating **conclusions** that **transform** an organization and drive results



The **public** and **private** data sets we use every day to drive results include: demographic, environmental, housing, disaster assistance, health, defense, financial, personnel, etc.

- GIS Enterprise Planning
- Geospatial Database Design
- Geospatial Process Models
- GPS Data Collection & Validation
- Demographic Data Expertise

Data



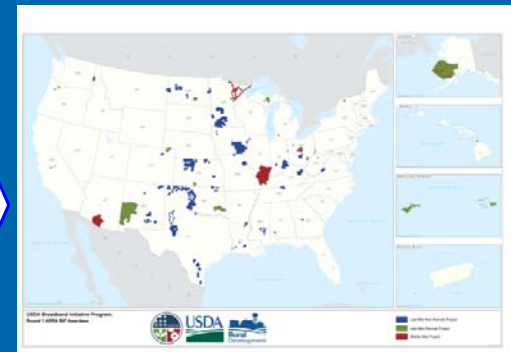
- Automated Spatial Analyses
- Program Process/Targeting
- Cartography
- GIS Application Design
- 3D Visualization

Analysis & Visualization



- Map Products/Production
- Online Decision Support Tools
- Interactive Web Self-Service
- 3D Models

Results



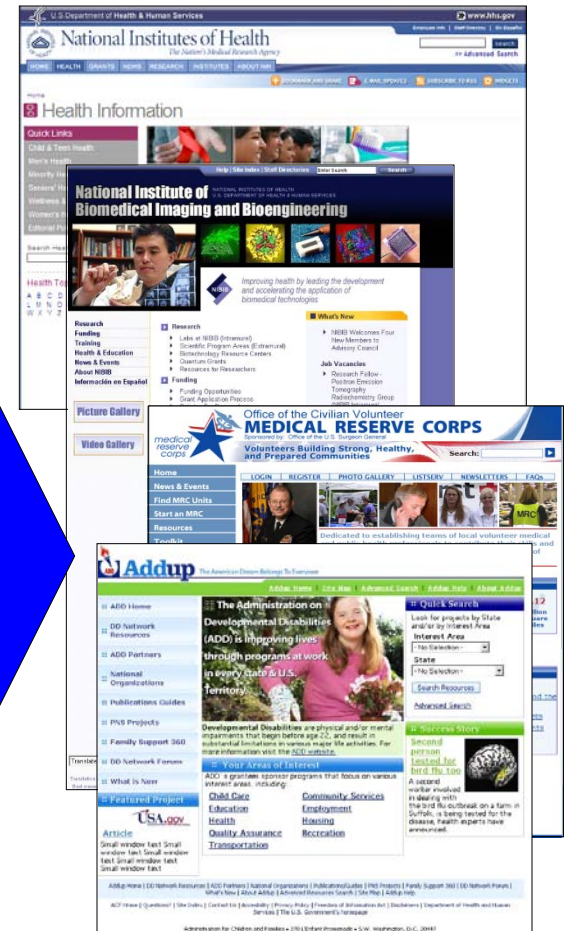
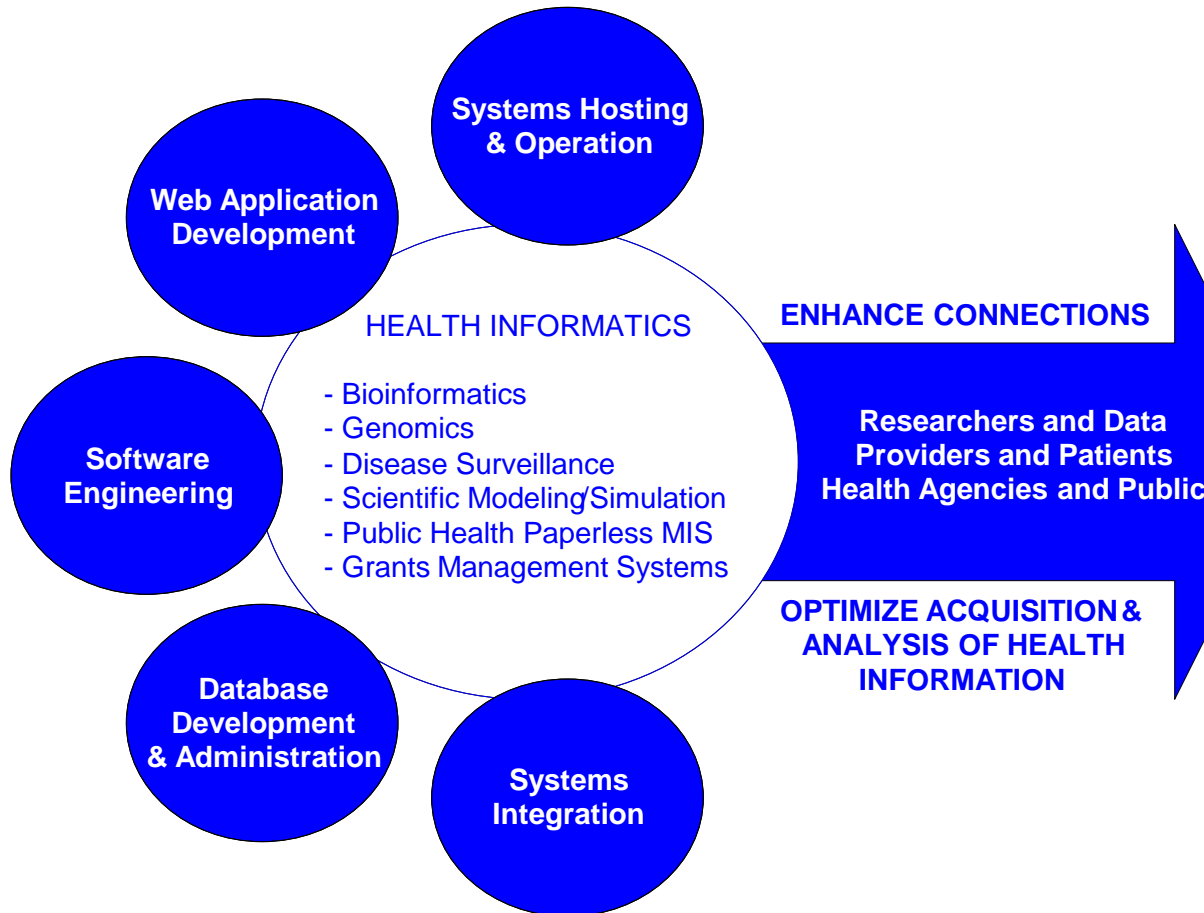
USDA – Rural Development, Broadband

Round 1: 1,279 processed (\$1B disbursed)

Health Informatics



We combine state-of-the-art technology with expert staff, we create and enhance the connection between researchers and data; health care providers and patients; and, health agencies and the public



Cybersecurity and Identity Management



- Intrusion Detection and Forensics
- Security, Test, and Evaluation
- Logical (LACS) and Physical Access Control (PACS) integration
- Incident Response
- Vulnerability Assessment and Scanning
- PKI Infrastructure





- Challenge
 - Cost effectively roll out and maintain HSPD-12 “Smart Cards” to all staff
- Solutions
 - Design and architect program
 - Develop PKI Infrastructure and system software
 - Performed PACS and LACS integration
 - Conducted training and marketing
 - Develop easy to deploy lightweight enrollment workstation
 - Research, architect and support acquisition of SaaS-based eAuthentication/identity proofing capability
- Benefits
 - Credentialed over 80,000 staff at over 1,600 sites
 - Met OMB target and deadlines



■ Challenge

- Provide expert services and staff to support world class cyber research and services

■ Solutions

- Network intrusion detection and threat assessment
- Research & development
- Vulnerability management and C&A
- Information Assurance (IA) support

■ Benefits

- Protecting ARL classified and unclassified networks—finding previously unknown attacks
- Working with intelligence agencies to analyze and correlate attacks
- Creating original detection and analysis tools and assisted ARL in growing suite of sophisticated tools and software to support mission
- Providing network intrusion prevention, detection, and IA on behalf of ARL and across DOD





■ Challenge

- Provide scientific computing and analysis to enable FDA to make science-based decisions that improve the health of the American people

■ Solutions

- Provide scientific computing and modeling, software development, data management, data integration, and help-desk services
- Leverage highly specialized and skilled staff to assist NCTR scientists

■ Benefits

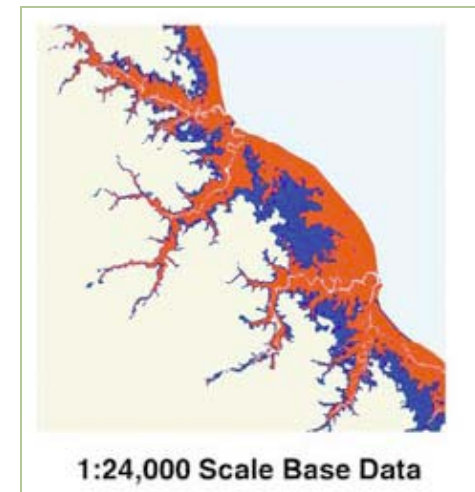
- Advanced scientific approaches and authored over 100 collaborative publications
- Developed novel translation research approaches to address nutrition, bioimaging, food protection, and nanotechnology issues
- Developed cutting-edge software applications to enable more in-depth evidentiary research



 **FDA** U.S. Food and Drug Administration



- Challenge
 - Help EPA communicate the gravity of the potential rise in sea level predicted to accompany global warming
- Solutions
 - Combines wetland, elevation, and stream information; projected state-level shoreline protection data; and ocean height models built from tidal station data
 - Present information in spatial visualization format
- Benefits
 - Accurate maps of future U.S. shorelines based on sea-level rise are available
 - Projected impacts to land use, infrastructure and population are predictable
 - Easy to understand data to inform decision making



CASE STUDY

USDA Broadband Stimulus Program



■ Challenge

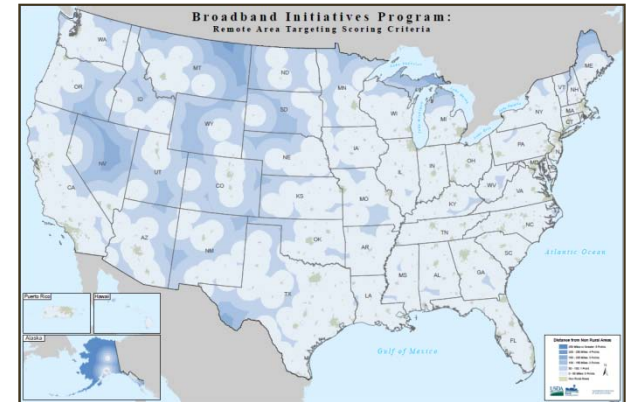
- Review thousands of complex broadband network applications and disburse \$2.5B in grants and loans by September 2010

■ Solutions

- Launched an 80 person team of case managers, engineers, and financial analysts to review an initial set of 1,250 applications
- Built a work flow system, a data warehouse, and a geo-processing service to score grants, comply with ARRA reporting, and to support legislative affairs

■ Benefits

- Stood up program in 2 weeks
- Bundled its broadband policy and telecommunications know-how with IT & program management expertise to quickly adapt to changing program requirements
- Resolves application data anomalies, informs policy makers, and responds to White House data inquiries



www.broadbandusa.gov

- Energy and Environment
 - Focus on energy efficiency and Smart Grid
 - Increase need for compliance systems (NERC, FERC, GHC, EHS)
 - Focus on corporate environmental sustainability
- Social Programs
 - Need to rapidly deploy grants/case management solutions
 - Exponential use of social networking
 - Transformation of technical assistance
- Health
 - Post EHR emphasis on data analytics and data management
 - Focus on “meaningful use”

- High concern across society regarding importance of cyber—individuals, private sector, government, military
- Rockefeller bill—Carrot and stick approach to encourage companies to adopt good cybersecurity practices
- Growing interest in self policing and industry standards—North American Electric Reliability Corporation
- More attention on IA and Logical Access
- Increase awareness around resiliency

Recent Headlines



- *“Rand Corp. Study—U.S. Military Must Treat Cyberwar as Another Emerging Field of Battle”*
- *“Survey: Many Federal IT Pros Skeptical of U.S. Security Readiness”*
- *“Cyber Attacks Jeopardize Superpower Status”*
- *“CIA Director Panetta Warns of ‘Cyber Pearl Harbor’”*
- *“Agencies Under Pressure to Develop Systems First, Security Second”*

Market wants integrated solutions—IT integrated with domain expertise

- Energy and Environment
 - Linking Web-based energy savings calculators with billing/Smart Grid
 - Integrating utility CRM with energy efficiency rebate/incentive programs
 - Deploying compliance tracking systems
 - Implementing solutions that track consumption and emission
- Social Programs
 - Utilizing Web 2.0 social networking sites
 - Launching SaaS case management platforms with robust data analytics
 - Transforming technical assistance programs by re-architecting Web portals to improve the grantee experience
- Health Programs
 - Enhancing strong health informatics position in NIH
 - Capturing large market potential in DoD, Veterans Affairs



- Continue efforts to bring cybersecurity and identity management capabilities to private sector
- Position for public sector opportunities to manage the private sector cyber protection initiatives
- Monitor cyber legislation and position for related opportunities in public and private sector
- Focus on emerging resiliency opportunities



Energy and Climate

Phil Mihlmester
Senior Vice President

Key Areas of Service



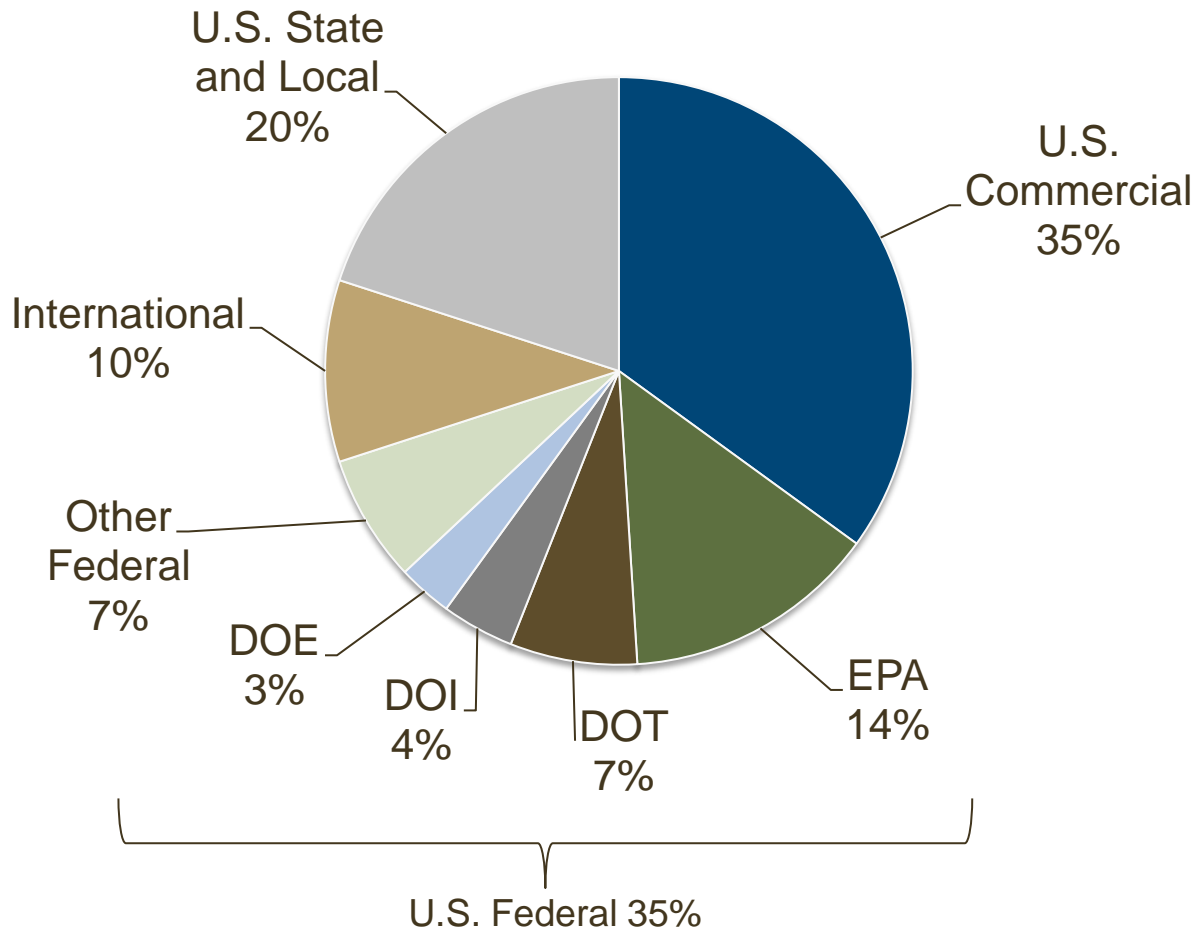
- Electric Power Market Analysis
- Fuels Market Analysis
- Renewable Energy and Green Power
- Air Regulatory Strategy and Emissions Market Analysis
- Climate Change and Sustainability
- Energy Efficiency, Smart Grid, and Demand Management

KEY CLIENTS

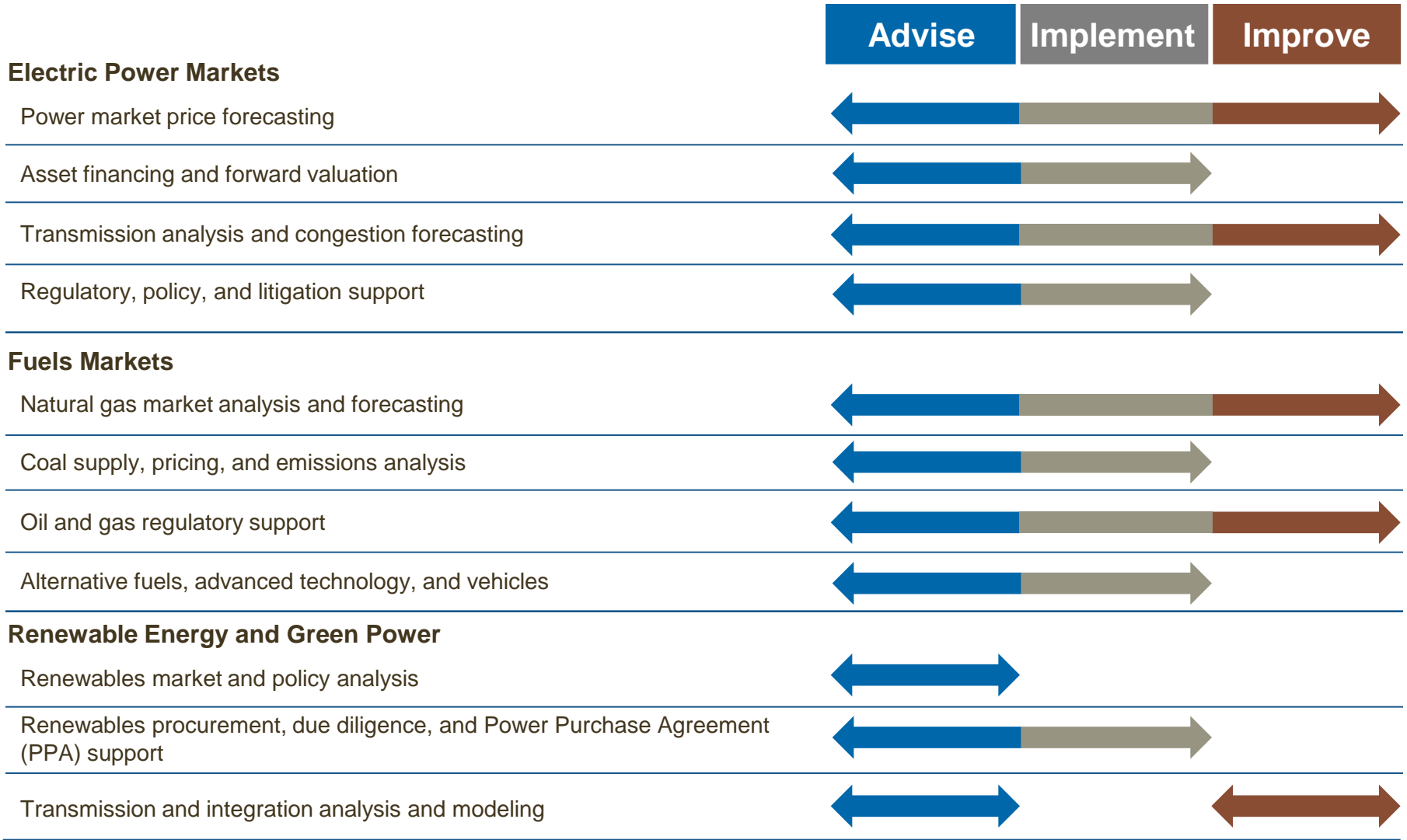
Environment, Energy, and Infrastructure



Revenue for TTM Ended 3/31/2010*



*Core Business Without Road Home.



Domain Expertise



	Advise	Implement	Improve
Air Regulatory/Emissions			
Multi-pollutant compliance strategy	←→		←→
Asset valuation and due diligence	←→	←→	←→
Market and policy analysis	←→		←→
Emissions reduction potential	←→		
Climate Change & Sustainability			
Carbon/Sustainability strategy and policy	←→	←→	←→
Impacts, vulnerability, and adaptation	←→	←→	←→
Environmental Program development and evaluation	←→	←→	←→
Renewable electricity and fuels	←→		←→
Energy Efficiency			
DSM potential studies and plans for utilities and regulators	←→		←→
Residential and C&I energy efficiency programs	←→	←→	←→
Programmatic and technical/engineering support		←→	
Large mission support contracts for ENERGY STAR C&I, residential, and labeling programs	←→	←→	←→



- Major independent power producer (IPP) owns fleet of fossil units
- Analyzed the impact of potential GHG regulations on CO2 allowance prices, power and fuel prices, plant dispatch, and asset values
- At stake is the viability of potential investment of over \$1 billion in environmental controls in light of impending, but uncertain carbon regulation
- Analysis included evaluation of the impact of allowance allocation methodologies, including the EEI 50-50-50 plan embodied in the Waxman-Markey legislation
- Impact on the units' going forward asset values (i.e., whether they could recover the investment in the pollution control equipment)
- Phase II: Suggested investment pathway for the coal fleet



- EmPOWER Maryland Act of 2008—Statewide initiative to reduce overall per capita energy and demand reduction 15% by 2015. BGE is primary energy provider.
- ICF was awarded BGE contracts to design, implement, and deliver energy savings across Residential, Commercial, and Industrial suite of EE programs.
 - Full End-to-End Services Contract including: Program Design, Outreach, Field Implementation, Advertising, Marketing, Database Management, and Quality Control.
- Analysis and filing support for BGE resulted in the first utility to receive approval of EE programs plan by the MD Public Service Commission in Jan 2009.
- Began implementation in March 2009. Launch schedule and scope of services for full-service delivery is unprecedented in the utility EE business.
- To date, ICF has achieved nearly 150,000 MWh reduction in the first year of operation exceeding first year performance goals in the Residential market despite a down economy in 2009.



- Support to the DOE Energy Efficiency and Renewable Resources Industrial Technology Program.
- ICF has provided this assistance for more than 10 years.
- Assist DOE in identifying opportunities for industrial facilities to increase their energy efficiency.
- Strong expertise on the topic of combined heat and power—an energy efficiency technique applicable to a wide variety of industries.
- Supports DOE on energy efficiency and advanced technology issues related to other economic sectors.



- Developed an integrated resource plan (IRP) that determines the 10-year mix of supply and demand-side resources for meeting residential and small commercial standard offer service load.
- IRP integrated the need for electric power, environmental impacts, and operational characteristics of the resource options: including demand side resources.
- A multi-stage process was used to evaluate DSM options:
 - Identification of commercially available, non-fuel switching measures in the service territory
 - Eliminating programs deemed not to be cost-competitive
 - Evaluating remaining programs using ICF's Integrated Planning Model (IPM®) to select the optimal mix of DSM and supply-side measures.
- IRP also included detailed transmission analysis to assess major upgrades to the network and generation resources requirements.
- Assisted the managing of an RFP for the long-term procurement of renewable wind energy.

- **Capacity Expansion:** new energy capacity needed to support GDP/population growth and replace aging infrastructure
- **Energy Efficiency/Renewables:** policy focus on dramatic increases in energy efficiency programs and renewable resources
- **Smart Grid/Advanced Technology:** \$13 billion+ focus on deploying smart grid and advanced energy supply and demand side technology
- **Environmental Regulation Reengineering:** hazardous pollutants, mercury, transport, possible carbon, ash, water, drilling, etc.
- **Climate Impacts and Adaptation:** increased focus on environmental readiness

- ICF Strengths
 - Market analytics/proprietary power, gas, coal models
 - Financial due diligence
 - Transmission and reliability analysis
 - Regulatory support

- Target Opportunities
 - Investor owned utilities
 - Independent power producers/E&P companies
 - Financial institutions
 - Government agencies/regulators (DOE, EPA, DOI, FERC, States)

- ICF Strengths
 - Market analytics/proprietary tools
 - EE program planning and regulatory support
 - EE program implementation for IOUs and States
 - In-depth knowledge of renewables markets

- Target Opportunities
 - Investor owned utilities in mature (e.g., CA, MA) and developing (e.g., IN, FL, GA) markets
 - Other Clean Energy providers (e.g., NYSERDA, DE-SEU, Renewables Developers)
 - DOE, EPA, DOI, and other government programs focused on deploying energy efficiency and renewable resources

- ICF Strengths
 - Market analytics/proprietary models
 - In-depth understanding of energy business models
 - Transmission and reliability analysis expertise
 - Technology experts (e.g., batteries, CCS, EVs, etc.)
 - Regulatory support

- Target Opportunities
 - Investor owned utilities deploying AMI and related platforms
 - Technology vendors
 - Financial institutions
 - Government agencies/regulators (DOE, EPA, DOI, FERC, states)

■ ICF Strengths

- Detailed knowledge of regulatory history and proposed rules
- In-depth understanding of economic impacts on energy sector
- Leading edge proprietary models
- Regulatory development and support
- Energy/environmental interface: an ICF core competency

■ Target Opportunities

- Investor owned utilities
- Power generators
- E&P companies
- Financial institutions
- Government agencies/regulators (EPA, DOI, FERC, states)

■ **ICF Strengths**

- Over 25 years of climate science and policy experience across all sectors (water resources, coastal zones, forestry, agriculture, infrastructure, health)
- Strong EPA contract positions
- Ability to deploy risk management skill sets from non-climate contexts (emergency response, infrastructure protection) to climate change impacts

■ **Target Opportunities**

- EPA expanding research and analysis efforts
- Evolving government recognition that climate change is happening; focus is shifting to risk assessment & management (impact, vulnerability, and adaptation analysis)
- Opens doors to new client sets: DOI, DOT, DOE, DOC, State/AID, DOD, international governments, and multilateral institutions (with significant funding to developing countries driven by Copenhagen Accord and related obligations)
- Corporations and financial institutions concerned with climate-related risk



Environment and Transportation

Sergio Ostria
Senior Vice President

- Environment
 - Environmental planning
 - Natural and cultural resources management
 - Environmental science and policy
 - Environmental management

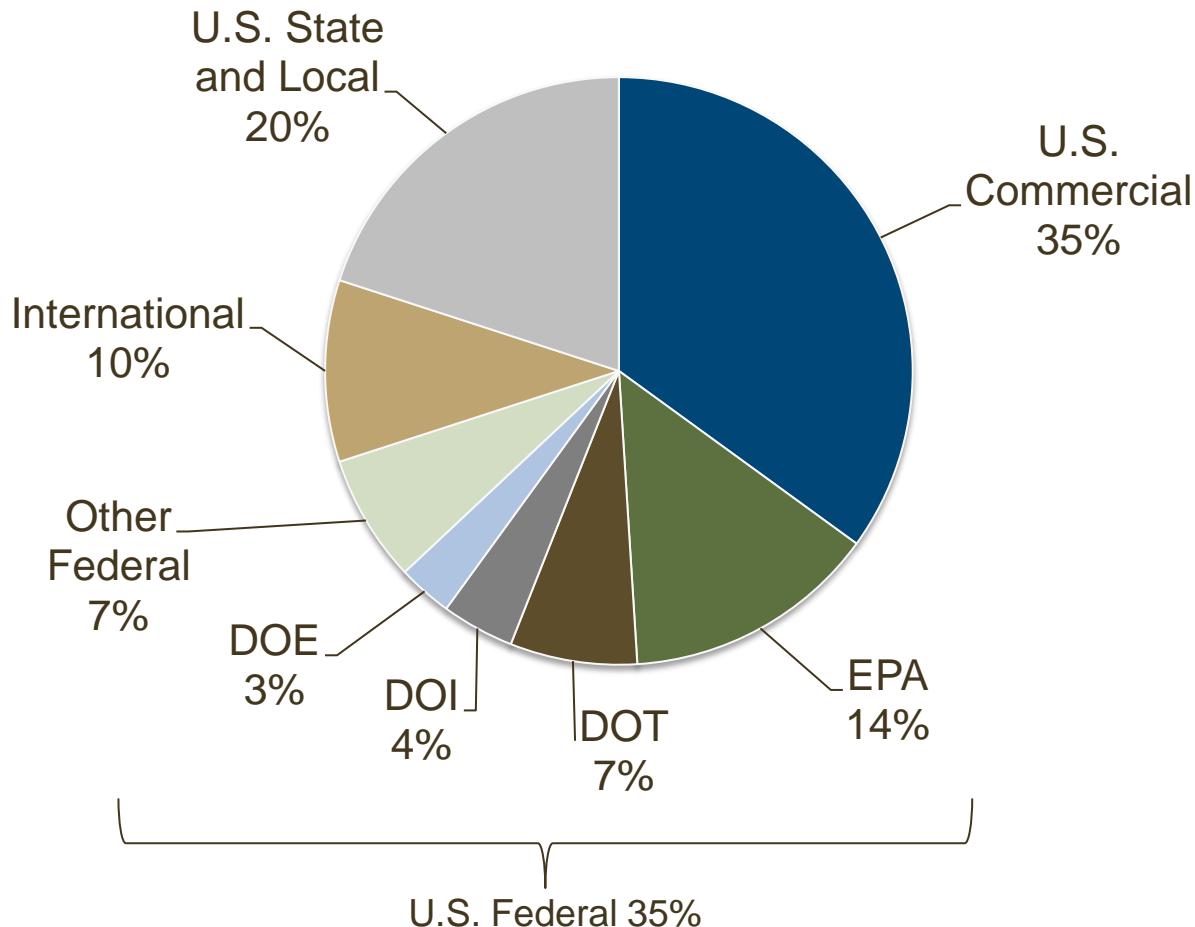
- Transportation
 - Air transport industry planning, safety, security, and asset management
 - Surface transportation policy development support, planning, and economic analysis
 - Motor vehicle fuel economy technology assessment and forecasting

KEY CLIENTS

Environment, Energy, and Infrastructure



Revenue for TTM Ended 3/31/2010*



*Core Business Without Road Home.



	Advise	Implement	Improve
Environmental Impact Assessment NEPA, CEQA, SEPA Reviews	←————— —————→		
Natural and Cultural Resources Management	←————— —————→		
Habitat Conservation Planning and Restoration	←————— —————→		
Wetland Permitting and Mitigation Monitoring	←————— —————→		
Marine, Aquatic, and Terrestrial Biology	←————— —————→		
Water Quality Monitoring	←————— —————→		
Archeological and Historical Resources	←————— —————→		
Environmental Science and Policy Development	←————→		←————→
Exposure and Risk Assessment for Pollutants	←————→		←————→
Air Quality Modeling	←————→		←————→
Chemical Toxicology and Health Effects	←————→		←————→



Surface Transportation

Travel Demand Management Program Development and Implementation Support



Environmental Research and Technical Analysis



Integrated Planning—Mobility, Environment, and Economic Development



Fuel Economy Technology Assessment and Forecasting



Air Transport

Airport Systems Planning, Air Services Marketing, and Privatization



Airline Business Planning and Development



Aircraft Asset Management and Valuation



Aviation Safety and Security Audits



Environmental Compliance Services for Electric Utility Facilities Construction



- Client: Utility (Private)
- Total Contract Value: \$34 million
- Period of Performance: 2010 Through 2012
- Work Performed to Date Includes:
 - Environmental compliance
 - Biological surveys
 - Endangered species (plants and wildlife)
 - Nesting bird surveys
 - Tree inventory
 - Habitat restoration plan
 - Pre-construction biological surveys
 - On-site construction monitoring
 - Contractor training program

Air Service Development, Commercial Planning, Concessions and Industry Analysis



- Client: Los Angeles World Airports (LAWA)
- Total Contract Value: \$9.5 million
- Period of Performance: Ongoing
- Work Performed to Date Includes:
 - Since 2001, Provided Air Service Development and On-call economic/market analysis and strategic planning
 - Helped LAX attract six international airlines to new markets in Mexico, the UAE, Australia, Turkey, Brazil and Italy
 - Other shorter term projects have included commercial planning of interterminal concessions, forecasting and cost benefit analysis to support noise studies



Technical Support for Human Health Risk Assessment for National Center for Environmental Assessment (NCEA)



- Client: U.S. EPA, Office of Research and Development, NCEA
- Total Contract Value: \$21 million
- Period of Performance: 2/19/2009 – 10/31/2013
- Work Performed to Date Includes:
 - Hazard identification, toxicological review, and dose-response assessment for chemicals included in EPA's risk assessment applications
 - Literature research, data analysis, and case study/report development on chemicals and topics of interest to EPA
 - Technical and logistical support for EPA workshops, planning and decision-making activities, and response to comments documentation
 - Human exposure assessment, risk modeling, and statistical analysis for rule development and associated risk assessments



- Client: U.S. EPA Region 9 (CA, NV, AZ, HI, & Pacific territories)
- Total Contract Value: \$32 million
- Period of Performance: 6/26/2006 – 6/30/2013
- Work Performed to Date Includes:
 - Chemical and field analysis of environmental samples (e.g., water, soil, air, and animal and plant tissues) at EPA Region 9 laboratory in Richmond, CA, in support of Superfund, RCRA, and other agency programs
 - Review of laboratory analysis results from commercial laboratories in support of the Superfund program
 - Field quality assurance evaluation of approximately 200 state, tribal, and local ambient air monitoring stations in EPA Region 9 and Mexico

- U.S. Infrastructure Investment Needs
 - Close to \$2 trillion needed to address energy, transportation, and water infrastructure needs over the next five years

- Rapid Economic Growth in BRIC Countries
 - China alone will need 20 new airports over the next 5 years

- Toxic Chemical Substances Regulation
 - Increasing concern over the public health and environmental effects of chemical substances
 - REACH's financial impact to the chemical industry and European economy over next decade is estimated to be greater than \$10 billion

■ ICF Strengths

- Deep domain expertise in the energy and transportation sectors
- National leader in the environmental impact assessment of energy, transportation, and water projects
- Unique ability to integrate climate change considerations into the environmental planning and review processes
- Ability to provide full life cycle services—from market assessments and investment planning to environmental permitting and construction monitoring

■ Target Opportunities

- Electric utilities—especially transmission line projects that connect renewable energy sources to the grid
- State transportation agencies—especially in regions confronting more rapid population growth, such as the West
- Federal agencies—especially the U.S. Army Corps of Engineers and the Bureau of Reclamation that oversee large scale water infrastructure programs

■ ICF Strengths

- Globally recognized leader in air transport demand forecasting, airport system planning, air service marketing, route planning, and concessions planning
- Ability to couple-in energy efficiency and broader sustainability needs into the design and development of new airport projects
- Successful completion of keystone project in China (Kunming Airport)
- Established offices (with local staff) in each BRIC country

■ Target Opportunities

- China—five-year plan calls for 100 airport construction projects (20 new airports and 80 renovation or expansion projects)
- India—five-year investment plan earmarks approximately \$6.7 billion for airport development

■ **ICF Strengths**

- Business strategy and planning
- Information technology implementation
- Environmental risk assessments, toxicology services
- Consortium management services

■ **Target Opportunities**

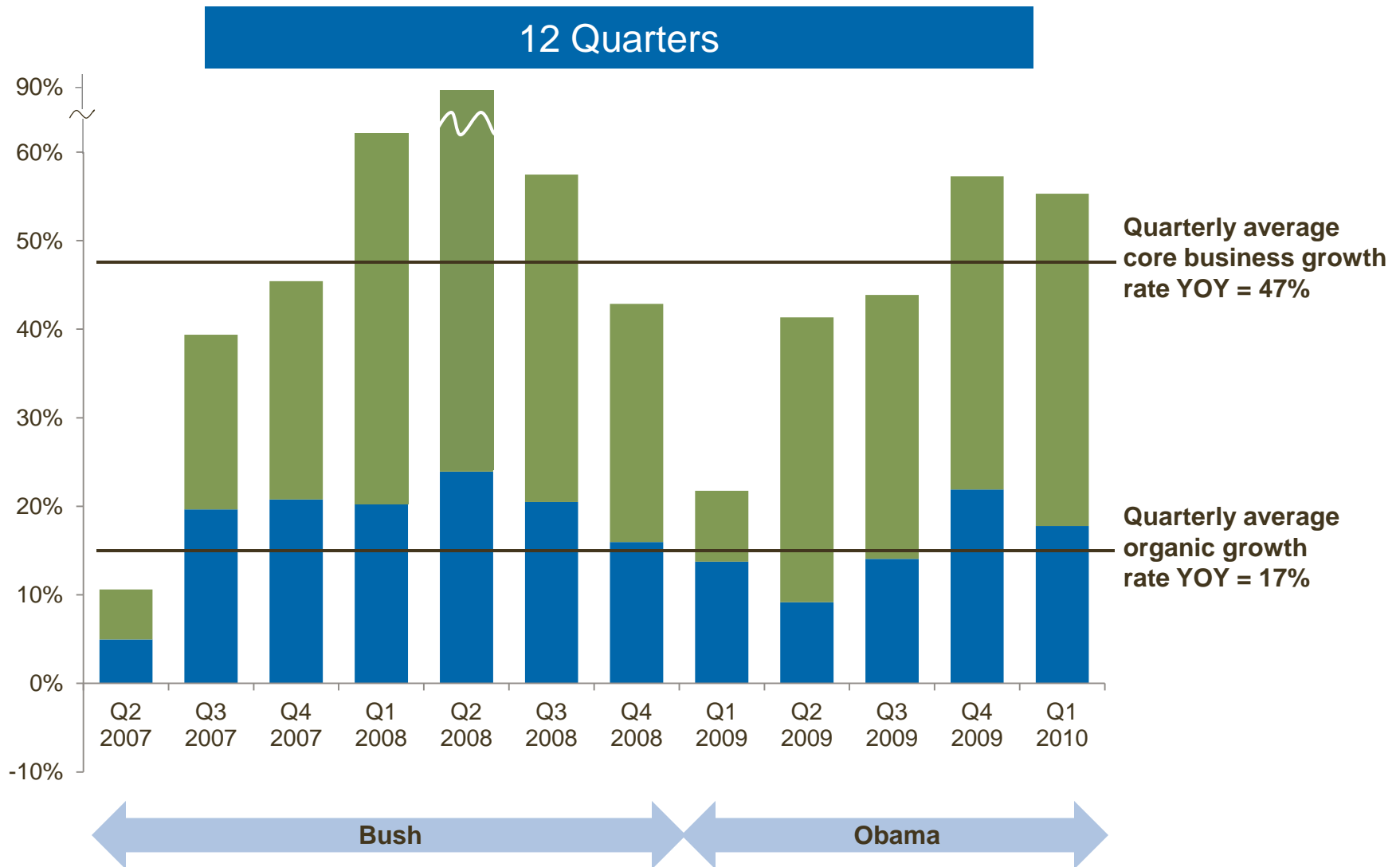
- Given growing concern, United States and Asian country governments are considering similar regulatory approaches (e.g., Toxic Substances Control Act reform)
- Capitalize on ICF's REACH credibility to support smaller companies and new consortia, whose deadlines are 3 to 8 years out
- Promising new relationships with U.S. companies involved in major REACH consortia supported by ICF; opportunities in IT/toxicology/planning



Wrap-Up

Sudhakar Kesavan
Chief Executive Officer

Strong Growth Track Record





- Create a professional services firm that is a leader in all the markets it serves
- Obtain necessary scale (>\$1 billion)
 - Hedges against the mid-tier squeeze
 - Economies of scale can be created by leveraging the infrastructure leading to higher profitability
- Generate above average EBITDA margins (9→10%)

NOTE: Some of these statements are “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. Such statements are subject to a number of risks that could cause actual events and results to differ materially. These risks are included in the “Risk Factors” section of our securities filings with the Securities and Exchange Commission. The forward-looking statements we make at this time are only made as of the date hereof, and we specifically disclaim any obligation to update these statements in the future.

Summary



Unique Position	Professional services firm with large government client base focused on domain areas—not generic IT services
Substantial Financial Momentum	<ul style="list-style-type: none">• 17% average quarterly organic revenue growth last 12 quarters*• Excellent revenue visibility based on over \$1.3 billion of contracted backlog
Optimally Aligned with Federal Spending Priorities	Recognized, industry-leading experts on climate change, renewable energy, environment, health care, housing, education, and homeland security
High Barriers to Entry	Driven by significant intellectual property, long-standing relationships, highly credentialed and loyal consultant base, and institutional knowledge
Proven Consolidation Platform	Broad range of acquisition targets available; record of successful integration and employee retention
Diverse Set of Blue-Chip Government and Commercial Clients	No single contract budgeted to account for more than 3.5% of total revenue in 2010*

* Excluding Road Home Program.