



ICF International

February 5, 2015

Cowen and Company's 36th Annual Aerospace/Defense and
Transportation Conference

Cautionary Statement

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Introducing ICF



Competitive Strengths Provide a Unique Business Advantage...

Deep Domain Expertise

Recognized subject matter experts on critical long-term issues and trends in key markets of health, energy, environment, and consumer engagement

Balanced Portfolio

Increasing mix of higher margin commercial business while retaining visibility of a \$1.9 billion backlog

Engagement

Competitive scale in IT and digital engagement services to implement client programs and drive customer and stakeholder engagement

Agile Leadership Team

Demonstrated track record of anticipating and responding to market conditions and creating value as an acquisition platform

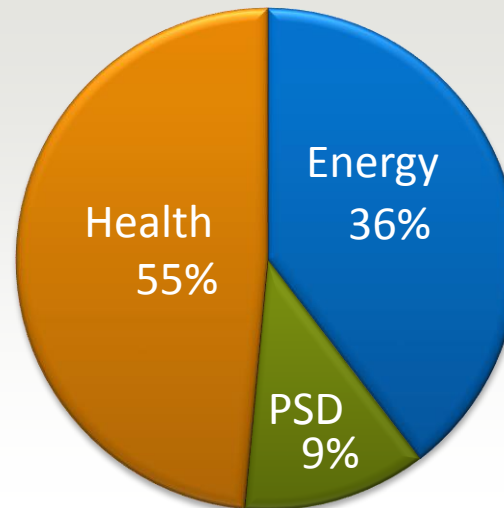
...Thanks to a Balanced Portfolio by Market

Health, Social Programs, and Consumer/Financial

- Federal Health Agencies
- Federal Civilian Departments
- European Commission
- Commercial Healthcare Payers and Providers
- Retailers
- Travel and Hospitality
- Food and Personal Care

Revenue Sources by Market*

YTD through 09/30/14



Public Safety and Defense

- Federal Civilian and Defense Departments
- European Commission

Energy, Environment, and Infrastructure

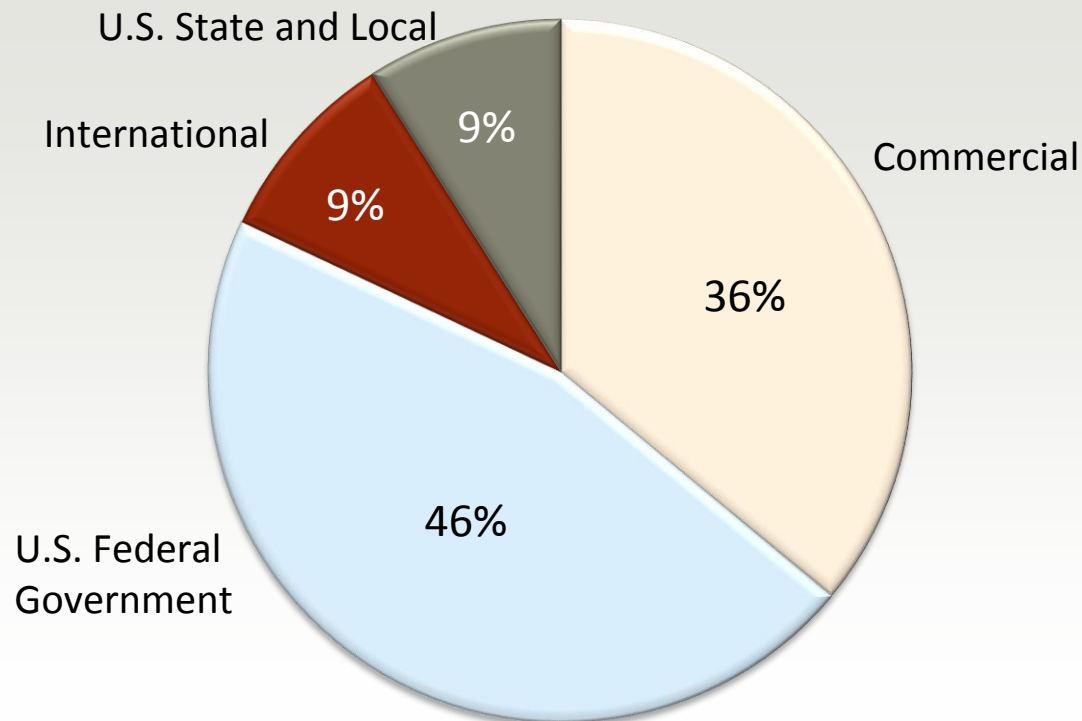
- Utilities
- Amtrak
- Federal and State Transportation Agencies
- Federal Energy and Environment
- Airlines and Airports
- Oil and Gas Exploration and Production
- UK Government
- European Commission

**On a pro forma basis assuming that ICF's acquisition of Olson occurred on January 1, 2014*

...And By Client Category

Revenue by Client*

YTD through 09/30/14



Minimal client concentration – largest contract accounted for < 3% of 2014 YTD revenue

**On a pro forma basis assuming that ICF's acquisition of Olson occurred on January 1, 2014*

Q4 2014: Transformational Acquisition of Olson Further Strengthens Consumer Engagement

The latest and largest of four related acquisitions since 2011 that extend ICF's reach into a new market and positions ICF to broaden services across client businesses

- Olson (2013 revenue* \$126 million) adds brand strategy and proprietary technology and analytics to ICF's fast-growing commercial digital services business
- Adds multi-channel consumer engagement expertise; natural fit with ICF's existing stakeholder engagement offerings in both Government and Commercial markets
- Adds 80 - 100 basis points to EBITDA margin
- Diversifies ICF's revenue sources and drives profit margin expansion potential
- Accretive in 2015; neutral in 2014
- Olson and ICF together: 1,000 employees committed to integrated creative and technology solutions from advice through execution for commercial clients

** On a pro forma basis assuming that a 2013 acquisition by Olson was effective on January 1, 2013*

Long-Term Growth Drivers...

Technology Revolutions

Analytics, Data Management, Interactive and Cloud Applications, Cybersecurity

Marketing Revolutions

Individual Tailoring/Targeting, Multichannel Communications

Health, Social Programs, and Consumer/Financial

- Disease prevention, obesity, mental health
- Healthcare reform impact on payers and providers
- Immigration reform
- Improvement of education

Energy, Environment, and Infrastructure

- Energy efficiency and clean energy
- Climate and pollution
- Changing power generation mix
- Energy and transportation infrastructure revitalization

Public Safety and Defense

- Cybersecurity threats
- Critical infrastructure protection
- Disaster relief and recovery
- Support for returning veterans
- Support for victims of crime

...Underpin Our Strategy



Continue to leverage advisory work into full lifecycle solutions



Expand our commercial business



Replicate our business model geographically



Make technology integral across businesses



Pursue strategic acquisitions

Building Value Across The Lifecycle



Commercial Business

2011-2014 (estimated)
Commercial Revenue CAGR >15%

Digital Marketing and Communications



Energy and Environment



Aviation and Airports



Healthcare



Growing International Presence

75+ Offices Worldwide

- Fairfax, VA
- New York
- Atlanta
- San Francisco
- Chicago
- Minneapolis
- Austin
- Richmond
- Cambridge
- London
- Brussels
- Birmingham
- Hong Kong
- Beijing
- New Delhi
- Bangalore

Replicating our
business model
geographically

Recent Strategic Acquisitions

Date	Rev* (yr)	Target	Digital Communications & Marketing	European Presence
Dec 2011	\$60M (2011)	Ironworks Consulting	Create customer engagement solutions across web, mobile, and social media platforms	
Mar 2012	\$30M (2011)	GHK Holdings Ltd.		Strengthen ICF's European and Asian presence with complementary services similar to ICF's US skillset
Feb 2014	\$40M (2013)	Mostra S.A.	Add leading European communications provider with full service strategic communications	Strengthen offerings to European Commission providing services in 24 languages and all 28 EU countries
Mar 2014	\$15M (2013)	CITYTECH, Inc.	Enhance ICF's content management, digital interactive, and cloud management capabilities	
Nov 2014	\$125M (2013)	Olson	Bring additional award-winning digital marketing with advisory/creative services and technology solutions	

*Rounded to nearest \$5 million

ICF's Acquisition Program Has Been Highly Targeted



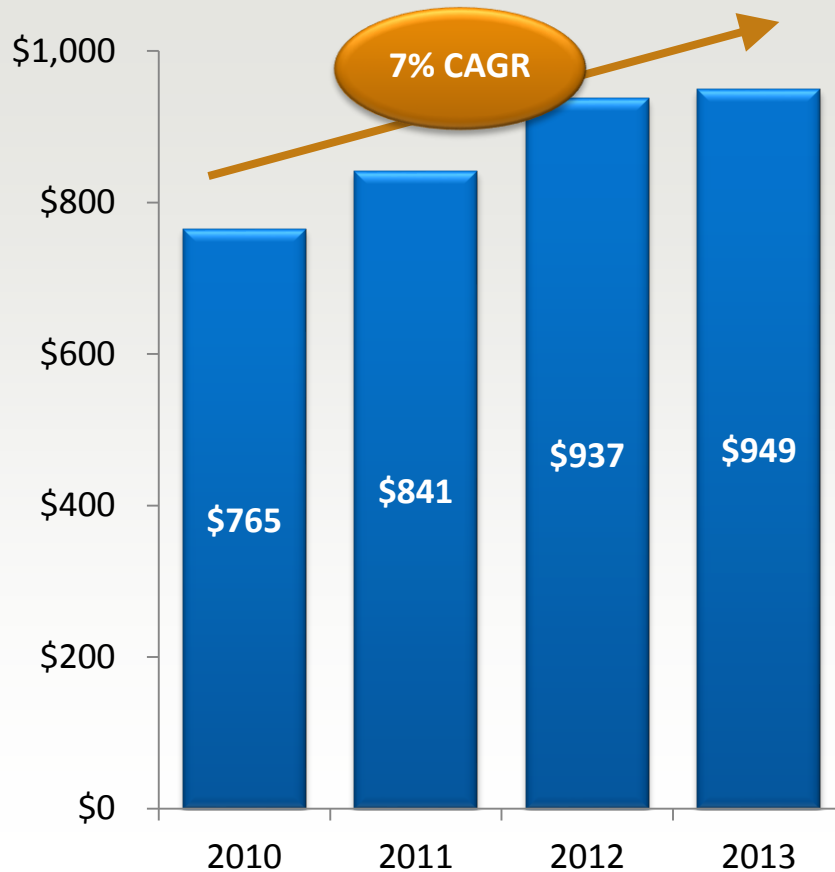


Financial Performance

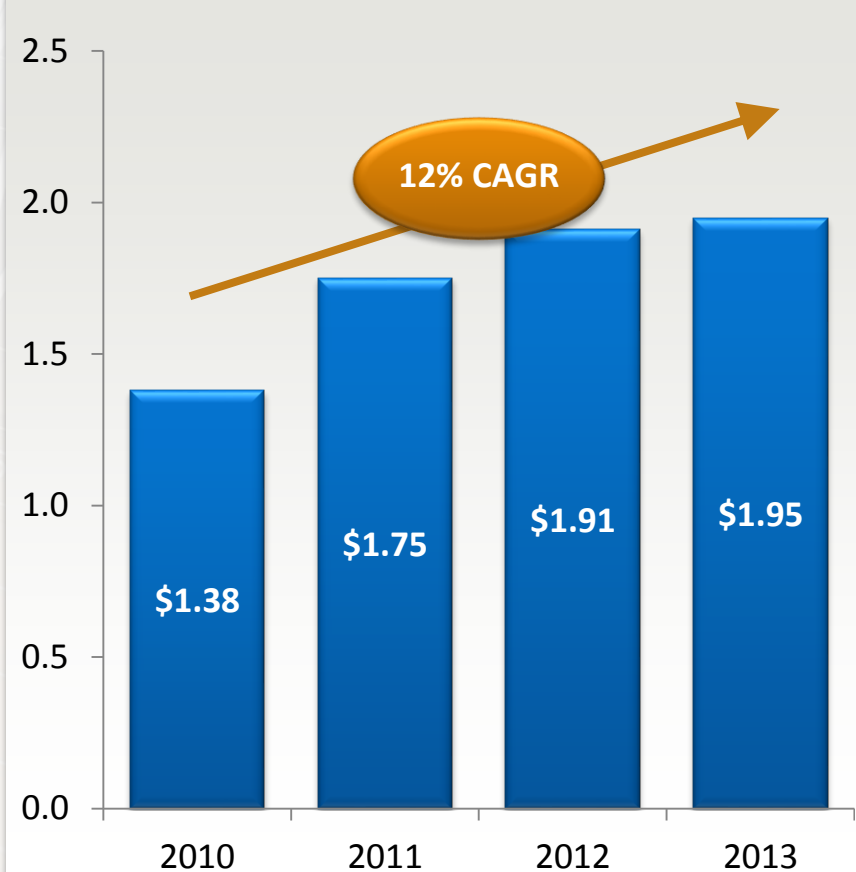


EPS Growth Has Consistently Outperformed Revenue Growth

Revenue (\$ Millions)



EPS



Other Financial Highlights Through Q3 2014



Total backlog \$1.9 billion, \$832 million already funded



Business development pipeline \$3.3 billion, after record of \$619 million in Q3 contract awards



2014 contract awards up 10% to \$1.04 billion



Cash flow from operations for full year 2014 estimated:
\$60 million - \$70 million

In Summary

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