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

Leverage deep domain expertise to achieve superior results for clients

Deliver strong cross-cutting capabilities in technology + engagement

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.
Track record of strong revenue + EPS growth

Revenue:
5-year CAGR
7.1%

GAAP EPS:
5-year CAGR
12.4%
YTD COVID-19 impacts

~90% of ICF’s business proceeding apace

ICF has contract vehicles in all federal agencies actively involved in handling COVID-19 crisis

International government events work postponed

Plus-ups and new contracts awarded by US federal government clients in Response Phase

Commercial marketing work for certain clients cancelled or postponed

Project to understand the virus and how it spreads, assist in communicating with healthcare professionals and general public
COVID-19 opportunities: Recovery + Reinvent Phases

- Increased spending on public health
- Modernization of disease surveillance systems
- Guidelines for government roles and responsibilities in a pandemic
- Evaluation of hospital surge capacity
- Management of national stockpile of vaccines and medical equipment

ICF is recognized for deep domain expertise in public health and its expanded IT modernization capabilities
ITG acquisition

ITG is a unique IT consulting firm delivering application modernization and business transformation for U.S. federal government clients

Key business statistics

$90M  
2019 Revenue

+$100M  
revenue run-rate

92%  
prime contract revenue

> EBITDA  
margin than ICF’s

350  
Digital transformation consultants

65+  
CSM & SAFe certifications

Key tech partners

Representative systems ITG builds

- Case Management
- Purchasing + Acquisitions
- Financial Management
- Audit Tracking
- Grants Management
- Inspections
- Asset Management
- Workforce Management
- Contract Writing
- Healthcare Compliance
- Content Management
- Emergency Management
## Meaningful joint growth opportunities

<table>
<thead>
<tr>
<th>ICF’s Domain Expertise + Client Relationships</th>
<th>ICF’s Robust Business Development Engine</th>
<th>ICF’s Best-in-Class Contract Vehicles</th>
<th>Selective Insourcing</th>
<th>ITG’s Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITG brings a substantial business development pipeline + a backlog that provides visibility</td>
<td>Combination of ICF’s deep domain expertise and broad client base with ITG’s IT modernization skills will allow us to identify “new-new” opportunities</td>
<td>ICF has a large number of net new opportunities in its pipeline for which ITG enhances our win potential</td>
<td>Opportunity also exists to bring inhouse the revenues historically subcontracted out by ITG</td>
<td></td>
</tr>
</tbody>
</table>
Catalysts for long-term organic growth

Federal Government
- Civilian agency spending
- Public health
- IT modernization
- Citizen engagement

Electric Utilities
- Energy efficiency outsourcing in California
- Distributed energy resources
- Resilience planning

State + Local Government
- Disaster management: recovery + mitigation
- Infrastructure spending

Digital Transformation
- Personalization/loyalty platforms
- Data convergence
- Data analytics
- CRM systems
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

ICF culture: a source of competitive advantage
We serve a roster of government clients, energy utilities + commercial clients*

>80% of revenues from government clients + energy utility clients

Provides significant opportunities for expansion

*TTM through June 30, 2020

**Energy utilities, commercial marketing, + other
We work with a broad array of government clients

Government revenues 66% of total revenues*

US federal revenues primarily from civilian agencies

*TTM through June 30, 2020

**Energy utilities, commercial marketing, + other
Utility industry clients

- Energy efficiency programs for utilities: State-mandated

- Utility transformation: distributed energy + grid modernization

- Majority long-term contracts
ICF’s go-to-market brand for digital transformation services

Technology

Combines creativity of an agency with deep domain expertise of a consultancy

Analytics

Designs solutions that drive real participation with customers, citizens, colleagues

Engagement

Strategy

Built specifically to realize the benefits of an integrated model

Loyalty
At ICF, our business, environmental + social responsibilities are intertwined.

We create impact through our client work...

$650M+ revenue from services supporting health, education, development, and social justice programs

$550M+ revenue from services supporting energy saving, carbon reduction, and natural resource protection programs
...and in the way we operate

- Minimizing our carbon footprint—net zero carbon status since 2006
- Investing in the communities where we work and live
- Ensuring value through governance—corporate policies and structure help us operate ethically and in compliance with the law
### Corporate citizenship performance highlights of 2019

**Investing in our people**
- Provided opportunities for all employees to develop and advance.

**Leadership**
- 53% female leaders
- 33% female board members*

**Pay equity**
- No pay disparity across gender and race in the same roles, based on an external audit

**Low turnover**
- 15.4%
- as compared to 19.2% benchmark

**Making a sustainable commitment**
- Made progress on our carbon reduction goal and remained carbon neutral.

<table>
<thead>
<tr>
<th>Environmental Indicators</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% net renewable electricity for global operations via renewable energy certificates</td>
<td>31% reduction in greenhouse gas emissions per employee since 2013 baseline</td>
</tr>
</tbody>
</table>

**Supporting important causes**
- Donated to causes important to our employees and communities.

<table>
<thead>
<tr>
<th>Donations</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>$433,500 corporate cash donations</td>
<td>$200,000 employee contributions through our giving program</td>
</tr>
</tbody>
</table>

**Climate Leadership:** recognized by CDP (global environmental disclosure system) as a corporate pioneer against climate change, scoring A-

**MarCom Awards 2019:** 2 gold awards for corporate citizenship reporting

**Recognition**
- ICF matched employee donations

*Data from ICF's 2019 Corporate Citizenship Report

*as of September 2020
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/loyalty programs
Financial Performance
Track record of consistent revenue + earnings growth

Revenue ($ Millions)

2014: $1,050
2015: $1,132
2016: $1,185
2017: $1,229
2018: $1,338
2019: $1,479

7.1% 5 yr. CAGR

EPS

GAAP EPS
Non-GAAP Adj.*

2014: $2.51
2015: $2.64
2016: $2.87
2017**: $3.27
2018: $3.73
2019: $4.15

10.6% 5 yr. CAGR – Non-GAAP

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

**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
2020 guidance

Revenue $1.450B - $1.510B

GAAP EPS $2.85 - $3.15*

Non-GAAP EPS $3.50 - $3.80

EBITDA $126M - $136M

Operating Cash Flow ~$110M

Assumes no material new revenues in H2 associated with COVID-19 opportunities or other meaningful opportunities in our pipeline

* Exclusive of special charges
Q2 2020 performance

Q2 2020 service revenue of $261.2M up 3.5% vs. Q2 2019 H1 2020
service revenue of $516.6M up 4.6% vs. H1 2019

Revenue ($ Millions)*

<table>
<thead>
<tr>
<th></th>
<th>Q2 2019</th>
<th>Q2 2020</th>
<th>YTD 2019</th>
<th>YTD 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$366.7</td>
<td>$354.0</td>
<td>$708.0</td>
<td>$712.2</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
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<th>Q2 2019</th>
<th>Q2 2020</th>
<th>YTD 2019</th>
<th>YTD 2020</th>
</tr>
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<tbody>
<tr>
<td>$0.97</td>
<td>$0.89</td>
<td>$1.56</td>
<td>$1.71</td>
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</tbody>
</table>

*Based on Q2 2020 financial performance released on August 4, 2020

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

YTD performance supports our FY guidance

EPS*

<table>
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<tr>
<th></th>
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<th>Q2 2020</th>
<th>YTD 2019</th>
<th>YTD 2020</th>
</tr>
</thead>
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<tr>
<td>$0.76</td>
<td>$0.72</td>
<td>$1.56</td>
<td>$1.27</td>
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</tbody>
</table>

*Based on Q2 2020 financial performance released on August 4, 2020

Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles
**Contract Awards ($ Millions)**

**Book-to-Bill Ratio (TTM)**

Q2 2019 1.15  Q2 2020 1.00

**Backlog ($ Billions)**

Q2 2020 backlog does not include $250M+ of award notices expected to be included in Q3 contract awards

*Based on Q2 2020 financial performance released on August 4, 2020*
Record pipeline at end of Q2 2020 includes over $4 billion of federal government opportunities
Operating cash flow, 2015 - 2020

$M

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends</th>
<th>Debt Repayment + Other</th>
<th>Share Repurchase</th>
<th>CAPEX</th>
<th>Net Debt</th>
<th>Debt/ EBITDA**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$16.0</td>
<td>$23.9</td>
<td>$36.4</td>
<td>$76.3</td>
<td>$303.8</td>
<td>2.64x</td>
</tr>
<tr>
<td>2016</td>
<td>$17.8</td>
<td>$10.8</td>
<td>$51.5</td>
<td>$80.1</td>
<td>$253.3</td>
<td>2.15x</td>
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<tr>
<td>2017</td>
<td>$19.3</td>
<td>$27.7</td>
<td>$70.2</td>
<td>$117.2</td>
<td>$194.4</td>
<td>1.73x</td>
</tr>
<tr>
<td>2018</td>
<td>$25.5</td>
<td>$11.3</td>
<td>$74.7</td>
<td>$91.4</td>
<td>$188.7</td>
<td>1.57x</td>
</tr>
<tr>
<td>2019</td>
<td>$28.5</td>
<td>$20.5</td>
<td></td>
<td>$10.5</td>
<td>$159.0</td>
<td>1.17x</td>
</tr>
<tr>
<td>2020 GUIDANCE*</td>
<td></td>
<td></td>
<td></td>
<td>$110.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Based on Q2 2020 financial performance released on August 4, 2020

**As defined by banking agreement
In summary — ICF

Distinctive expertise in high-growth sectors of government, energy utility industry + digital transformation

Established long-term client and contract relationships + substantial contract backlog

Strong environmental, social, + governance performance—internally + for clients

All leading to substantial organic growth opportunities + the potential for accretive acquisitions
About ICF

ICF (NASDAQ:ICFI) is a global consulting and digital services company with over 7,000 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. Learn more at icf.com.