



ICF International, Inc.

**William Blair & Company
Global Services
Growth Stock Conference**

December, 2010

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 government and commercial clients
- Only publicly traded firm whose government services are domain driven and not DoD dependent
- Leading position in each of our markets
 - Energy, environment, and transportation
 - Health, education, and social programs
 - Homeland security and defense
- More than 3,500 employees across North America, U.K., and the ‘BRIC’ countries
- Track record of sustained core business growth

ICF is Aligned with Key Long-Term Issues not dependent on one political party



ICF Press Coverage

The Charlotte Observer



“We're in an epidemic of childhood obesity”

SCIENTIFIC AMERICAN



“Renewable Energy Could Solve Economic, Environmental and Social Problem”

AP Associated Press



“9 states, DC get \$3.4B in 'Race to the Top' grants”

nextgov



“Congress must do more to protect grid from cyber, nuclear attacks”

The New York Times



“Coal Plants Emitting Less SO₂, NO_x This Year, EPA Says”

THE DENVER POST



“Intense Combat Tied to Homicides”

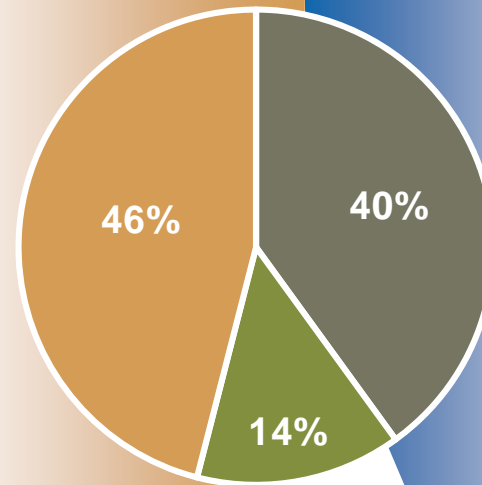
Leadership in our Core Markets



Revenue for YTD ended 9/30/2010*

Health, Education, and Social Programs*

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



Energy, Environment, and Transportation*

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

Homeland Security and Defense

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

*Change of market names to include education and transportation; does not alter underlying data.

Augmented by Implementation Capabilities



IT Solutions

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

Program Management

- Program Management Office Design and Support
- Acquisition Management
- Collaboration and Knowledge Management
- Lean Six Sigma and Earned Value Management Expertise

Organizational Management

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

Strategic Communications

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

ICF's Business Advantages



- Recognized leadership in high growth markets
- Diversified client base
 - 71% Federal Government Agencies
 - 14% U.S. Commercial
 - 10% State and Local Government
 - 5% International
- Multi-year backlog with high funded percentage; no single contract exceeds 4% of revenue
- Substantial opportunities to maintain industry leading organic growth rates
- Track record of successful acquisitions

Progress Since IPO in 2006



- ✓ Number of contracts held in excess of \$25 million nearly doubled from 2006 to 2010
- ✓ Number of active pipeline leads in excess of \$25 million more than tripled from 2006 to 2010
- ✓ Expanded offerings to include: renewable fuels, commercial transportation, health informatics, environmental resource management, health research and evaluation, and cybersecurity
- ✓ Opened international offices in New Delhi and Beijing, and added more than 25 domestic offices
- ✓ Completed 7 acquisitions from 2006 to 2009

Riding the Next Waves



Energy, Environment, and Transportation	Health, Education, and Social Programs	Homeland Security and Defense
<ul style="list-style-type: none">▪ Focus on alternative fuels and energy efficiency▪ \$2 trillion needed to revitalize energy, transportation and water infrastructure▪ Environmental regulation reengineering – hazardous pollutants, ash, drilling, carbon, etc.	<ul style="list-style-type: none">▪ 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	<ul style="list-style-type: none">▪ Cybersecurity: massive needs in government and commercial sectors▪ Resilience: ability to prepare and <i>recover</i> from attacks▪ Retooling: doing more with less

Increased government focus on efficiency and measuring outcomes

Increased emphasis on transparency and accountability in government

Heightened demand for security and sustainability in all sectors

Our Strategy for Sustainable Growth



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

2 ■ Pursue larger contract opportunities

3 ■ Build scale in domain and horizontal expertise

4 ■ Develop 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

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

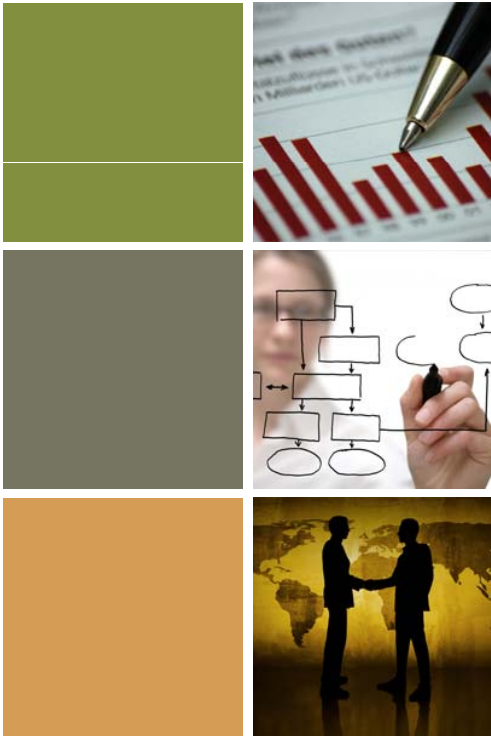
Homeland
Security and
Defense

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

Pursue Strategic Acquisitions

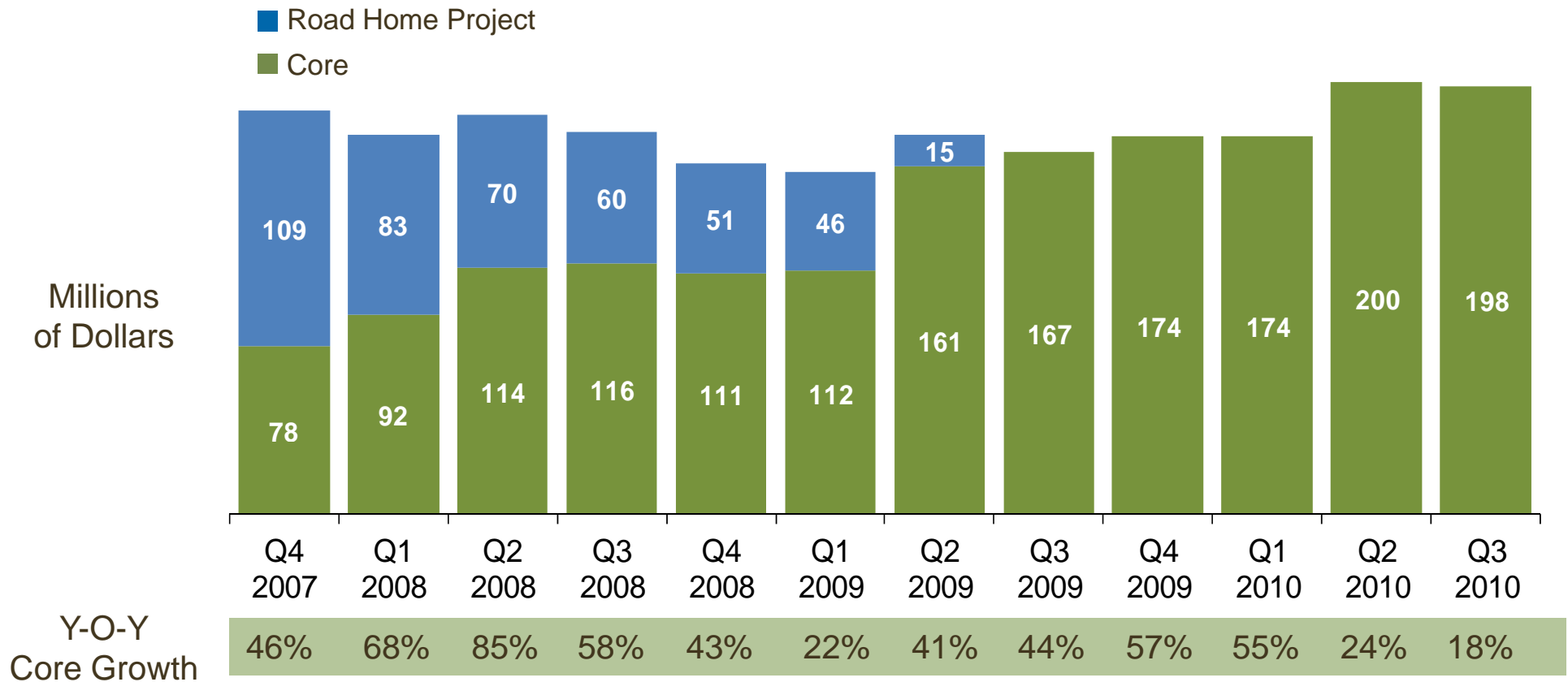


Date	Target	Key Market(s)	Advise	Implement	Improve
Jan 2005	Synergy, Inc.	<ul style="list-style-type: none"> Homeland Security and Defense 			
Oct 2005	Caliber Associates	<ul style="list-style-type: none"> Health, Education, and Social Programs 			
Jan 2007	Advanced Performance Consulting Group	<ul style="list-style-type: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



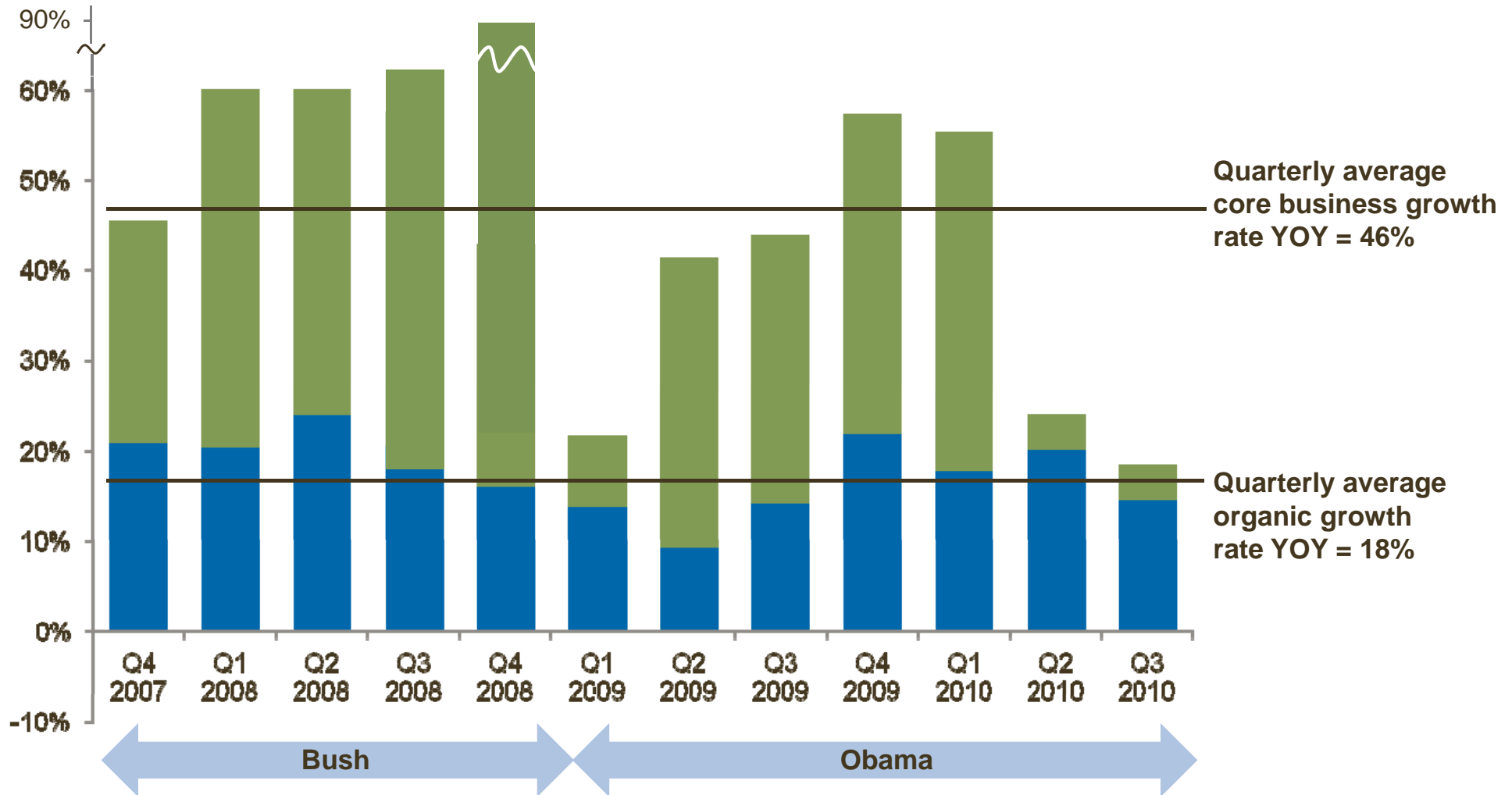
Financial Performance

Revenue Trends Q4 2007 – Q3 2010



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Strong Organic Growth across two Administrations

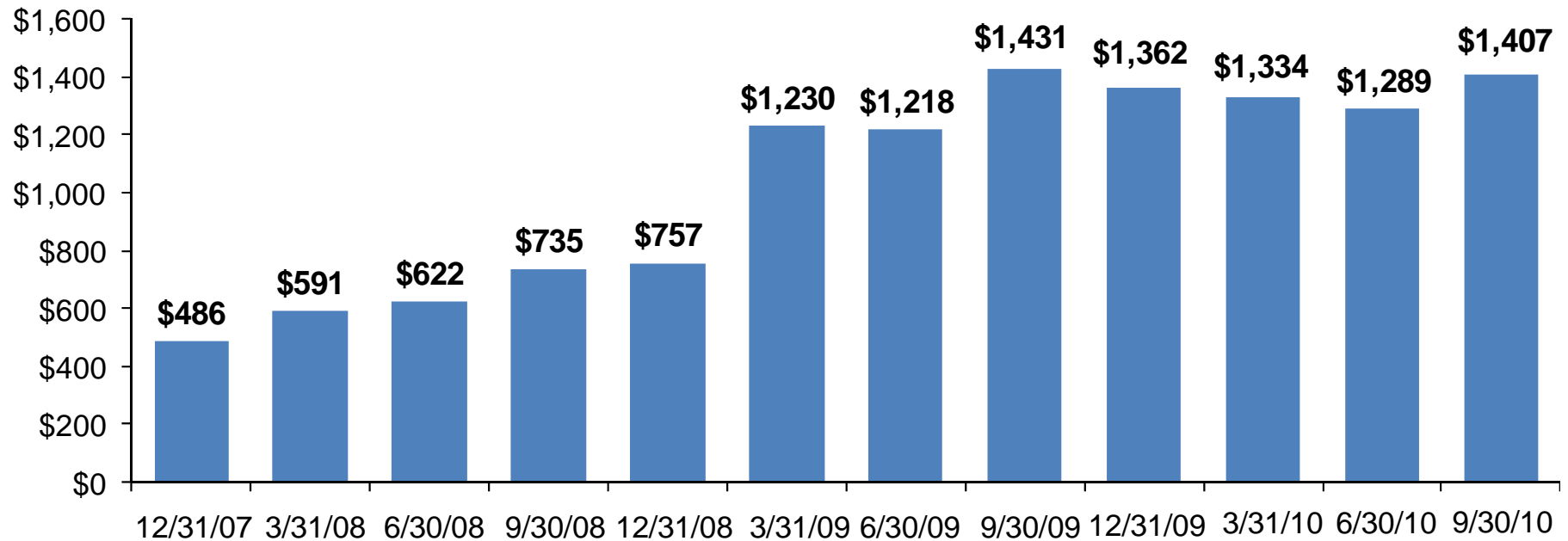


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Backlog Trends



(in Millions)



- Total backlog at 9/30/10: \$1.4 billion
- New business pipeline at 9/30/10: \$2.2 billion

Note: Backlog in graph excludes Road Home

Balance Sheet Highlights



(000s)	9/30/2010 Actual	12/31/2009 Actual
Cash and Equivalents	\$6,498	\$2,353
Working Capital	\$79,163	\$88,364
Total Assets	\$567,735	\$582,227
Long-term Debt	\$100,000	\$145,000
Stockholders' Equity	\$344,389	\$317,560

P & L Highlights



	Q3 9/30/2010	Q3 9/30/2009	Q3 YTD 2010	Q3 YTD 2009
Revenues (in millions)	\$197.7	\$167.1	\$571.8	\$500.3
EBITDA (in millions)	\$18.3	\$15.0	\$52.5	\$45.2*
EBITDA Margin	9.3%	9.0%	9.2%	9.0%*
Diluted EPS	\$0.38	\$0.32	\$1.02	\$1.03

* Excludes \$987,000 of transaction related expenses

- Fourth quarter 2010 revenue expected to be \$188 million to \$194 million, and diluted EPS to range from \$0.33 to \$0.38
- 2010 revenue expected to be \$760 million to \$766 million, and diluted EPS to range from \$1.35 to \$1.40
- 2011 revenue expected to be \$840 to \$865 million and EBITDA margins between 9% and 10%

Summary



Unique Position	<ul style="list-style-type: none">▪ Professional services firm with large government/commercial client base focused on domain areas—not generic IT services
Balanced Portfolio	<ul style="list-style-type: none">▪ Diversity of clients (public/private; all federal agencies; federal/state; domestic/international) minimizes dependency
Substantial Financial Momentum	<ul style="list-style-type: none">▪ 18% average quarterly organic revenue growth last 12 quarters▪ Excellent revenue visibility based on \$1.4 billion of contracted backlog
High Barriers to Entry	<ul style="list-style-type: none">▪ Driven by significant intellectual property, long-standing relationships, highly credentialed and loyal consultant base, and institutional knowledge
Proven Consolidation Platform	<ul style="list-style-type: none">▪ Record of successful integration and employee retention



Thank You