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, 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
Synergy in markets + capabilities

Advisory + Strategy

Program Management

Technology, Analytics + Engagement

Energy, Environment + Infrastructure 44%

Consumer + Financial 9%

Health + Social Programs 39%

Safety + Security 8%

Revenue percentages are based on Q1 2020 TTM financial performance released on May 5, 2020
Track record of strong revenue + EPS growth

Revenue: 5-year CAGR 7.1%

GAAP EPS: 5-year CAGR 12.4%
COVID-19 impact

Impact on Q1 2020 revenue ≈ $4M

Due to program cancellations in commercial marketing services and postponed events for international government clients.

Expect short-term impact to be more than offset by medium- to long-term opportunities.
COVID-19 opportunities

- Increased spending on public health at federal agencies that are existing clients
- Pandemic response and recovery spending under President’s national emergency declaration
- $2T government stimulus spending across public health, infrastructure, disaster recovery and resilience
## ITG acquisition

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

### Key business statistics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Revenue</td>
<td>$90M</td>
</tr>
<tr>
<td>Revenue run-rate</td>
<td>$100M</td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>&gt; 350</td>
</tr>
<tr>
<td>CSM &amp; SAFe certifications</td>
<td>65+</td>
</tr>
</tbody>
</table>

### Key tech partners

- ServiceNow
- AWS
- Appian
- MuleSoft
- Salesforce

### Representative systems ITG builds

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

**ICF’s Domain Expertise + Client Relationships**

ITG brings a substantial business development pipeline and a backlog that provides visibility

ICF has a large number of net new opportunities in its pipeline for which ITG enhances our win potential

**ICF’s Robust Business Development Engine**

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

**ICF’s Best-in-Class Contract Vehicles**

Opportunity also exists to bring inhouse the revenues historically subcontracted out by ITG

**Selective Insourcing**

**ITG’s Qualifications**
Catalysts for long-term organic growth

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

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

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

**Digital Transformation**
- Personalization/loyalty platforms
- Data convergence
- Data analytics
- CRM systems
ICF culture: a source of competitive advantage

**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
Drivers of long-standing client relationships

- Institutional memory of government and utility programs
- Long-term contract vehicles with government and utility clients
- Workforce of long-time industry experts
- Proprietary IP/loyalty programs
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

*Based on Q1 2020 TTM financial performance released on May 5, 2020

![Pie chart showing client distribution: US Federal 39%, US State and Local 18%, Energy Utilities 15%, Commercial 20%, Non-US Government 8%]
We work with a broad array of government clients

*Based on Q1 2020 TTM financial performance released on May 5, 2020

Government revenues 65% of total revenues*

US federal revenues primarily from civilian agencies

*Based on Q1 2020 TTM financial performance released on May 5, 2020
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

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

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

Built specifically to realize the benefits of an integrated model
Track record of consistent revenue + earnings growth

Revenue ($ Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue ($ Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$1,050</td>
</tr>
<tr>
<td>2015</td>
<td>$1,132</td>
</tr>
<tr>
<td>2016</td>
<td>$1,185</td>
</tr>
<tr>
<td>2017</td>
<td>$1,229</td>
</tr>
<tr>
<td>2018</td>
<td>$1,338</td>
</tr>
<tr>
<td>2019</td>
<td>$1,479</td>
</tr>
</tbody>
</table>

7.1% 5 yr. CAGR

EPS

<table>
<thead>
<tr>
<th>Year</th>
<th>GAAP EPS</th>
<th>Non-GAAP Adj.*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$2.00</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$2.00</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>$2.40</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$2.87</td>
<td>$3.27</td>
</tr>
<tr>
<td>2018</td>
<td>$3.18</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$3.59</td>
<td></td>
</tr>
</tbody>
</table>

*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

**EBITDA** $126.0M - $136.0M

**GAAP EPS** $2.85 - $3.15*  
**Non-GAAP EPS** $3.50 - $3.80

**Operating Cash Flow** ~$110M

---

Reflects lower YoY revenues in commercial marketing and events work for international government clients due to COVID-19

Anticipates a progressive return to more normalized business conditions in H2

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

* Exclusive of special charges
Revenue + EPS, Q1 2020

Revenue ($ Millions)*

Q-o-Q Growth: **5.0%**

<table>
<thead>
<tr>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$341.3</td>
<td>$358.2</td>
</tr>
</tbody>
</table>

EPS*

Non-GAAP EPS** Q-o-Q Growth: **-4.6%**

<table>
<thead>
<tr>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0.87</td>
<td>$0.83</td>
</tr>
<tr>
<td>$0.80</td>
<td>$0.55</td>
</tr>
</tbody>
</table>

*Based on Q1 2020 financial performance released on May 5, 2020

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

Contract Awards ($ Millions)*

<table>
<thead>
<tr>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$289</strong></td>
<td><strong>$357</strong></td>
</tr>
</tbody>
</table>

Book-to-Bill Ratio (TTM)

<table>
<thead>
<tr>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.32</strong></td>
<td><strong>1.06</strong></td>
</tr>
</tbody>
</table>

Backlog ($ Billions)*

<table>
<thead>
<tr>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$2.3</strong></td>
<td><strong>$2.7</strong></td>
</tr>
</tbody>
</table>

- **Funded**
  - Q1 2019: **$1.1**
  - Q1 2020: **$1.3**

- **Unfunded**
  - Q1 2019: **$1.2**
  - Q1 2020: **$1.4**

*Based on Q1 2020 financial performance released on May 5, 2020
Increasing pipeline of qualified opportunities, the majority of which relate to U.S. federal clients
Operating cash flow, 2015 - 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends</th>
<th>Debt Repayment &amp; 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>$36.3</td>
<td></td>
<td></td>
<td>$303.8</td>
<td>2.64x</td>
</tr>
<tr>
<td>2016</td>
<td>$17.8</td>
<td>$51.5</td>
<td></td>
<td></td>
<td>$253.3</td>
<td>2.15x</td>
</tr>
<tr>
<td>2017</td>
<td>$19.3</td>
<td>$70.2</td>
<td></td>
<td></td>
<td>$194.4</td>
<td>1.73x</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>$74.7</td>
<td>$7.9</td>
<td></td>
<td>$188.7</td>
<td>1.57x</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td>$31.9</td>
<td></td>
<td>$159.0</td>
<td>1.17x</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$110.0</td>
<td></td>
</tr>
</tbody>
</table>

*Based on Q1 2020 financial performance released on May 5, 2020

**As defined by banking agreement
Corporate citizenship – it matters

**Investing in Our People**
Provided opportunities for all employees to develop + advance.

- **56%** female leaders
- **29%** female board members

**Gender Pay Equity**
no meaningful disparity across genders in the same roles*

**Lower Turnover**
16.5% voluntary turnover rate, as compared to 18.6% benchmark

**Making a Sustainable Commitment**
Made progress on our carbon reduction goal + remained carbon neutral.

- **100%** net renewable electricity for global operations—via renewable energy certificates
- **31%** reduction in greenhouse gas emissions per employee since baseline 2013
- **Zero** net zero carbon status since 2006 due to investments in high-quality carbon offsets

**Supporting Important Causes**
Donated to causes important to our employees + communities.

- **$473,000** corporate cash donations
- **$140,000** employee donations through our giving program
- **1 to 1** ICF-matched employee donations

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*Annual audit concluded no statistically significant disparities across genders for comparable incumbents in the same roles.*
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 – robust business development pipeline and track record of high win rates

All leading to substantial organic growth opportunities + the potential for accretive acquisitions
Thank you
ICF (NASDAQ:ICFL) is a global consulting 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.