



→ ICF Investor Presentation



May 2021

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

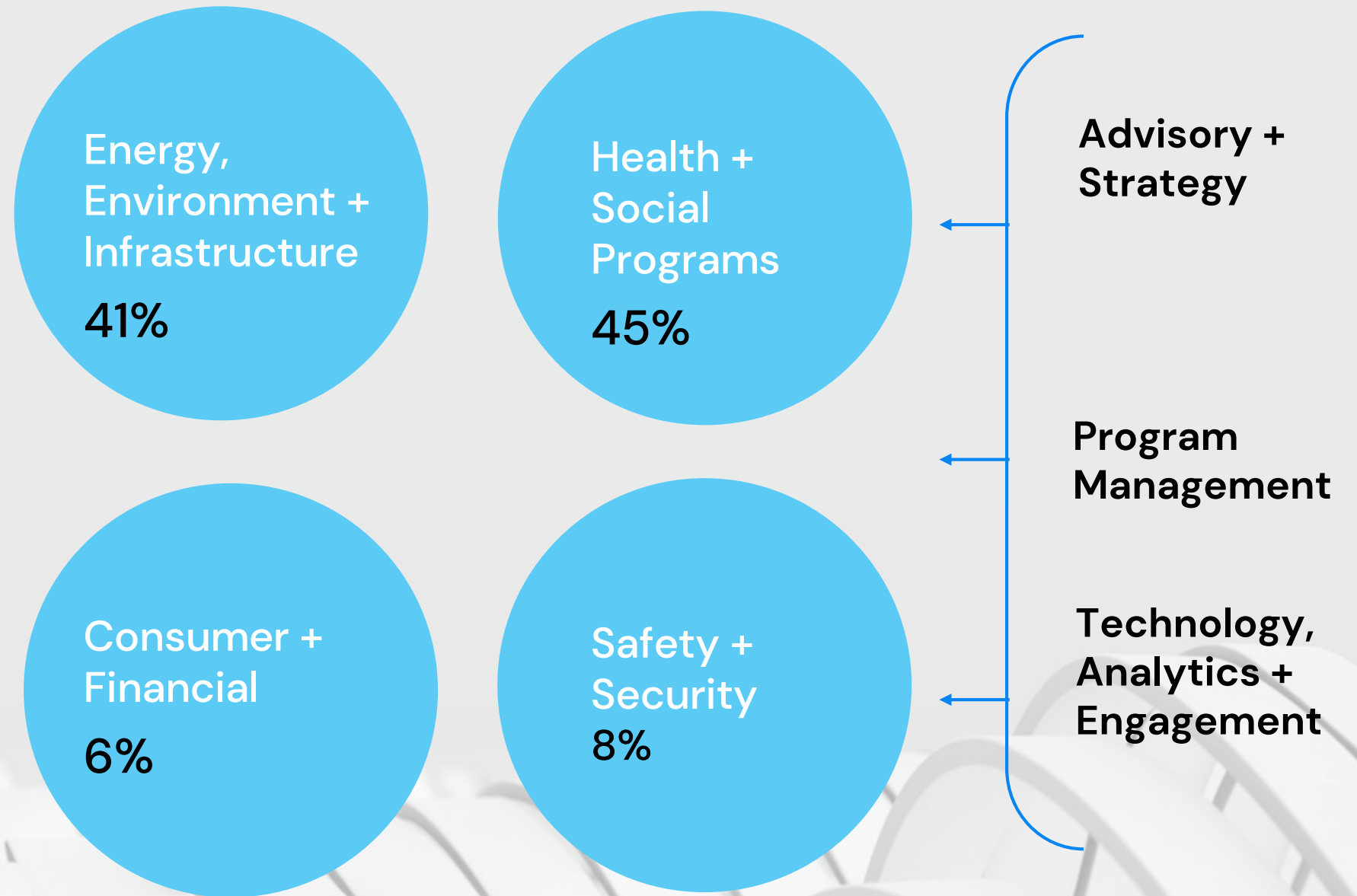
—
Deliver strong cross-cutting capabilities in technology + engagement

—
Benefit from visibility of a substantial backlog + growth profile of commercial revenues

A growth platform combining organic initiatives + acquisitions

Synergy in markets + capabilities

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
5.9%



Non-GAAP EPS:
5-year CAGR
9.6%

Multiple catalysts for long-term organic growth



- IT modernization
- Public health
- Disaster management
- Energy efficiency + utility consulting
- Environment + infrastructure consulting
- Climate and resiliency

~55% of our 2020 service revenue represented work in these key growth areas, which we expect to grow 10% or more over the next several years

IT modernization

ITG acquisition, completed January 2020, significantly expanded our qualifications in this area

Won over \$300M in IT modernization contracts in 2020

Current pipeline of qualified opportunities in this market of ~\$1.3B*

Expect pipeline to increase because IT modernization is a bipartisan priority

* Based on Q1 2021 financial performance released on May 4, 2021

Public health

- HHS is ICF's largest federal agency client – 17% of total revenues in 2020
- ICF has contract vehicles in all federal agencies actively involved in COVID-19

Awarded over \$45M of
COVID-19 Response–
related work as of Q1 2021

Opportunities in Recovery +
Reinvent phases:

- Modernization of disease surveillance systems
- Guidelines for government roles and responsibilities in a pandemic

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

Disaster management

ICF is a leader in disaster management with a long track record of managing post-hurricane federally funded recovery programs

New federal funding for mitigation programs provides potential for steady flow of longer-term opportunities

—
Currently running disaster recovery programs in PR, TX post-2017 storms

—
Working on early stage mitigation programs in five states

—
Expect continued growth as already appropriated federal funds are released and new mitigation RFPs are issued

ICF's expertise in recovery and resilience is closely aligned with efforts to manage the effects of climate change

Energy efficiency and utility consulting

Energy efficiency programs for utilities: State-mandated

\$60M+ in new awards from CA utilities

Utility transformation: distributed energy + grid modernization

Majority long-term contracts



Location of ICF Clients

Biden administration priorities create additional opportunities

- Overarching goal of decarbonizing U.S. economy
- Rejoined Paris Climate Accord
- Focus on climate change, environmental stewardship, and infrastructure
- Mandate that climate be considered in every major decision across government

ICF is one of the largest full-service climate consulting practices in the U.S., with additional expertise in adjacent services closely connected to climate + infrastructure

Climate-adjacent services

Disaster mitigation

Decarbonization

Public health impacts

Environmental justice

Infrastructure-adjacent services

Environment

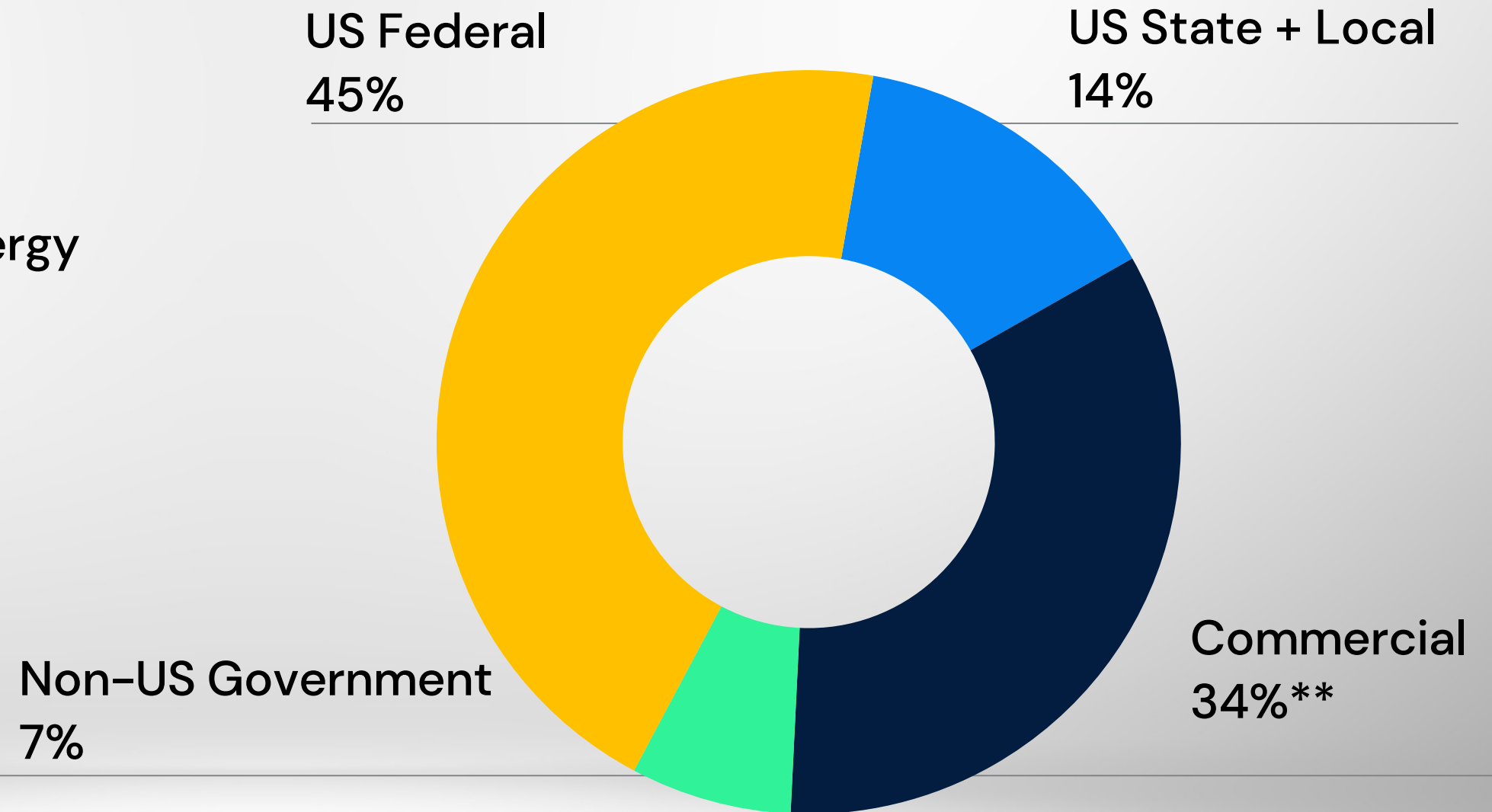
Water

Transportation

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 2021 TTM financials released on May 4, 2021

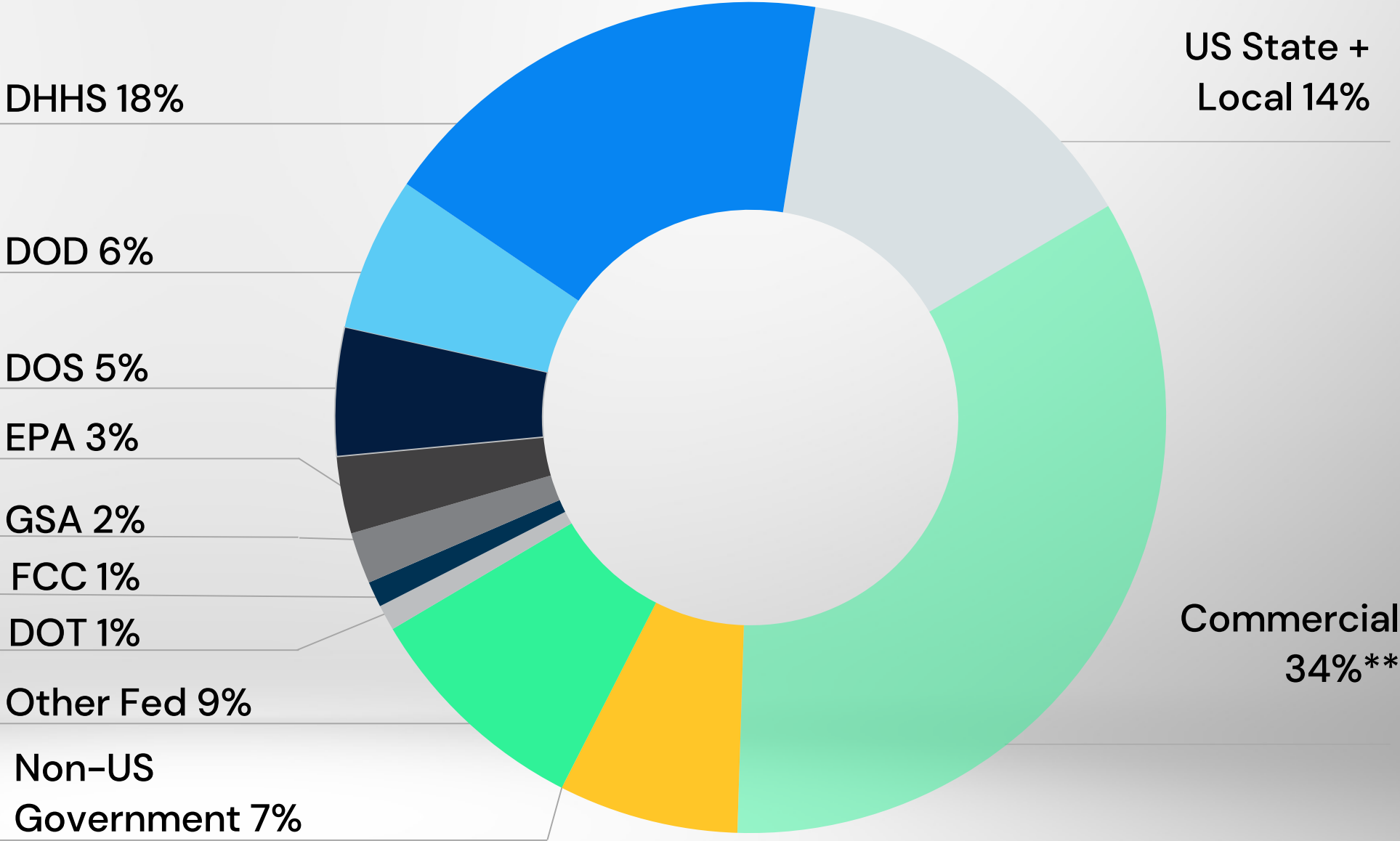
**Includes energy utilities, commercial marketing, + other

We work with a broad array of government clients

Government revenues 66% of total revenues*

US federal revenues primarily from civilian agencies

*Based on Q1 2021 TTM financials released on May 4, 2021



**Includes energy utilities, commercial marketing, + other

ICF Next: our go-to-market brand for digital transformation services



Technology

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



Analytics



Engagement

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



Strategy

Built specifically to realize the benefits of an integrated model



Loyalty

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



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

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

We create
impact through
our client work...

\$615M+*

Revenue from services
supporting energy
saving, carbon reduction,
and natural resource
protection programs

\$670M+*

Revenue from services
supporting health,
education, development,
and social justice
programs

*Together reflect ~85% of 2020 revenue

An aerial photograph of a dense evergreen forest. A dark, winding road with yellow lane markings curves through the trees, starting from the top center and moving towards the bottom left. The trees are a mix of dark green and some lighter, possibly dead or dormant, branches.

...and in the way we operate

—
Setting science-
based targets to
reduce carbon
emissions—
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: 2020 performance highlights



Provided opportunities for all employees to develop and advance.

Leadership

54% female leaders

38% female board members*

Pay equity

no identified meaningful disparities across races or genders in the same roles

Low turnover

11.7%

as compared to 18.6% benchmark



Made progress on our carbon reduction goal and remained carbon neutral.

100%

net renewable electricity for global operations via renewable energy certificates

31%

reduction in greenhouse gas emissions per employee since 2013 baseline

Zero

net zero carbon status since 2006 due to investments in high-quality carbon offsets



Donated to causes important to our employees and communities.

\$714,000

corporate cash donations

\$515,000

employee contributions through our giving program

1 to 1

ICF matched employee donations



Climate Leadership: recognized by CDP (global environmental disclosure system) as a corporate pioneer against climate change, scoring A- for the third consecutive year

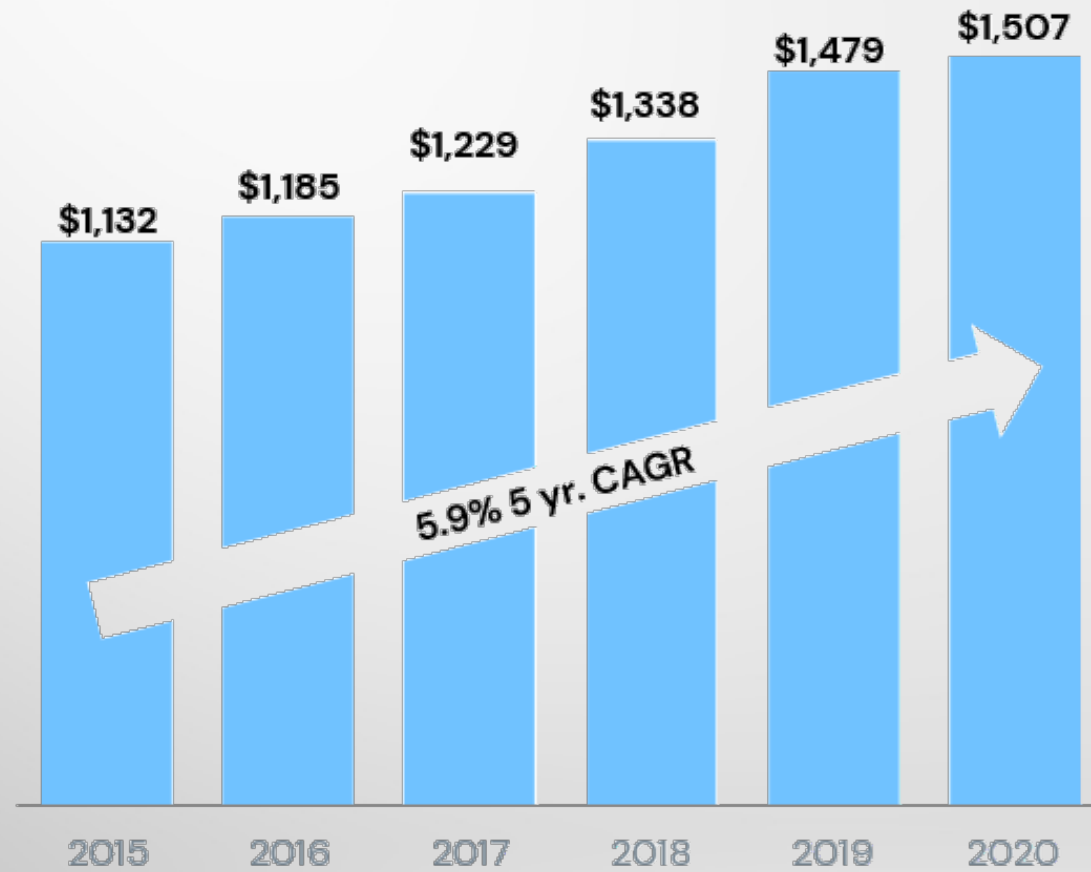
MarCom Awards 2020: 4 platinum awards for corporate citizenship reporting



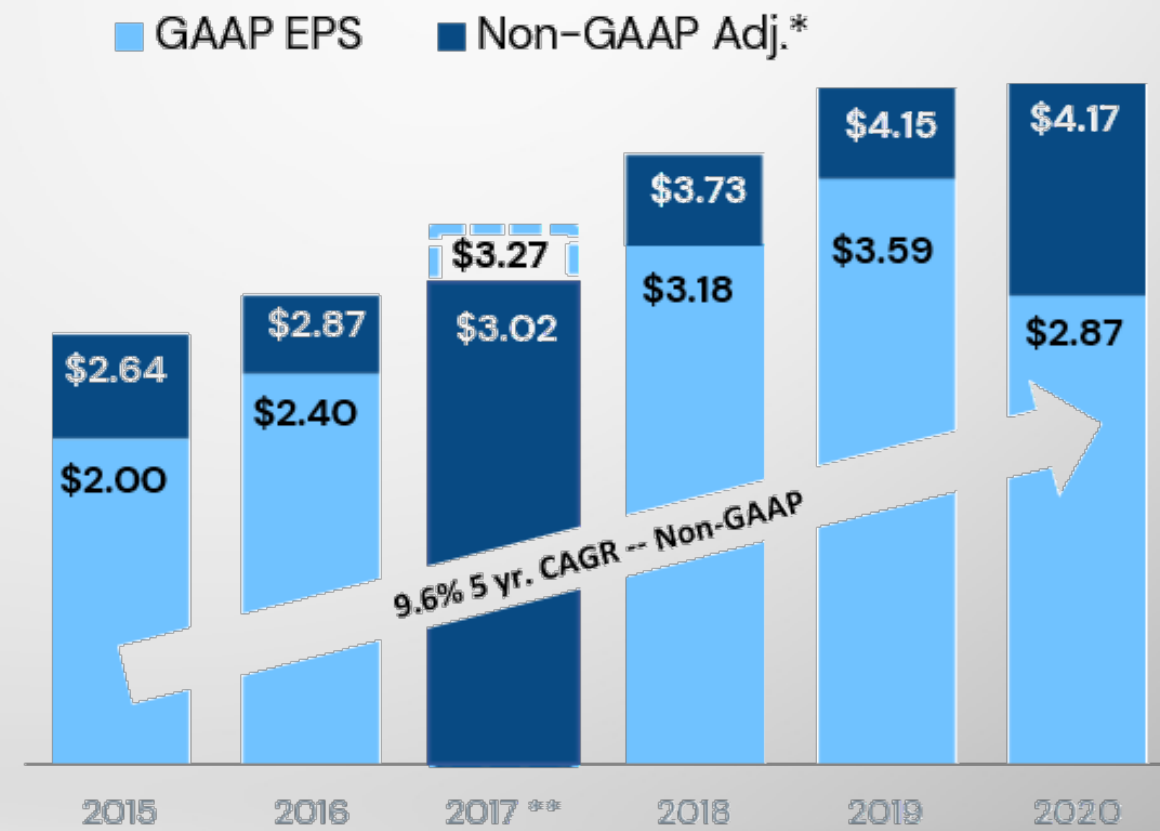
Financial Performance

Track record of consistent revenue + earnings

Revenue (\$ Millions)



EPS

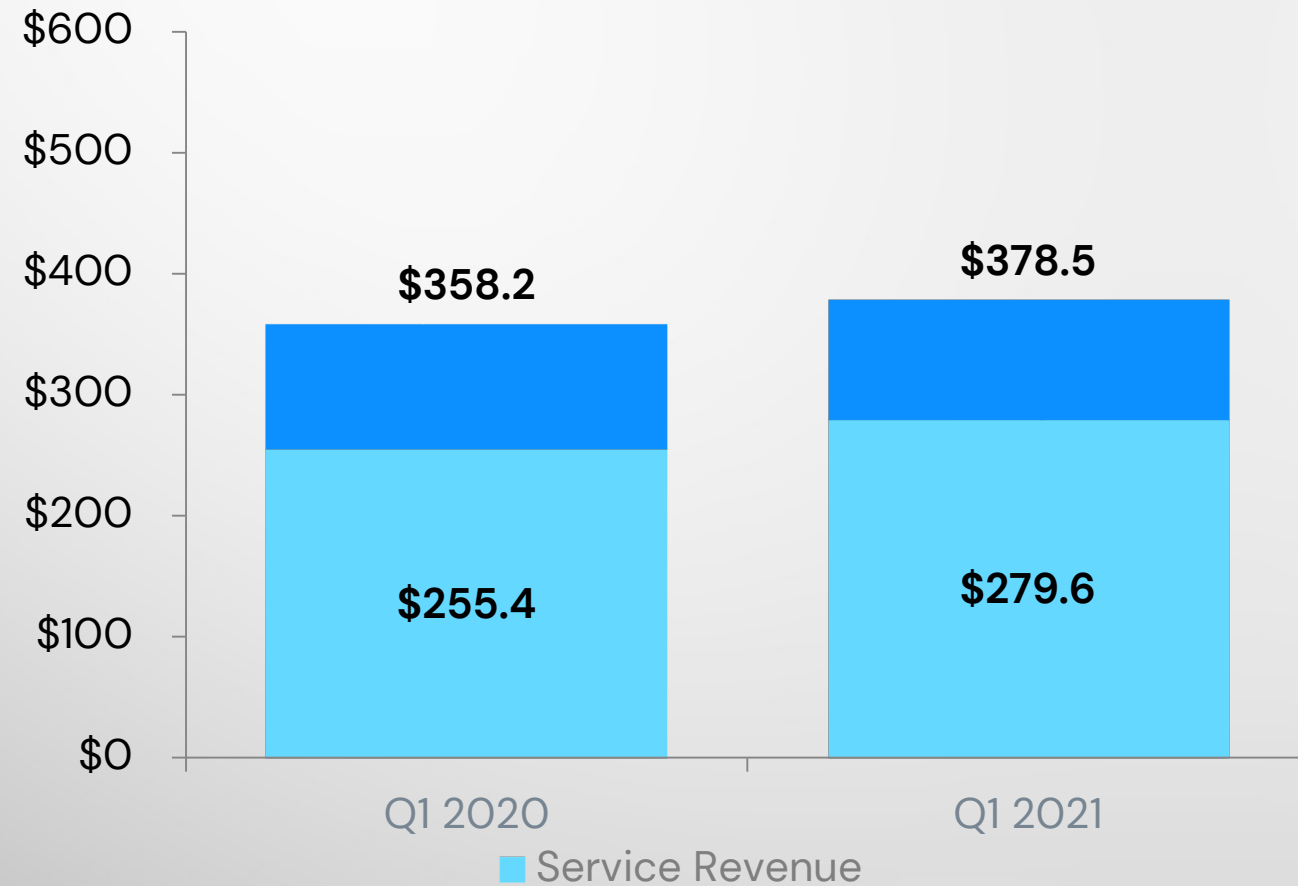


*Non-GAAP EPS: GAAP EPS plus tax-affected impact of acquisition-related charges, special charges, and amortization of intangibles

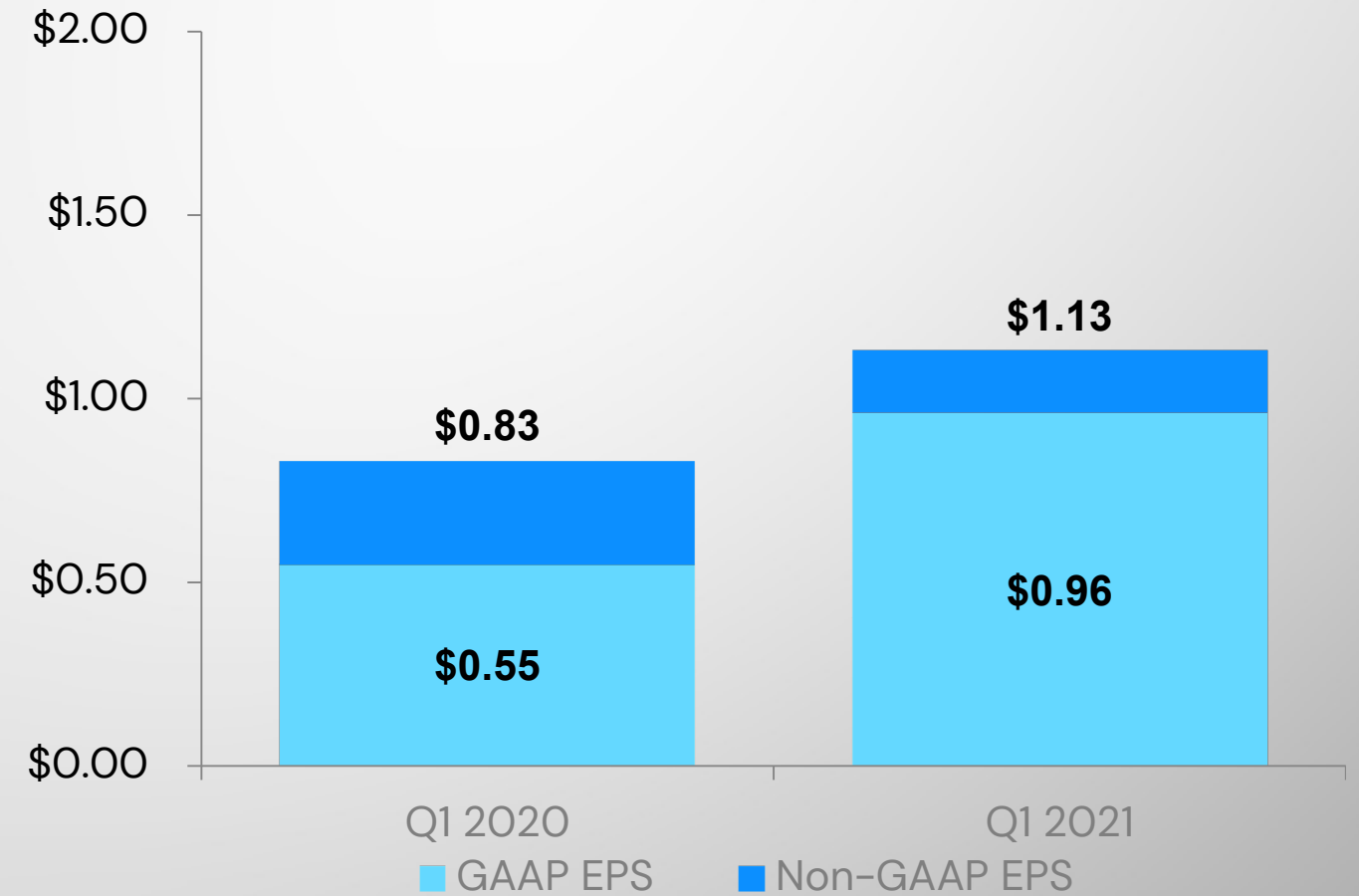
**2017 Non-GAAP EPS excludes the one-time benefit of a Deferred Tax Liability (DTL) revaluation for 2017, as a result of the 2017 Tax Reform Act

Q1 2021 performance

Revenue (\$ Millions)*



EPS*



Service revenue is equal to total revenue less subcontractor and other direct costs excluding direct labor and fringe

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

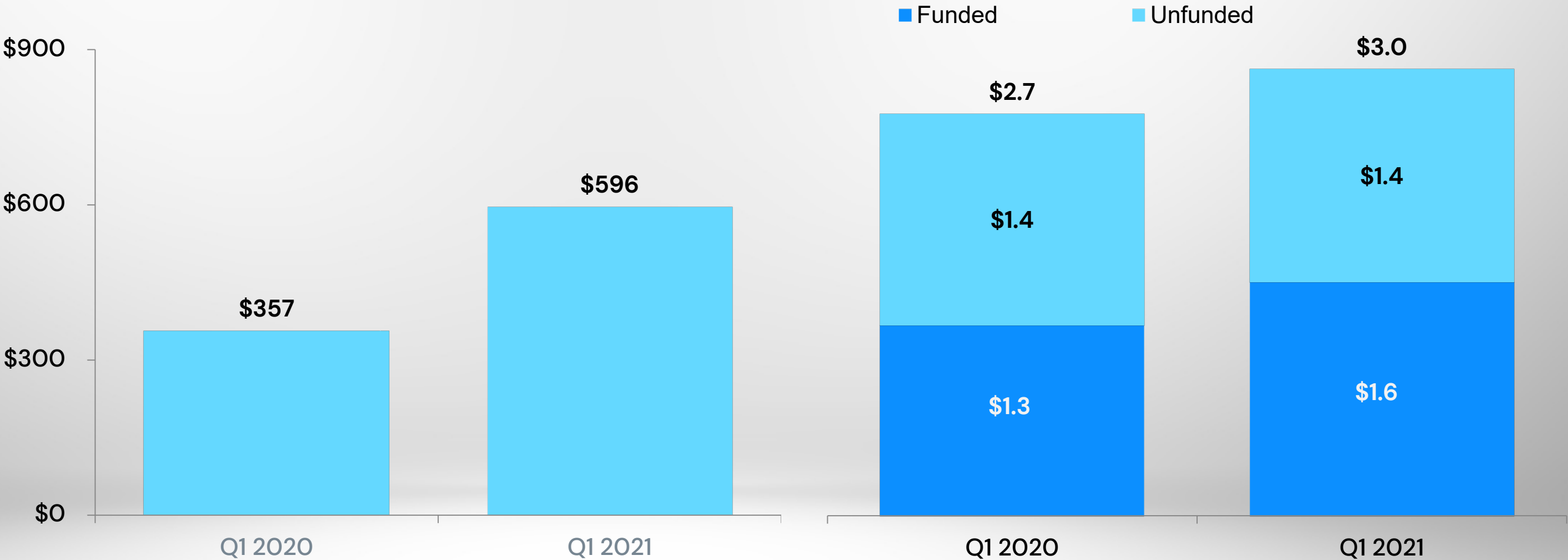
*Based on Q1 2021 financial performance released on May 4, 2021

Contract awards (\$ Millions)*

Backlog (\$ Billions)*

Book-to-bill ratio (TTM)

Q1 2020 1.06 Q1 2021 1.44



*Based on Q1 2021 financial performance released on May 4, 2021

2021 guidance

Revenue \$1.525B – \$1.575B

Service revenue \$1.095B – \$1.130B

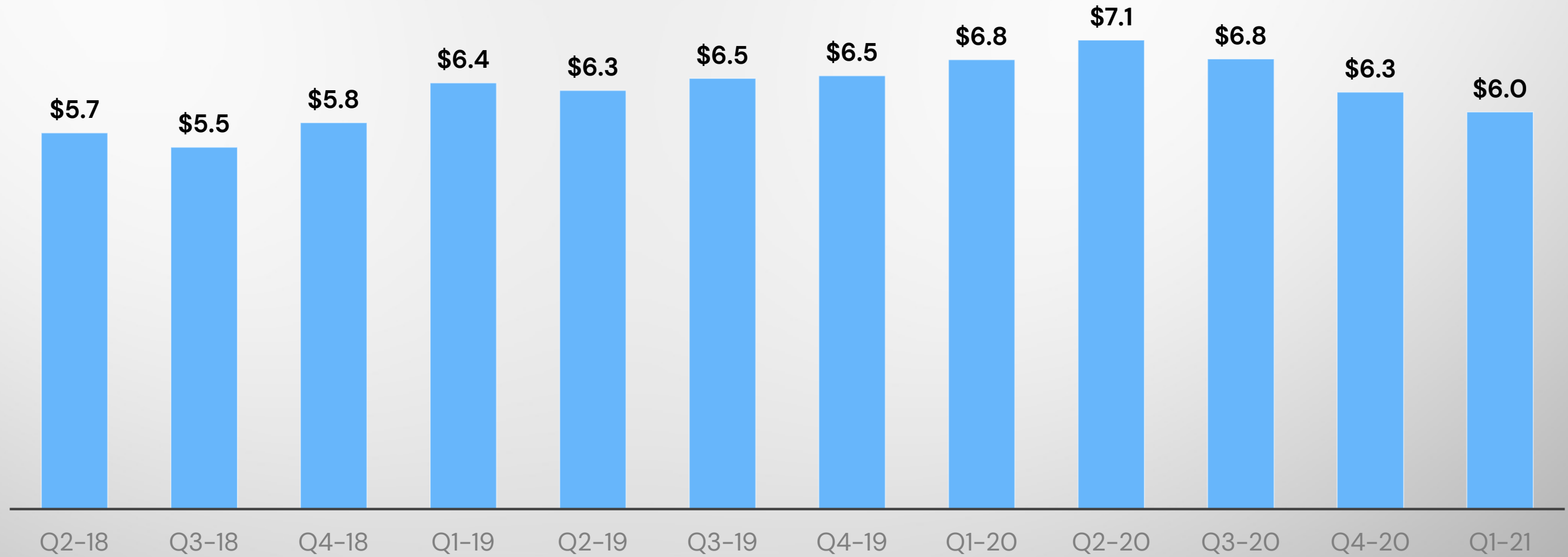
GAAP EPS \$3.90 – \$4.20*

Non-GAAP EPS \$4.35 – \$4.65

Operating cash flow ~\$100M

Upper end of range

Pipeline (\$B)

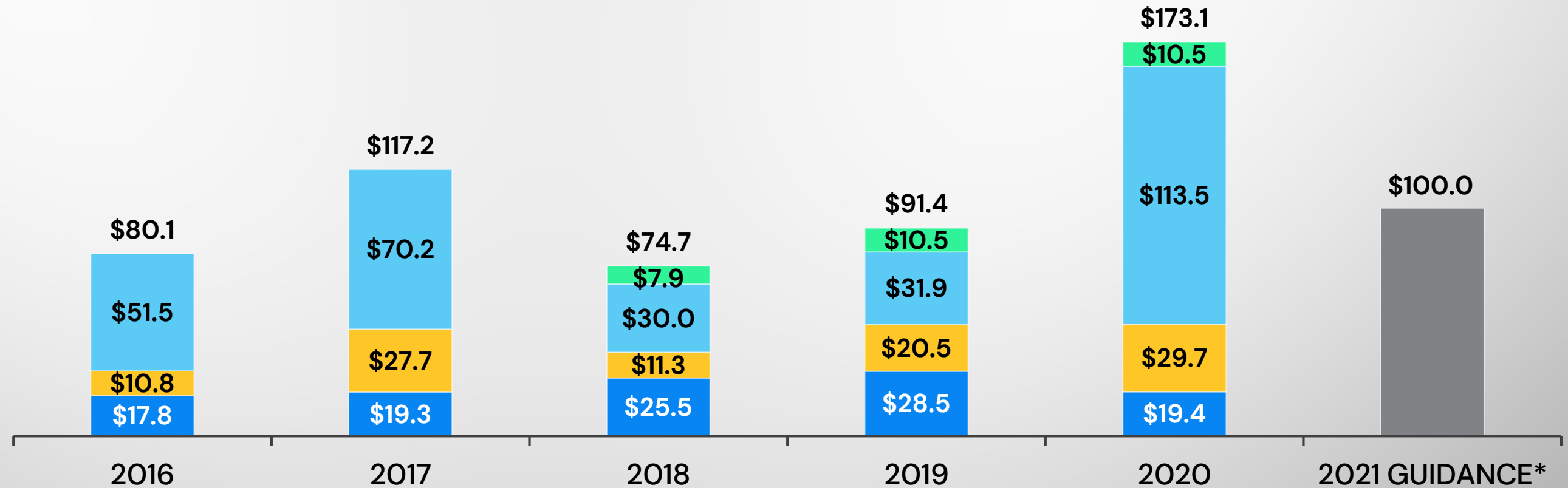


Strong pipeline of qualified opportunities, the majority relating to federal government clients

Operating cash flow, 2016 – 2021

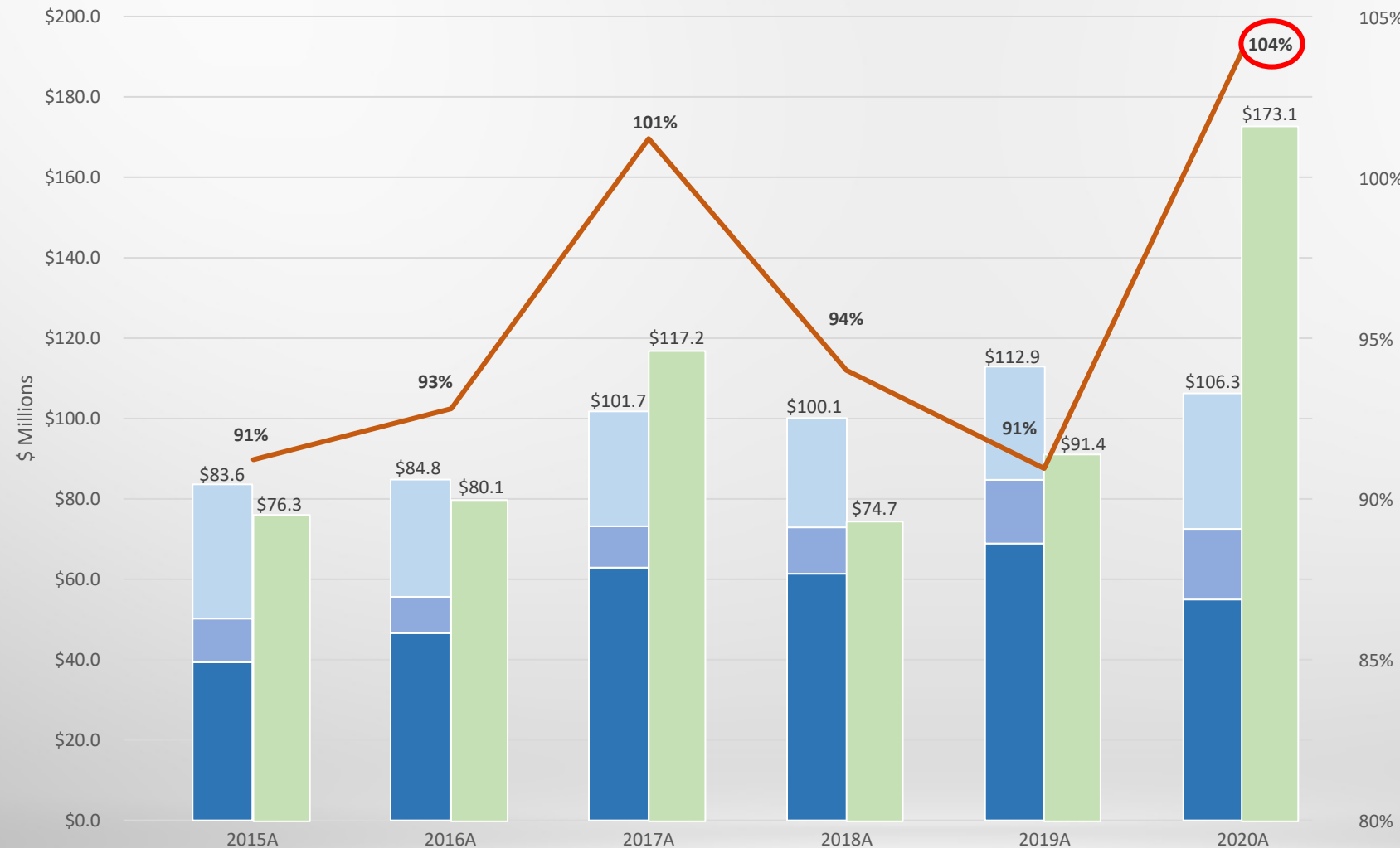
\$M

■ Dividends ■ Debt Repayment + Other ■ Share Repurchase ■ CAPEX



Net Debt	2016	2017	2018	2019	2020
EBITDA	\$253.3	\$194.4	\$188.7	\$157.8	\$289.4
Net Debt/ EBITDA	\$111.9	\$111.0	\$119.5	\$129.6	\$122.9
	2.26x	1.75x	1.58x	1.23x	2.36x

Historical cash flow conversion at ~100%



- Over the past five years, we have had very strong cash conversion of our net income (adjusted for non-cash items) and generated strong Operating Cash Flow.....
- ...While growing our top line from \$1.1B in 2015 to \$1.5B in 2020 at a 5.9% CAGR (which required an investment in working capital)
- We are generating more cash flow over time, despite timing/volatility across FYs
 - Although 2021 Operating Cash Flow guidance of \$100M is below 2020 results, the average operating cash flow for the three years ending 2021 is 34% higher than the average for the previous three-year period

In summary — ICF offers:

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
and the potential for accretive acquisitions**



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