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

Deliver strong cross-cutting capabilities in technology + engagement

Leverage deep domain expertise to achieve superior results for clients

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 based on full-year 2020 financials released on February 25, 2021.
Track record of strong revenue + EPS growth

Revenue: 5-year CAGR 5.9%

Non-GAAP EPS: 5-year CAGR 9.6%
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
- **EBITDA** margin than ICF’s
- **350** Digital transformation consultants
- **92%** prime contract revenue
- **65+** CSM & SAFe certifications

**Representative systems ITG builds**

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

**Key tech partners**

- servicenow
- AWS
- Appian
- MuleSoft
- salesforce
Meaningful growth opportunities

ICF’s Domain Expertise + Client Relationships

ICF’s Robust Business Development Engine

ICF’s Best-in-Class Contract Vehicles

Selective Insourcing

ITG’s Qualifications

ITG brings a substantial business development pipeline + a backlog that provides visibility.

ICF has many net new opportunities in its pipeline for which ITG enhances our win potential.

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.
COVID-19 impacts

~90% of ICF’s business proceeding apace

Some international government events work and commercial marketing for certain clients cancelled or postponed

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

~$40 million in 2020 in plus-ups and new contracts awarded by U.S. federal government clients in Response Phase

Projects include information dissemination and analytics to better understand how the virus spreads
COVID-19 opportunities: Recovery + Reinvent phases

Increased spending on public health

Guidelines for government roles and responsibilities in a pandemic

Management of national stockpile of vaccines and medical equipment

Modernization of disease surveillance systems

Evaluation of hospital surge capacity

ICF is recognized for deep domain expertise in public health and its expanded IT modernization capabilities
Catalysts for long-term organic growth

Federal Government
- Civilian agency spending
- Public health
- Climate impacts
- IT modernization
- Environmental stewardship
- Infrastructure spending

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

Electric Utilities / Climate
- Energy efficiency outsourcing in California
- Distributed energy resources
- Climate and resiliency

Digital Transformation
- Personalization/loyalty platforms
- Data convergence
- Data analytics
- CRM system modernization
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Federal</td>
<td>44%</td>
</tr>
<tr>
<td>US State + Local</td>
<td>15%</td>
</tr>
<tr>
<td>Commercial</td>
<td>35%**</td>
</tr>
<tr>
<td>Non-US Government</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Full-year 2020 financials released on February 25, 2021

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

Government revenues 65% of total revenues*

US federal revenues primarily from civilian agencies

*Full-year 2020 financials released on February 25, 2021

**Includes 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

Location of ICF Clients
ICF Next: our 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
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
...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
<table>
<thead>
<tr>
<th>Investing in our people</th>
<th>Leadership</th>
<th>Pay equity</th>
<th>Low turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provided opportunities for all employees to develop and advance.</td>
<td>54% female leaders</td>
<td>no identified meaningful disparities across races or genders in the same roles</td>
<td>11.7% as compared to 18.6% benchmark</td>
</tr>
<tr>
<td>Making a sustainable commitment</td>
<td>Made progress on our carbon reduction goal and remained carbon neutral.</td>
<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>
<tr>
<td>Supporting important causes</td>
<td>Donated to causes important to our employees and communities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$714,000 corporate cash donations</td>
<td>$515,000 employee contributions through our giving program</td>
<td>1 to 1 ICF matched employee donations</td>
</tr>
<tr>
<td></td>
<td>Climate Leadership: recognized by CDP (global environmental disclosure system) as a corporate pioneer against climate change, scoring A- for the third consecutive year</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MarCom Awards 2020: 4 platinum awards for corporate citizenship reporting</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

Revenue ($ Millions)

- 2015: $1,132
- 2016: $1,185
- 2017: $1,229
- 2018: $1,338
- 2019: $1,479
- 2020: $1,507

5.9% 5 yr. CAGR

EPS

- 2015: GAAP EPS $2.00, Non-GAAP Adj.* $2.84
- 2016: GAAP EPS $2.40, Non-GAAP Adj.* $2.87
- 2017: GAAP EPS $3.02, Non-GAAP Adj.* $3.27
- 2018: GAAP EPS $3.73, Non-GAAP Adj.* $4.15
- 2019: GAAP EPS $3.59, Non-GAAP Adj.* $4.17
- 2020: GAAP EPS $2.87

9.6% 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
Q4 2020 performance

Revenue ($ Millions)*

<table>
<thead>
<tr>
<th></th>
<th>Q4 2019</th>
<th>Q4 2020</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Revenue</td>
<td>$396.6</td>
<td>$434.3</td>
<td>$1,002.8</td>
<td>$1,043.5</td>
</tr>
</tbody>
</table>

EPS*

<table>
<thead>
<tr>
<th></th>
<th>Q4 2019</th>
<th>Q4 2020</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP EPS</td>
<td>$1.19</td>
<td>$1.36</td>
<td>$4.15</td>
<td>$4.17</td>
</tr>
<tr>
<td>Non-GAAP EPS</td>
<td>$0.00</td>
<td>$0.50</td>
<td>$1.01</td>
<td>$2.87</td>
</tr>
</tbody>
</table>

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.

YoY EPS comparisons reflect increased interest and amortization expense related to the ITG acquisition and a higher income tax rate.

*Based on Q4 and full-year 2020 financial performance released on February 25, 2021.
Contract Awards ($ Millions)*

Book-to-Bill Ratio (TTM)
Q4 2019 1.03  Q4 2020 1.30

Backlog ($ Billions)*

*Based on Q4 and full-year 2020 financial performance released on February 25, 2021
2021 guidance

- **Revenue**: $1.525B – $1.575B
- **Service Revenue**: $1.095B – $1.130B
- **GAAP EPS**: $3.90 – $4.20*  
  *Exclusive of special charges*
- **Non-GAAP EPS**: $4.35 – $4.65
- **Operating Cash Flow**: ~$100M
Strong pipeline of qualified opportunities, the majority relating to federal government clients
### Operating cash flow, 2016 – 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends</th>
<th>Debt Repayment + Other</th>
<th>Share Repurchase</th>
<th>CAPEX</th>
<th>Total Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$17.8</td>
<td>$51.5</td>
<td>$10.8</td>
<td>$10.8</td>
<td>$80.1</td>
</tr>
<tr>
<td>2017</td>
<td>$27.7</td>
<td>$70.2</td>
<td>$11.3</td>
<td>$30.0</td>
<td>$117.2</td>
</tr>
<tr>
<td>2018</td>
<td>$25.5</td>
<td>$74.7</td>
<td>$11.3</td>
<td>$20.5</td>
<td>$91.4</td>
</tr>
<tr>
<td>2019</td>
<td>$28.5</td>
<td>$10.5</td>
<td>$20.5</td>
<td>$31.9</td>
<td>$113.5</td>
</tr>
<tr>
<td>2020</td>
<td>$29.7</td>
<td>$29.7</td>
<td>$20.5</td>
<td>$10.5</td>
<td>$173.1</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>$19.4</td>
<td></td>
<td></td>
<td>$100.0</td>
</tr>
</tbody>
</table>

*Based on full-year 2020 financial performance released on February 25, 2021

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**Net Debt**
- 2016: $253.3
- 2017: $194.4
- 2018: $188.7
- 2019: $157.8
- 2020: $289.4
- 2021 Guidance: $311.9

**EBITDA**
- 2016: $111.9
- 2017: $111.0
- 2018: $119.5
- 2019: $129.6
- 2020: $122.9

**Net Debt/EBITDA**
- 2016: 2.26x
- 2017: 1.75x
- 2018: 1.58x
- 2019: 1.23x
- 2020: 2.36x

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*Based on full-year 2020 financial performance released on February 25, 2021*
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
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.