



Welcome

2022 Investor Day



→ **Welcome**



John Wasson
Chair and CEO

May 25, 2022

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 government clients with social & environmental missions, energy utilities & other commercial clients

Leverage deep domain expertise to achieve superior results for clients

Deliver implementation capabilities in technology, engagement, workforce, program management

Benefit from visibility of a substantial backlog & commercial growth

A growth platform combining organic initiatives & acquisitions

A look back: 2019 Investor Day

Four major catalysts for long-term growth



Digital transformation/
IT modernization



Federal health



Disaster
management



Energy efficiency
& utility consulting

Mid-single digit
revenue growth

Since 2019—strengthening our position in high-growth markets

Climate,
Environment
& Infrastructure
added as 5th
growth catalyst



Organic
investments



Acquisitions

High single digit
organic service
revenue growth

Enhanced
margins

**Our 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

Agenda

2:40 PM

U.S. Federal Government Market Overview

Digital Transformation/IT Modernization & Federal Health Panel

Disaster Management, Climate & Energy Overview

Disaster Management Panel

3:45 PM

Break

4:00 PM

Climate & Infrastructure Panel

Commercial Energy Panel

Corporate Citizenship & Impact

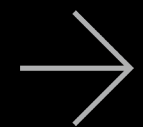
Business Operations & M&A
Financial Overview

Roadmap & Closing

Q&A

5:30 PM

Breakout Sessions



U.S. Federal Government Market



Mark Lee

Executive Vice President & Group Lead, Public Sector

Market opportunity

\$200B+

addressable federal civilian market

8.9%

increase in federal civilian budget, YoY

\$160B

projected federal IT spending by '25

376% ↑

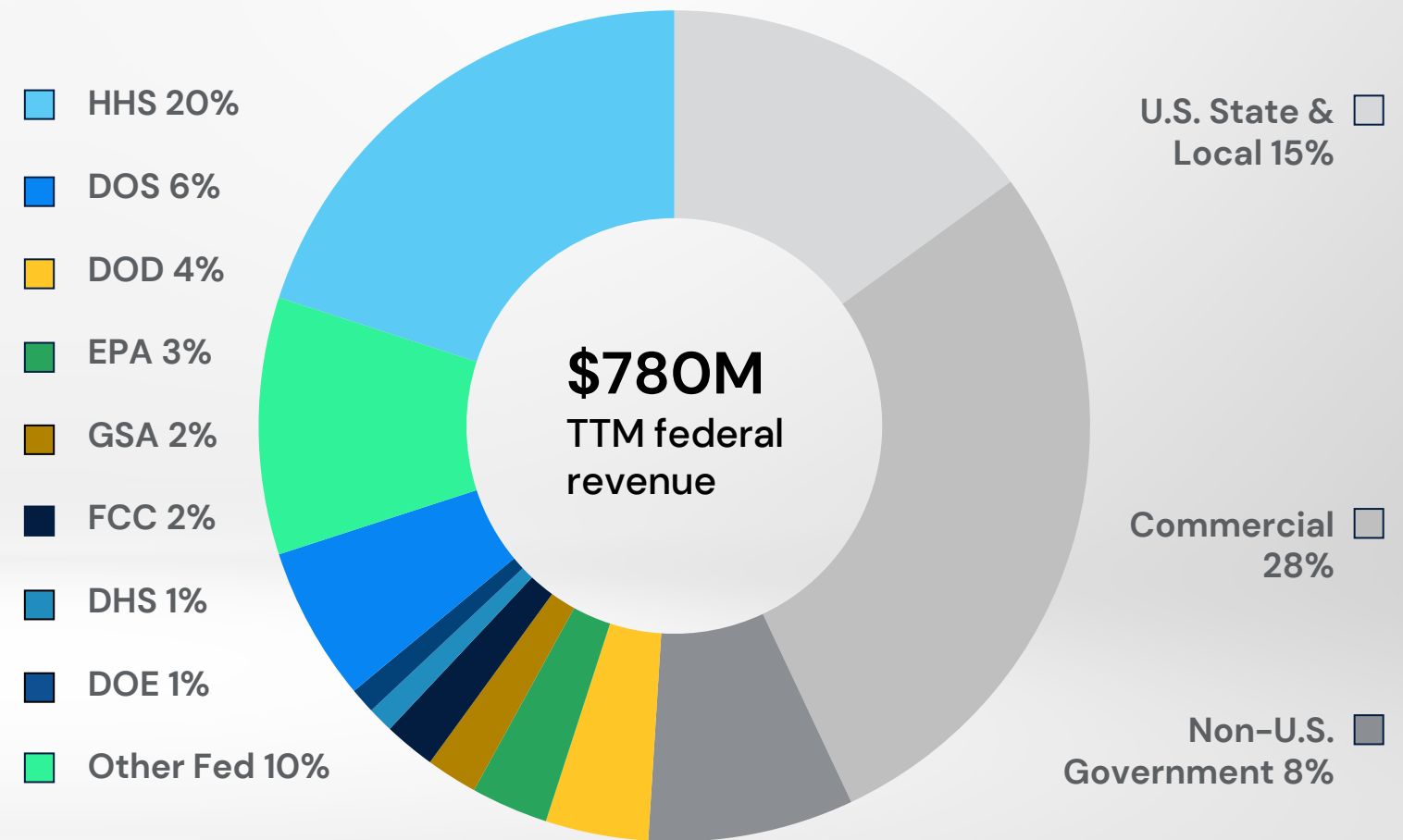
federal spending on low code platforms, last 5 years

11% ↑

HHS FY 22 discretionary budget (\$108B)

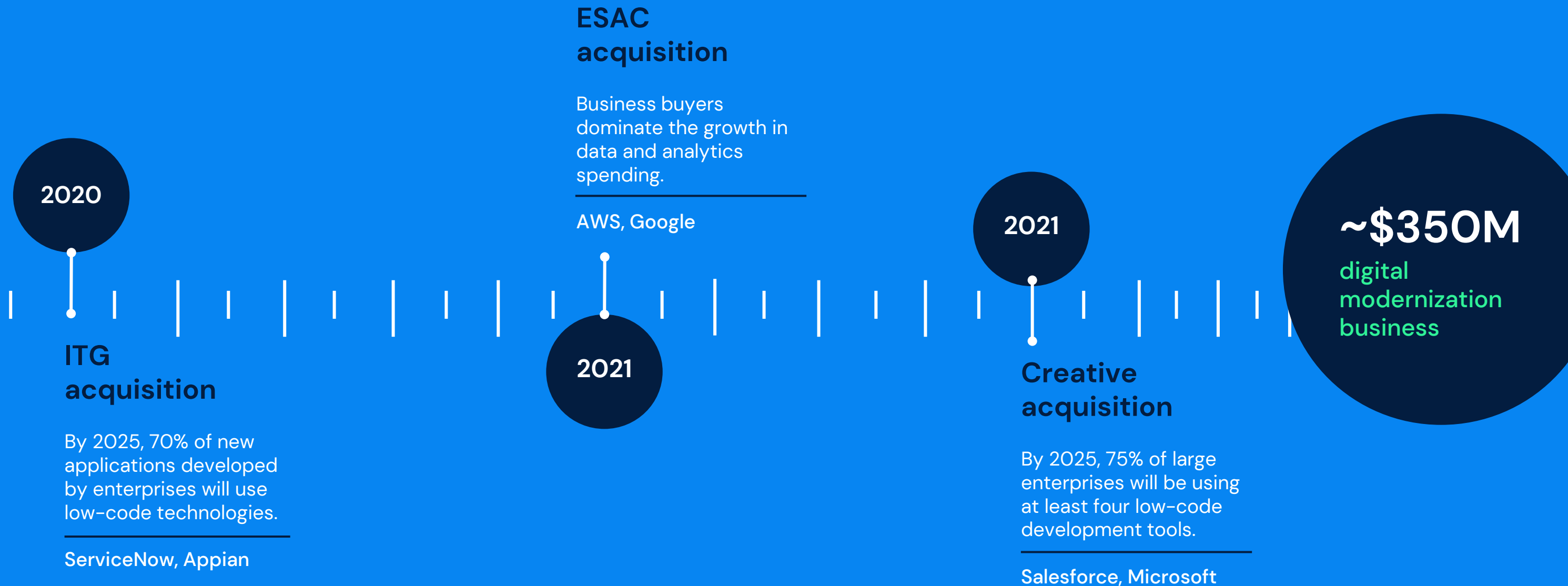
Strong partnerships with nearly every federal agency

49% of ICF's total revenue



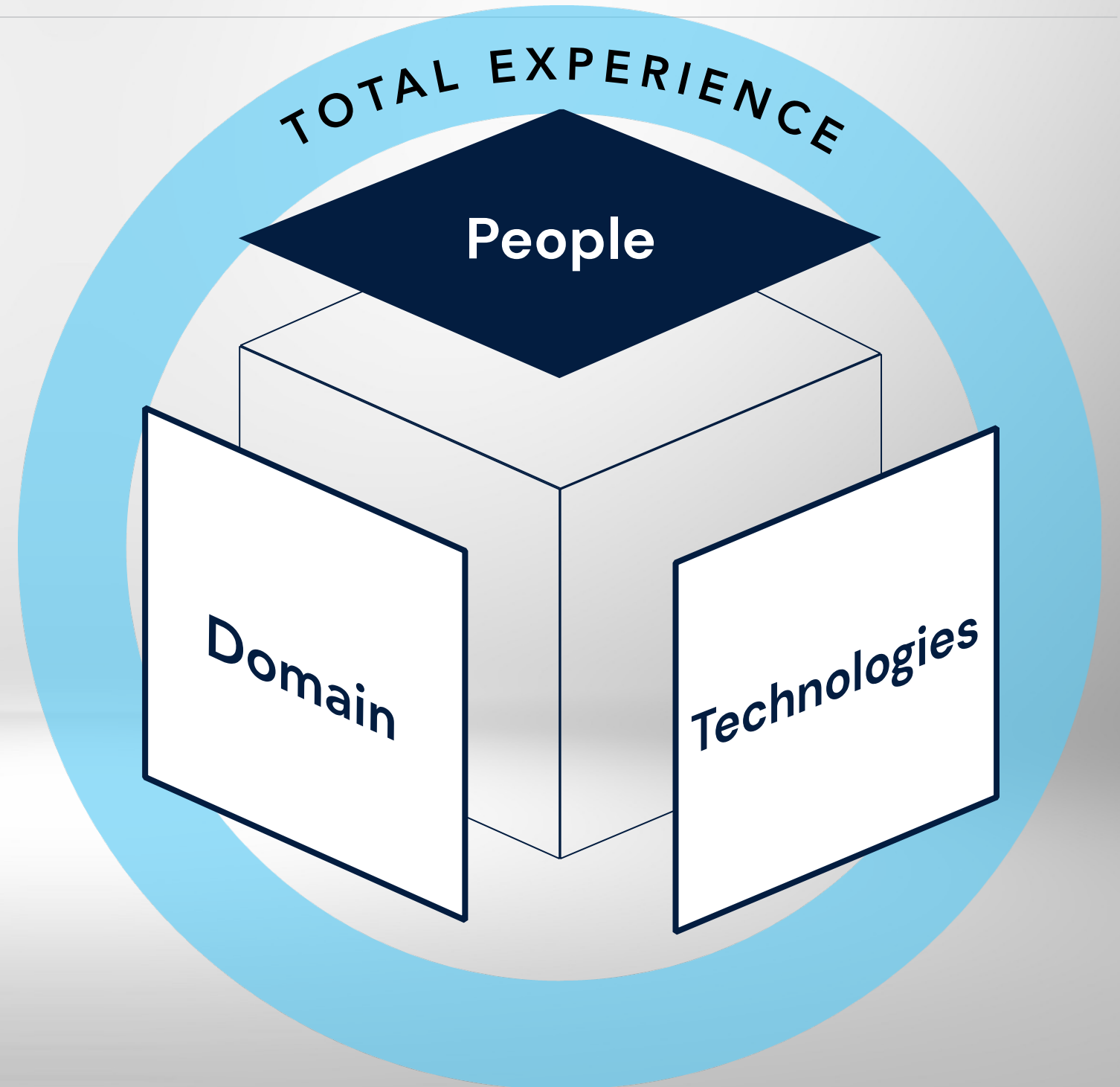
% of ICF revenue by agency

Expanding our technology and health IT capabilities

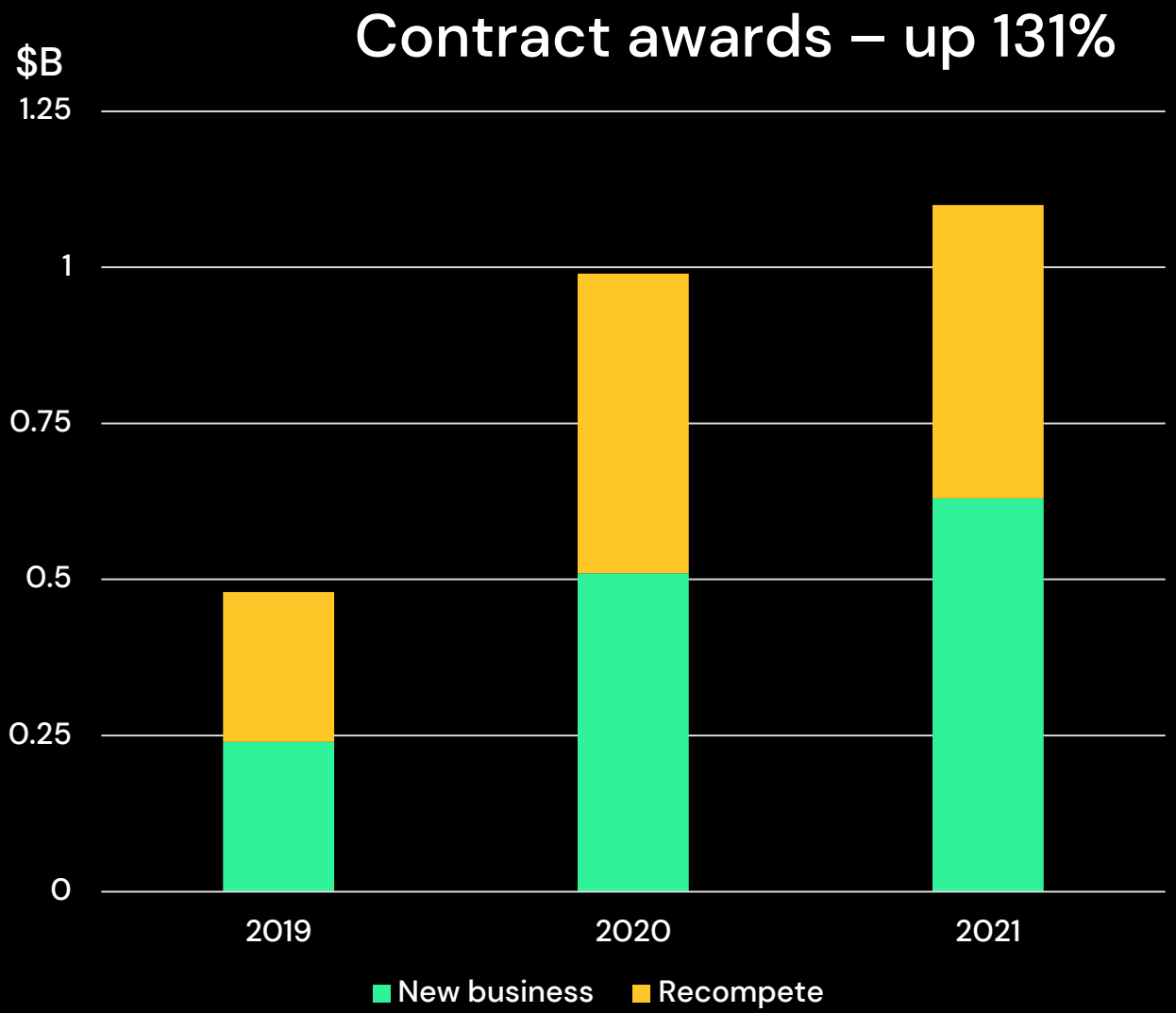
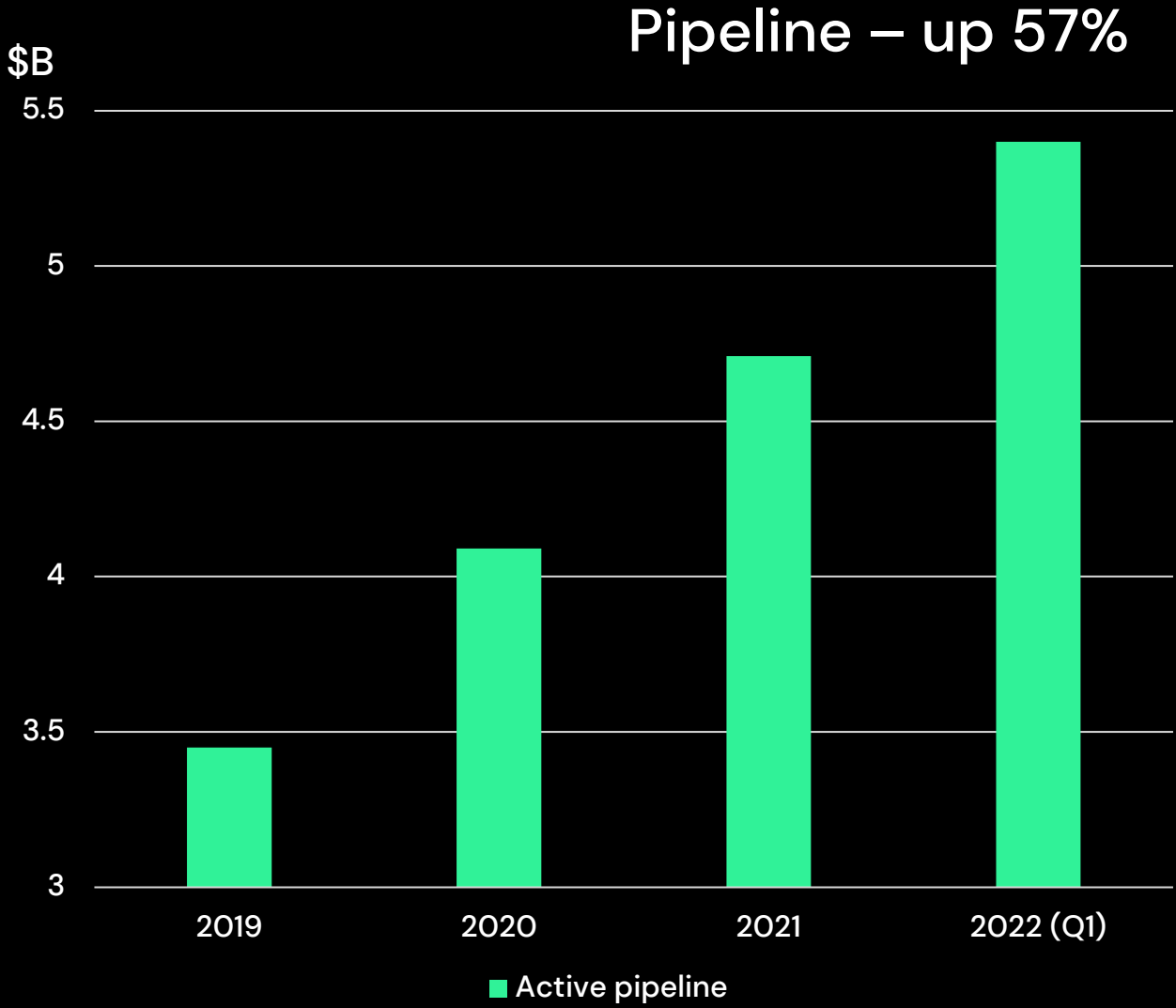


A refreshed strategy

Our focus is driving successful outcomes for our clients by leveraging technology, domain expertise, and an in-depth understanding of how people ultimately drive the outcomes.



Robust federal pipeline and contract awards growth



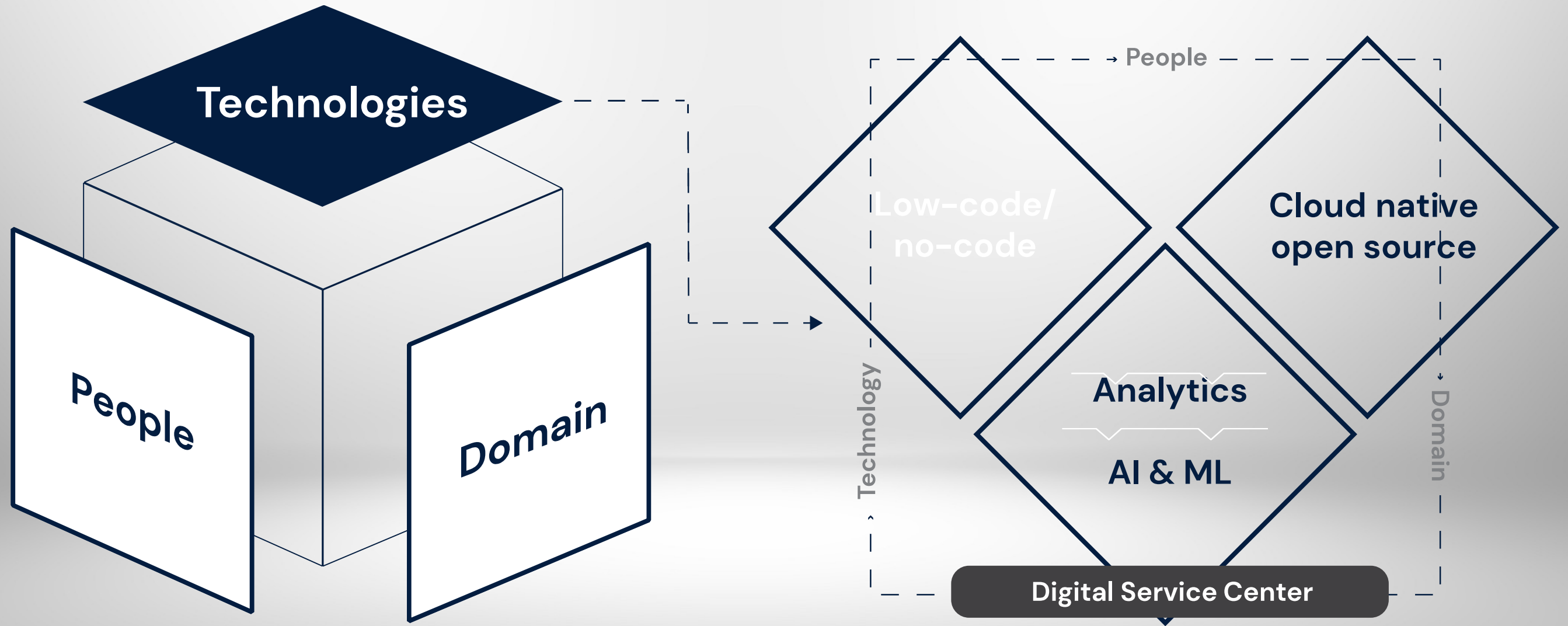


Digital Transformation/ IT Modernization & Federal Health

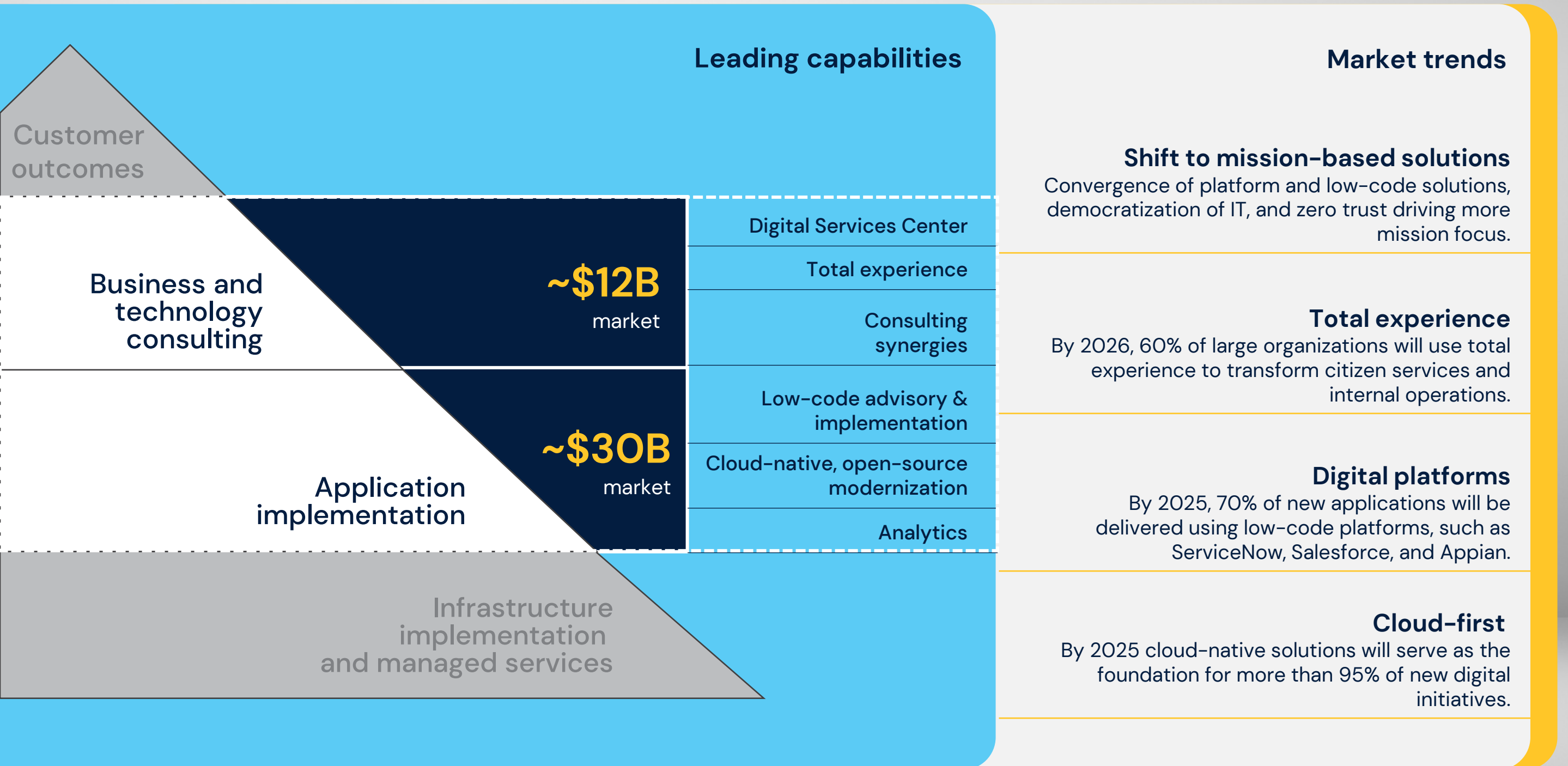
Jean Claude Chidiac
Senior Vice President, Digital Modernization

Jennifer Welham
Senior Vice President, Public Health & Social Programs

Our digital modernization business



Digital modernization market



ICF's digital modernization business

1,000
technologists

\$350M
annual revenue

100%
client retention

\$150M
annual open
source solutions
revenue



*The new low-code platform
leader in U.S. federal
market*

Core markets

Health & Social Services

HHS HQ, FDA, CDC, NIH, ASFR, IHS, OIG, ASH, ACF, CMS

Infrastructure

GSA, USDA, DOT, DOE

Regulatory

Treasury, FDIC, SEC, OCC, DOC

Telecom

FCC, USAC

Other

DOL, DOS, NASA

Key spending trends

- HHS tech spending has grown annually by 26.3% CAGR (2018–2021) – \$7.5B FY 2021
- IJA \$1.2T (\$550B in new federal spending over the next 5 years)
- FY 22 Treasury to spend \$275M on digital mod. (\$115M low code)
- \$65B broadband spending over next 5 years

Opportunistic
Partner-driven referrals



New
markets

Digital Service Center: Transforming the National Cancer Institute



“Accelerated the pace of modernization, maximized staff productivity, minimized O&M costs, and achieved business convergence”

—Chief Information Officer (CIO), National Cancer Institute

75+
Modernized systems

10
Platforms onboarded

100+
Releases per year

11,000
Employees, partners
& researchers

5 Days
Rapid App Dev
Success COVIDCode,
Exposure Notification &
other critical apps

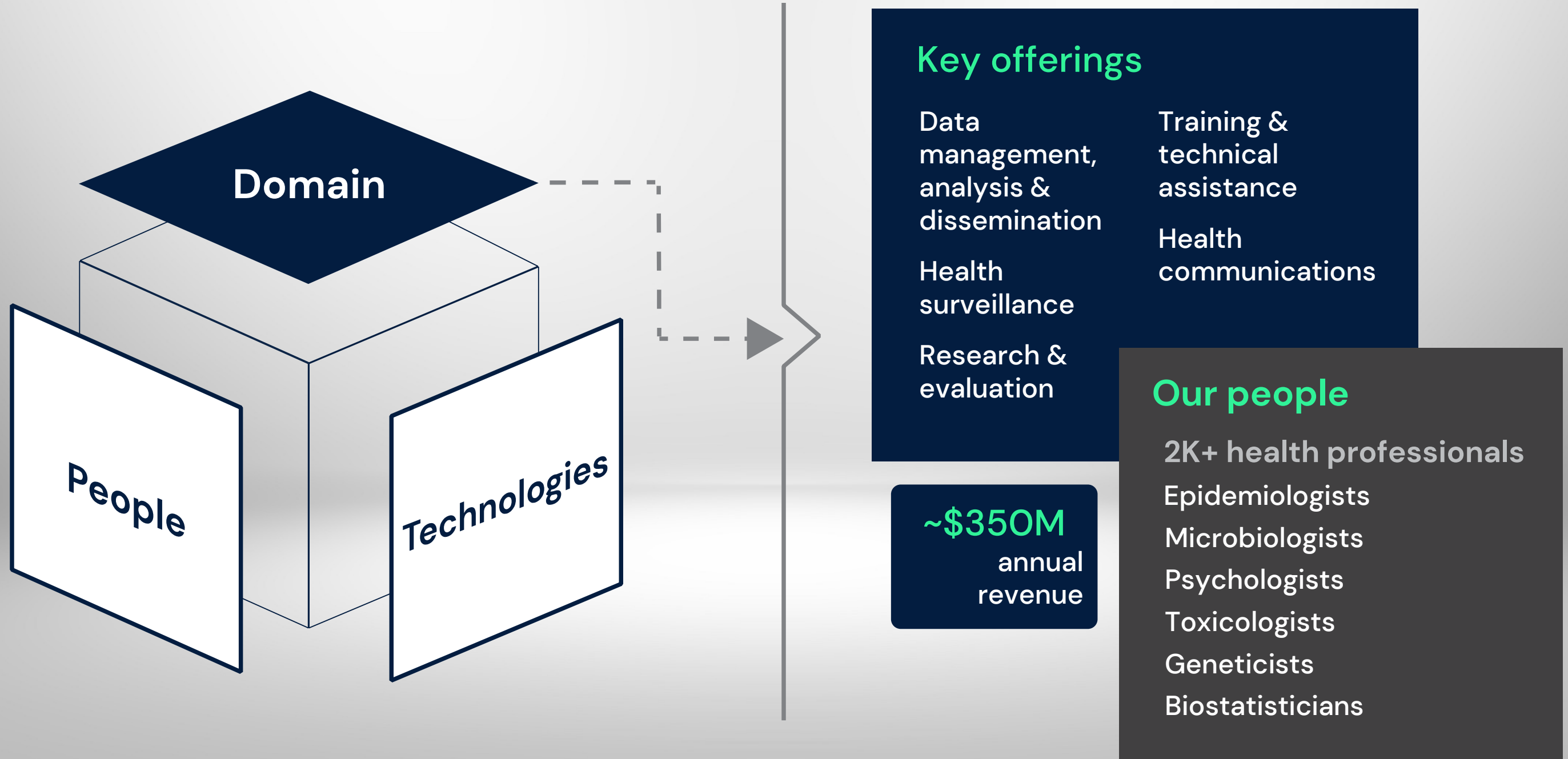


Federal Health

Jennifer Welham

Senior Vice President, Public Health & Social Programs

Our federal health business



Federal health market

Addressable civilian market

Public health & social services



~\$9B

Health IT & scientific support



~\$5B

Federal healthcare services



~\$5.5B

Target agencies

CDC, USAID, ACF, SAMHSA

CDC, NIH, FDA

CMS, AHRQ

Budget trends

FY 2022:
11% increase in HHS discretionary funding

FY 2023 (proposed):
27% increase in HHS discretionary funding

Mandatory spending to prepare for future pandemics

Market trends

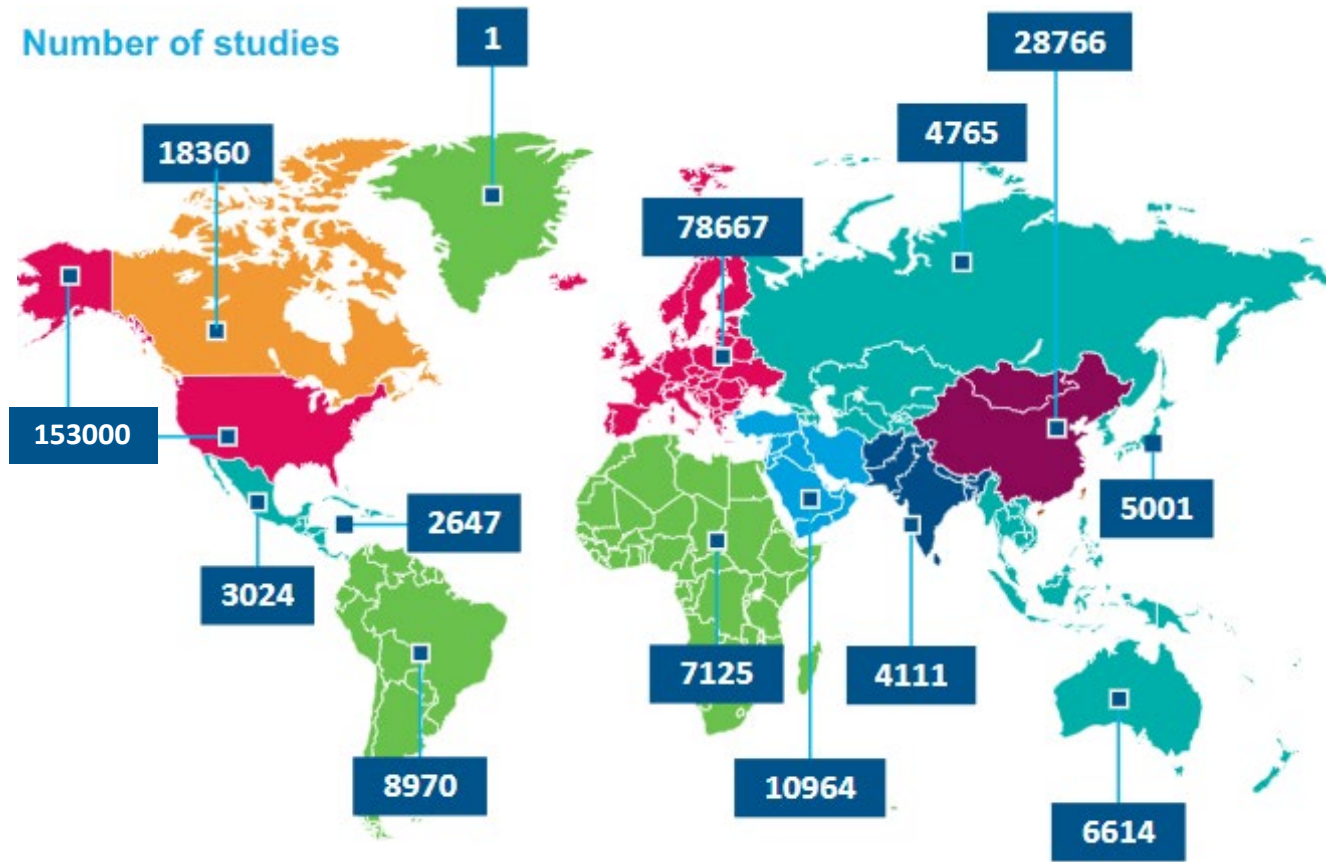
Emphasis on social determinants of health & health equity

Demand for trustworthy, accessible data

Use of clinical quality measures to improve healthcare outcomes

Focus on post-pandemic recovery, emerging threats, modernizing systems, improving surveillance

Number of studies



Providing easy access to public health data

Uses advanced data and statistical techniques to catalog and provide information from

Makes clinical trial research and results accessible to everyone who needs it, including the

390K+

studies across all

50

states and

220

countries

100K+

researchers, patients, and families who use the site every day



Panel Q&A



➔ **Disaster Management, Climate & Energy**



Anne Choate
Executive Vice President and Group Lead, Energy, Environment & Infrastructure

Market opportunities in Disaster, Climate & Energy

\$3B

addressable disaster response, recovery, and mitigation spend

\$1.5–3B

addressable climate-related spend

\$1B

addressable utility spend on energy efficiency/DR

\$550B

IIJA funding

>\$200B

annual power sector capex

+300%

projected renewable and storage capacity

\$130B

at EPA & DOE

\$500B

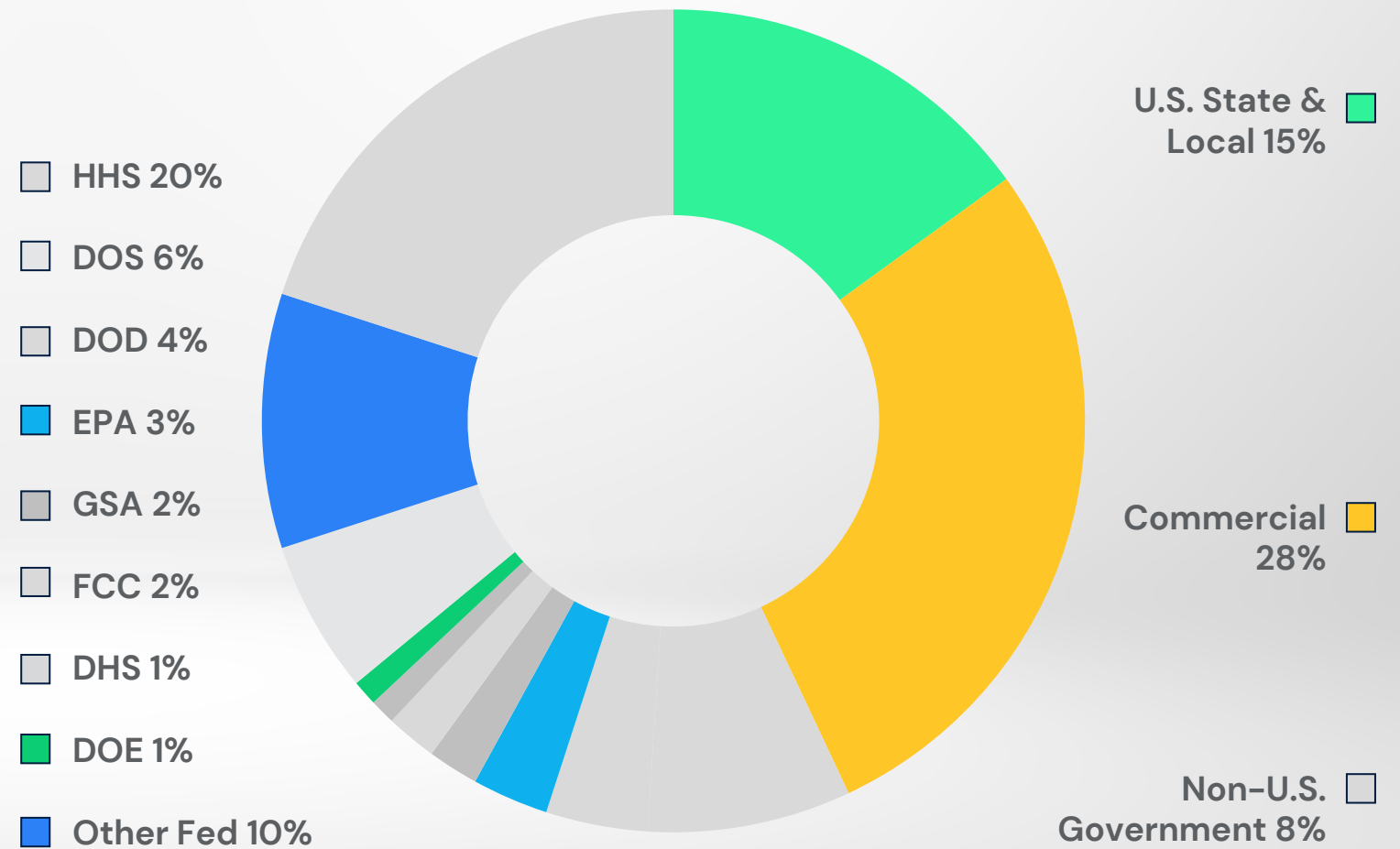
investment gap for utility resilience

+35%

market growth in non-traditional utility programs (v. 2–5% for traditional)

Disaster/Climate/Energy Opportunities Transcend Markets

Breakdown of revenues by client category

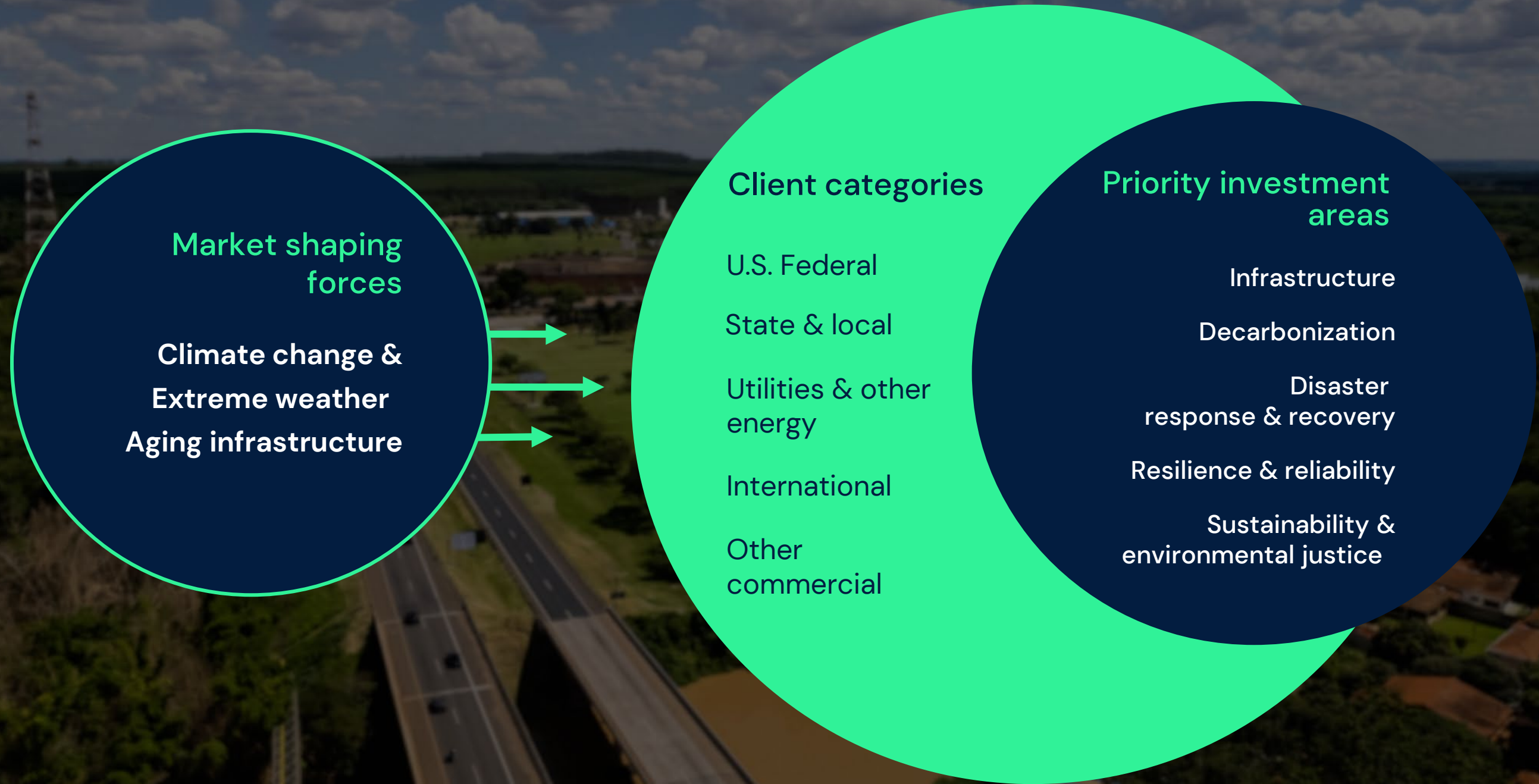


% of ICF revenue by agency

Full Year 2021



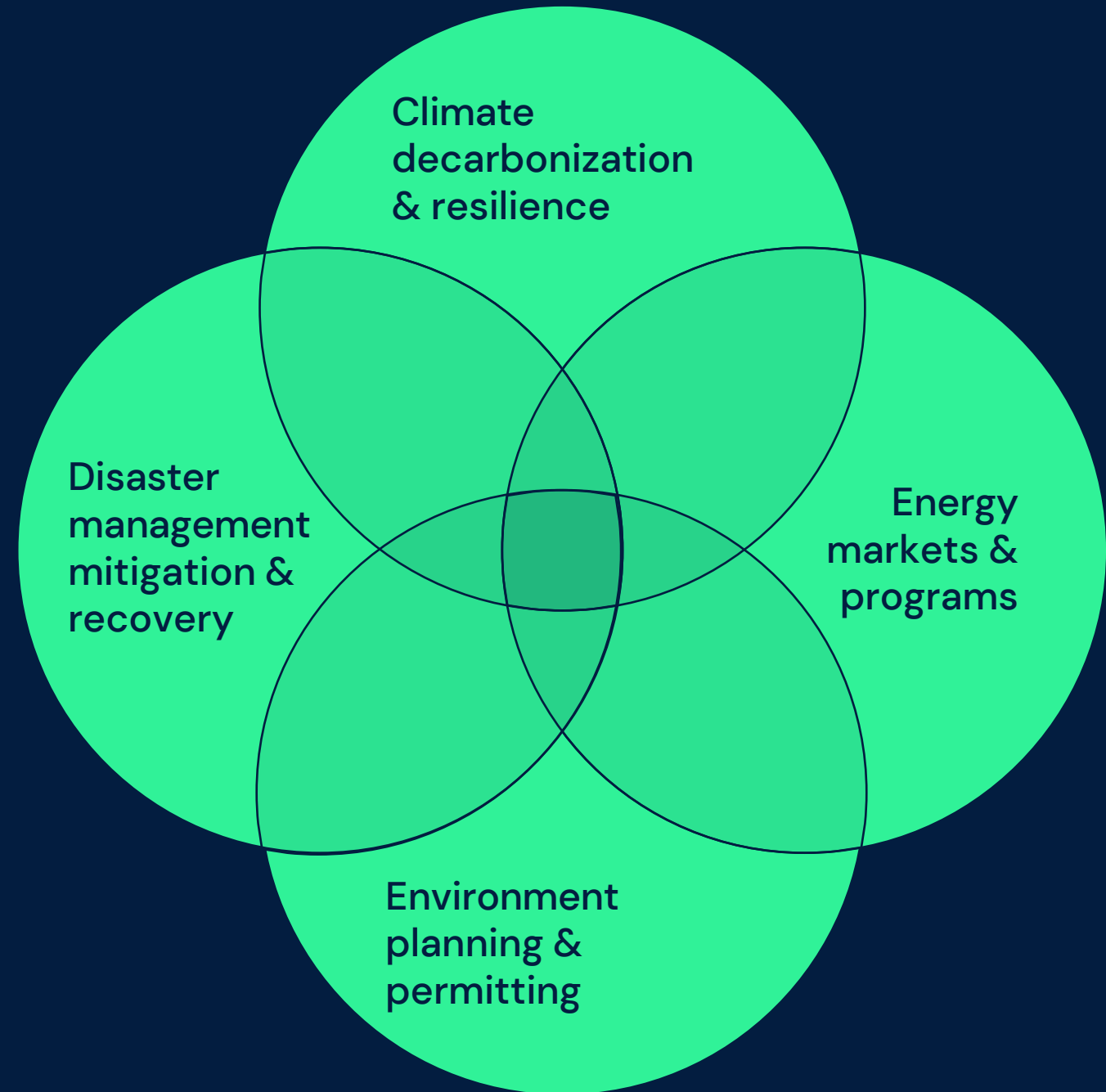
A global moment of challenge & opportunity



ICF's strategic advantage

Our unique solution set

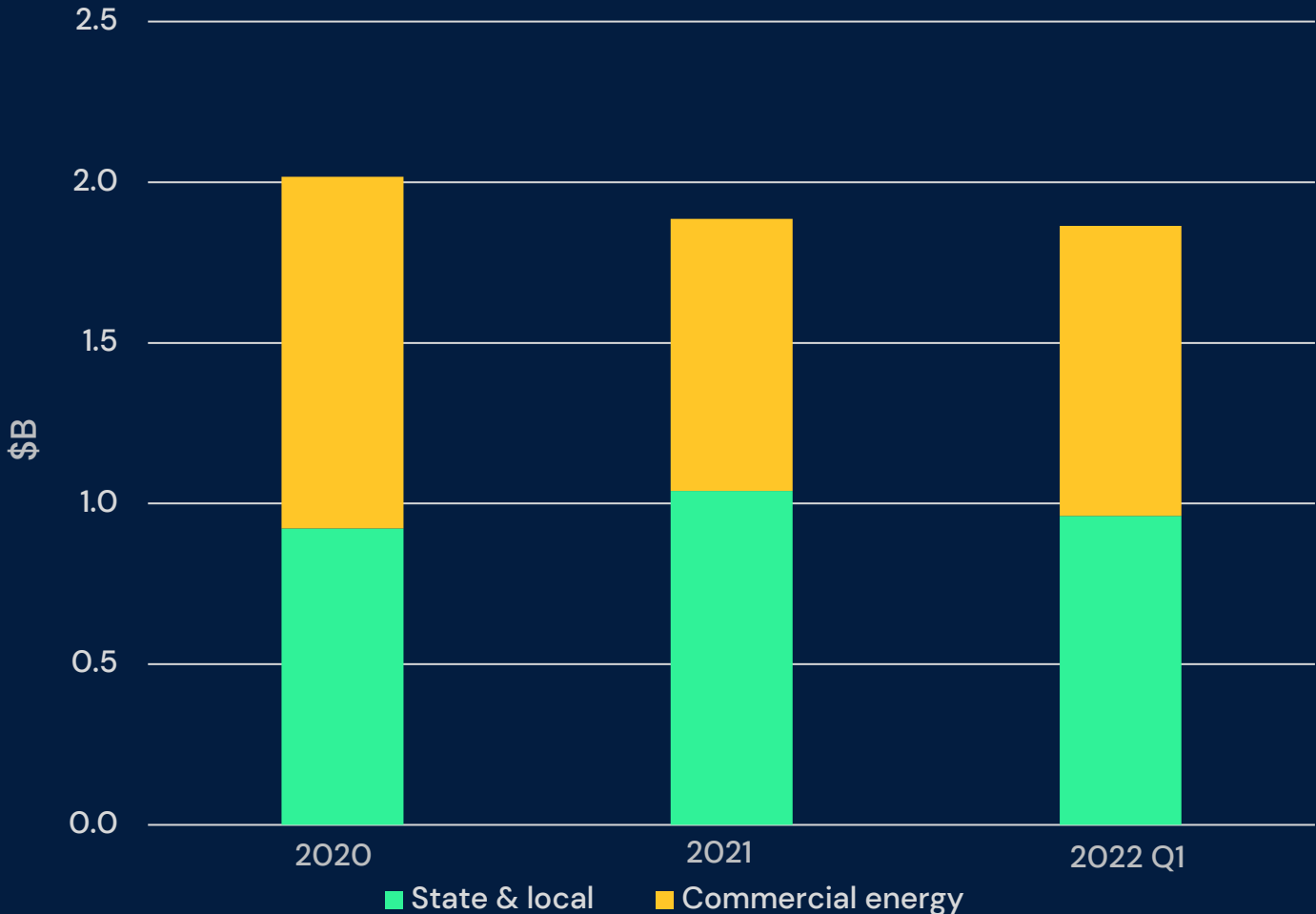
- Strategy development
- Planning & permitting
- Financing
- Modeling
- Stakeholder engagement
- Siting
- Behavioral analysis & incentive optimization
- Workforce development
- Affordability reviews
- Monitoring



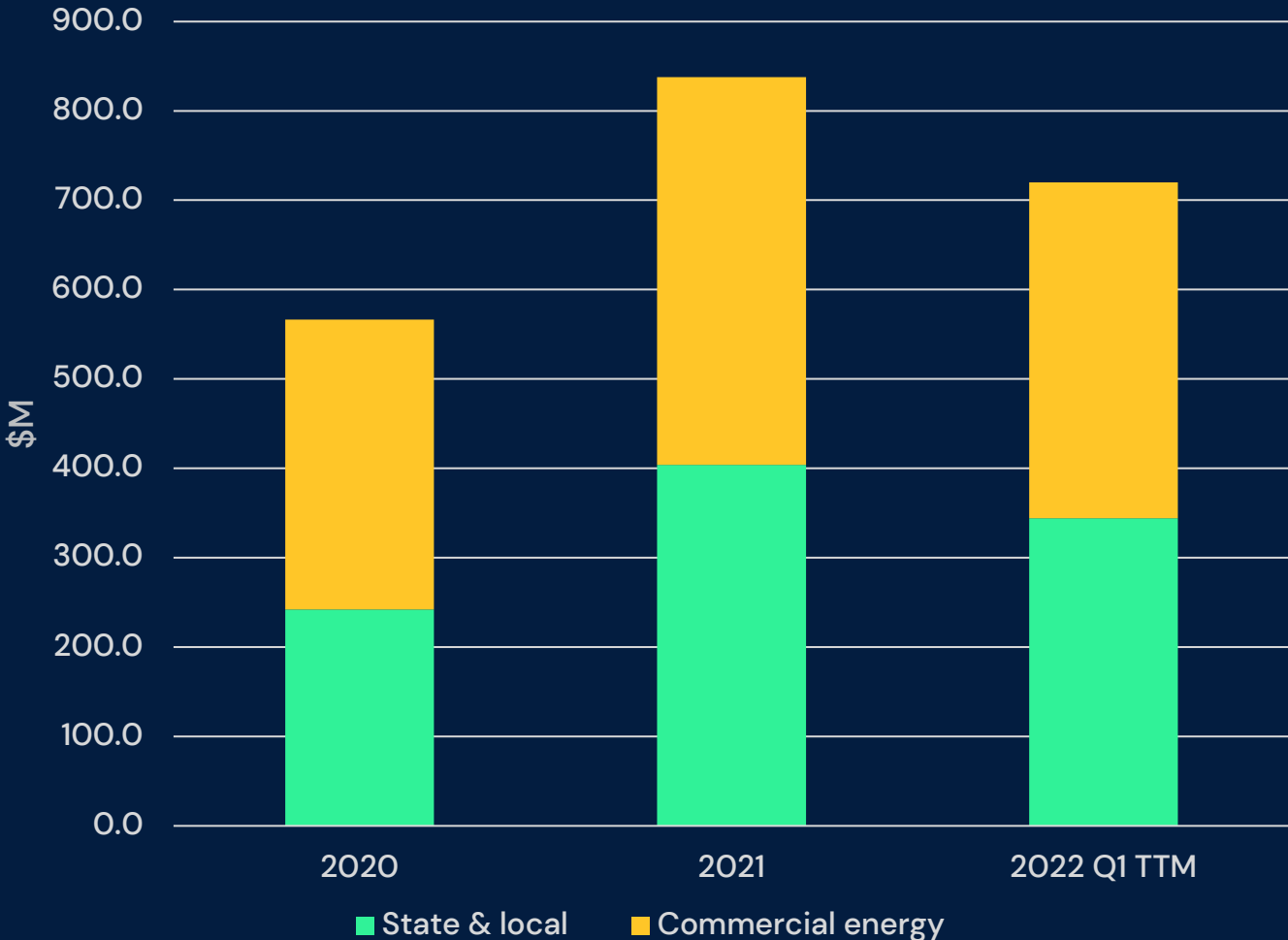
Stable pipeline & steadily increasing contract awards

State & local government & commercial energy

Pipeline



Contract awards





Disaster Management

Andrew LaVanway

Senior Vice President, Disaster Management

Market opportunity

FEMA Public Assistance

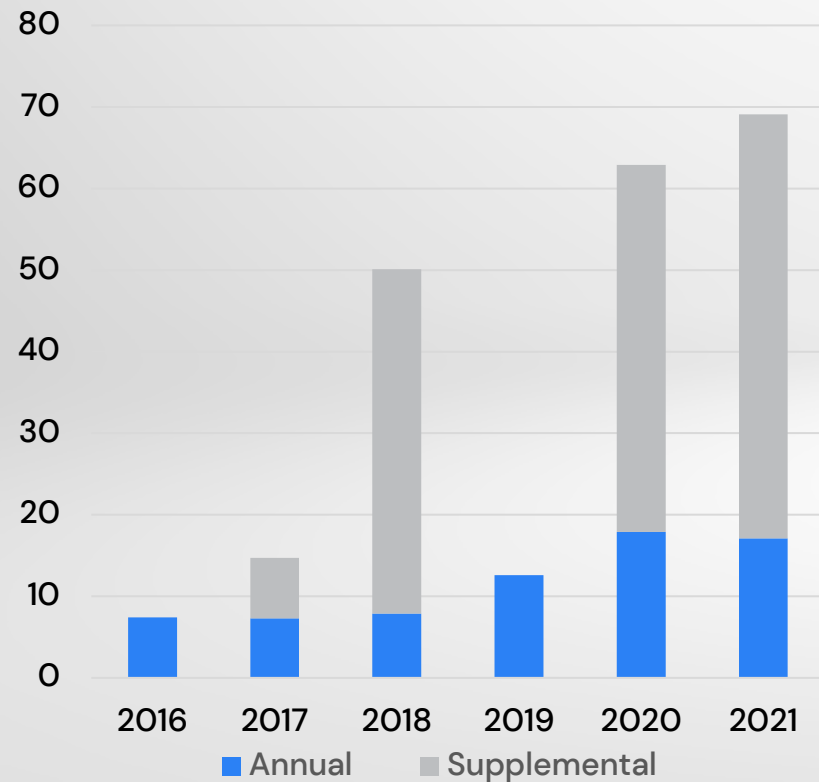
\$1.9B

addressable market

\$66B

program value

DRF Appropriations (\$B)



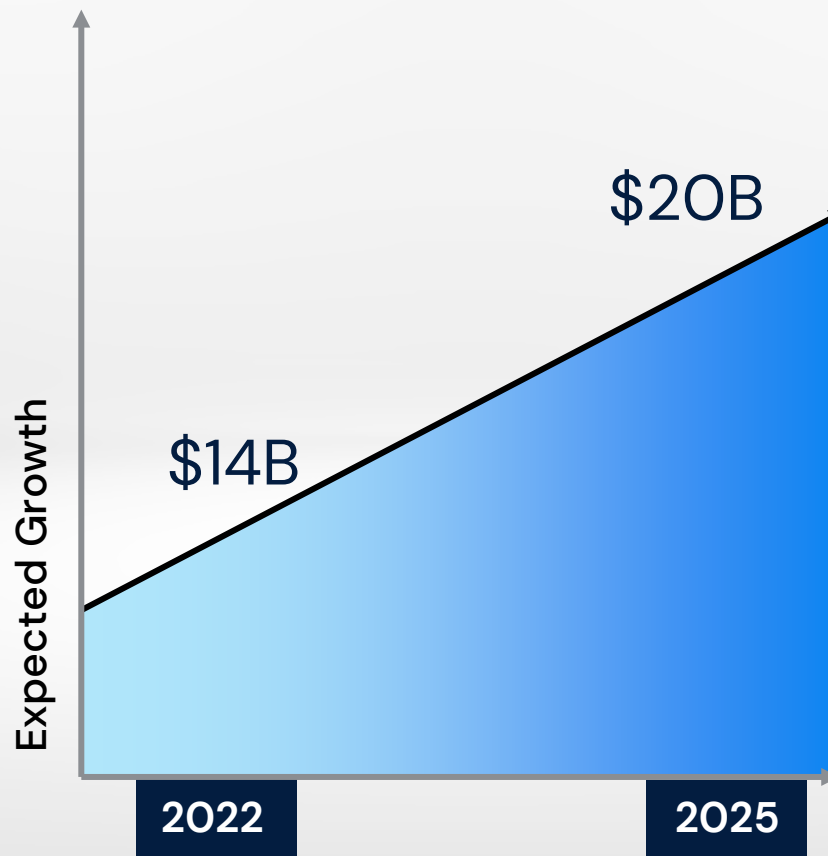
Mitigation (FEMA + HUD)

\$717M

addressable market

\$14.3B

program value



* HUD 2020 & 2021 grants allocated 15% of total award for mitigation

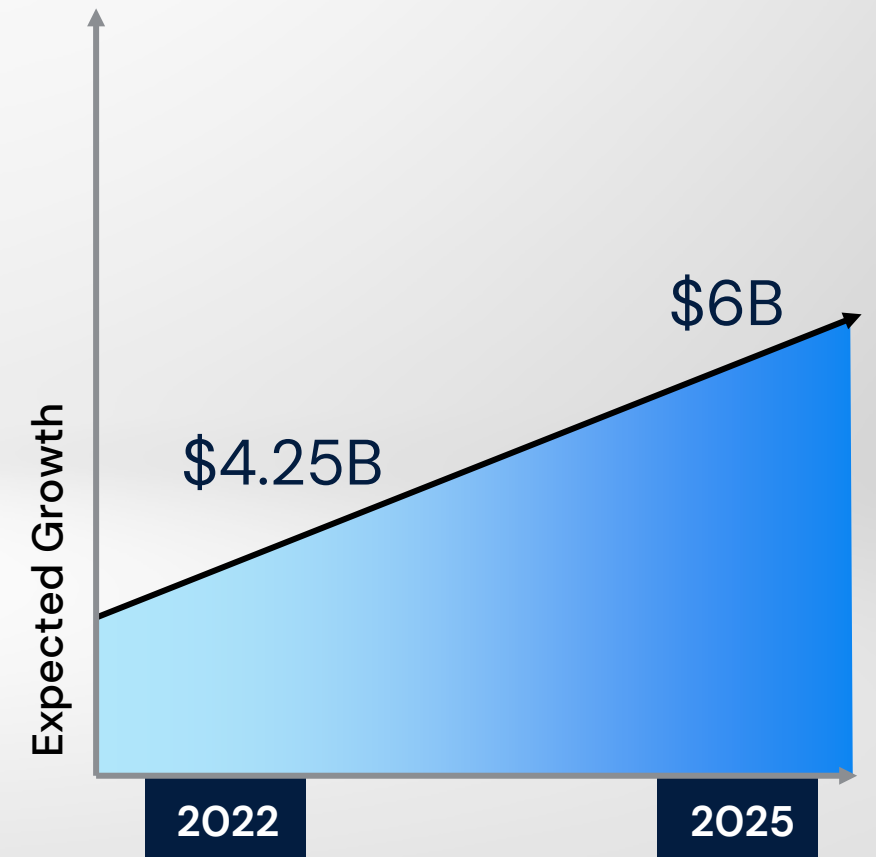
HUD CDBG-DR

\$212M

addressable market

\$4.25B

program value



Disaster management market & our growth drivers



Coastal migration



More damaging incidents



Ill-adapted infrastructure



Stretched state & local workforce



Technology needs

Differentiators

Federal, state and local grant and financial management

Mitigation and resilience in all relevant sectors

Apply technology to disaster response and recovery

Training and technical assistance to build client capacity

Integrity

Growth accelerators



Workforce development



Resilience planning and mitigation funding



Technology platforms



Texas General Land Office

Addressing state & local disaster recovery



"2,020 families in 2020 with 3 months to spare. As the program historian, I can confirm we have never been this fast before."

HUD also just reached out for data because we are the fastest in the '2017 Class' as well.

Everything you do on a daily basis makes the world of difference to each and every family we serve."

—Deputy Director, CDBG-DR, TX General Land Office

4.8K
homes rehabilitated

\$1.3B
Federal mitigation funds managed to date

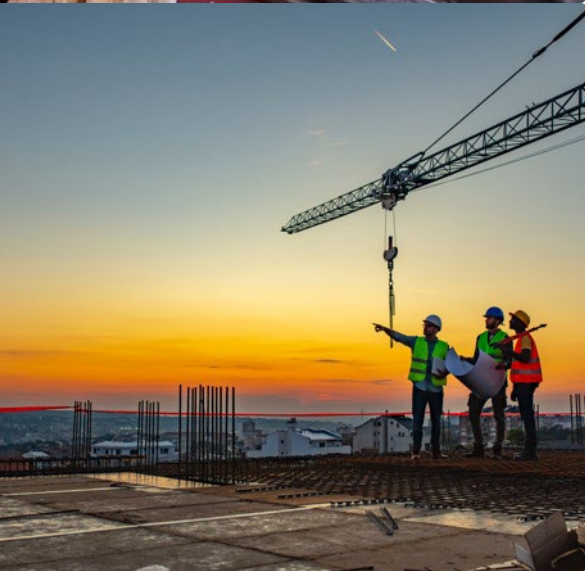


Calcasieu Parish School Board Addressing state & local disaster recovery



Team on ground 72 hours after the disaster

Providing procurement, contracting, debris management and monitoring, accounting, finance, audits, appeals, hazard mitigation and more



\$320

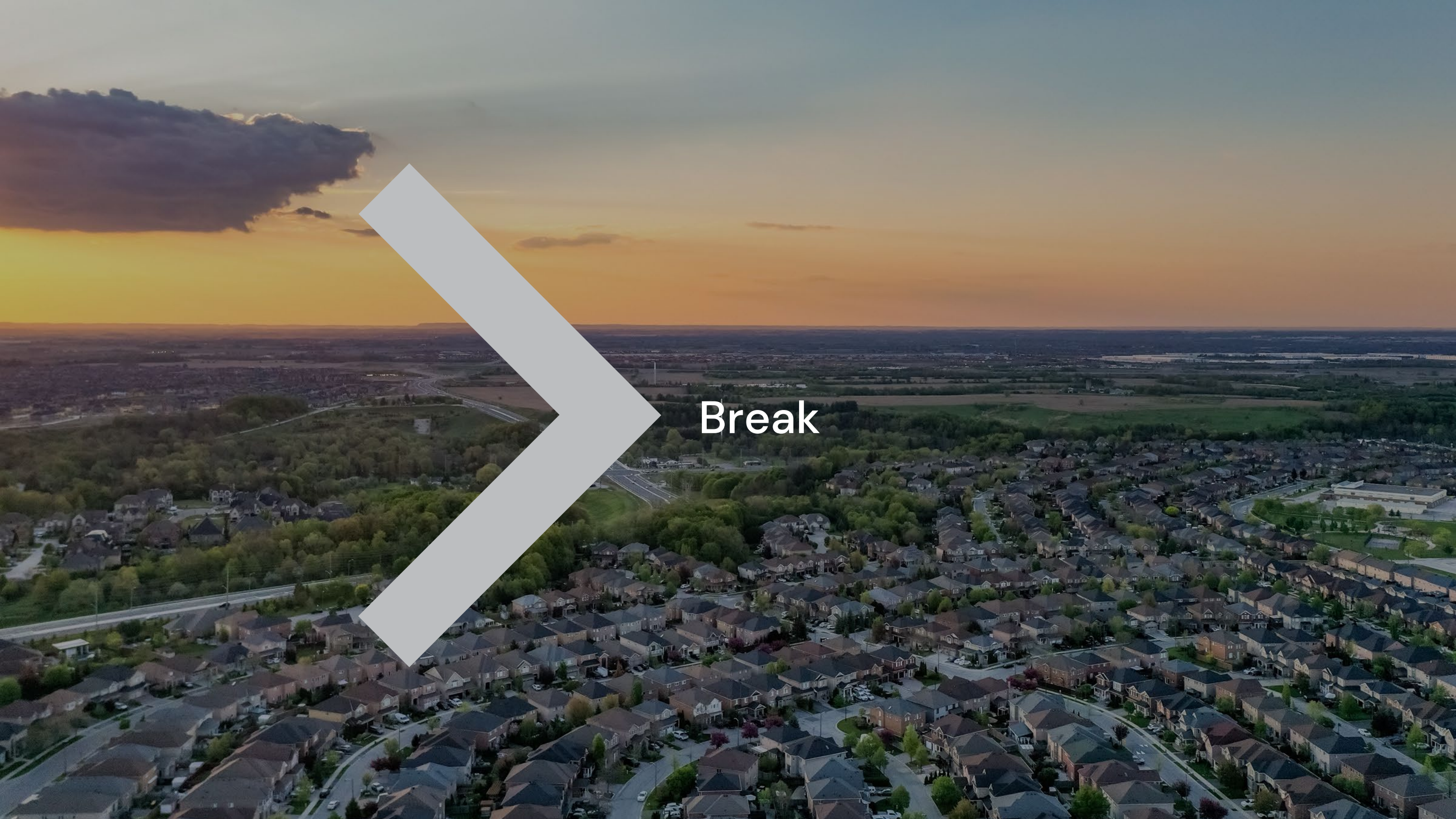
million in total
damages

75

campuses
operational in
60 days



Panel Q&A



Break



Climate & Infrastructure

Phil Mihlmester
Executive Vice President, Global Energy

Marian Van Pelt
Senior Vice President, Climate & Clean Energy

IIJA money is flowing to deeply-rooted ICF client sectors

Addressable market size from IIJA opportunities at \$1-2B/year over 5+ years

U.S. Federal Government

- Significant presence in all major funding agencies
- Full capabilities to support programs

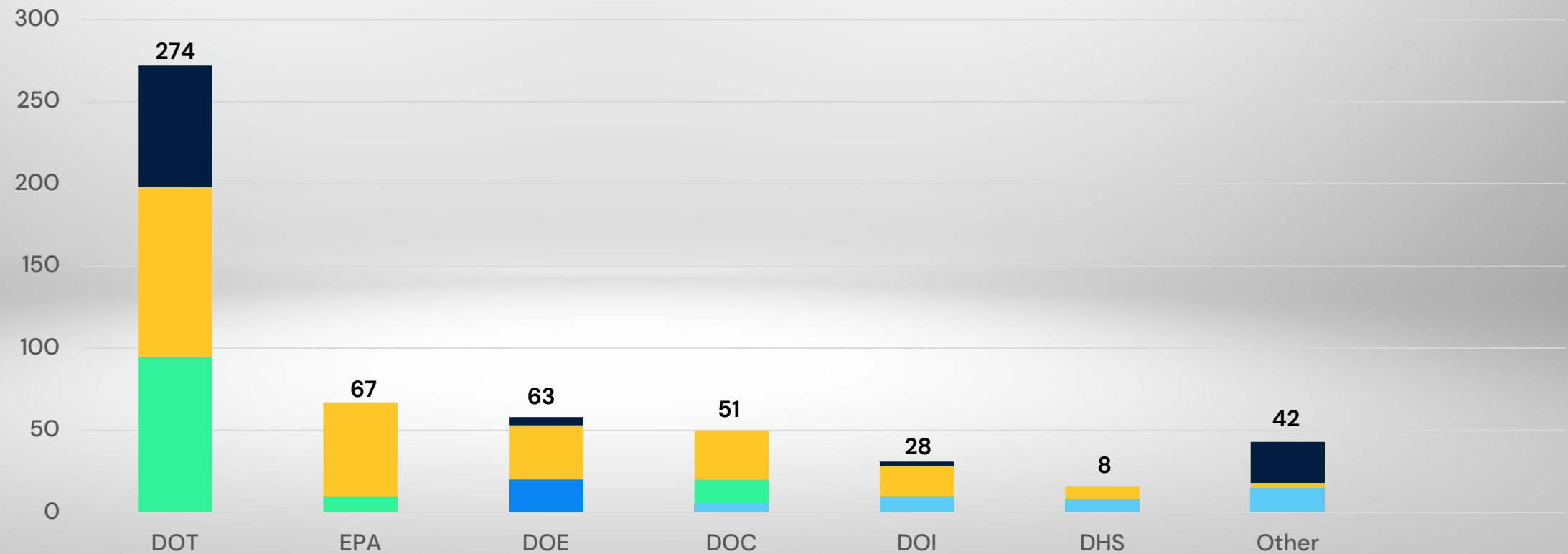
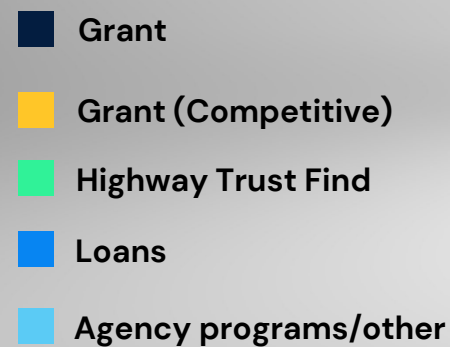
State & Local Government

- Positioned to assist grantees in project planning and execution

Industry

- Major provider of clean energy, climate, resiliency and environmental services to the private sector

IIJA new money by Federal department

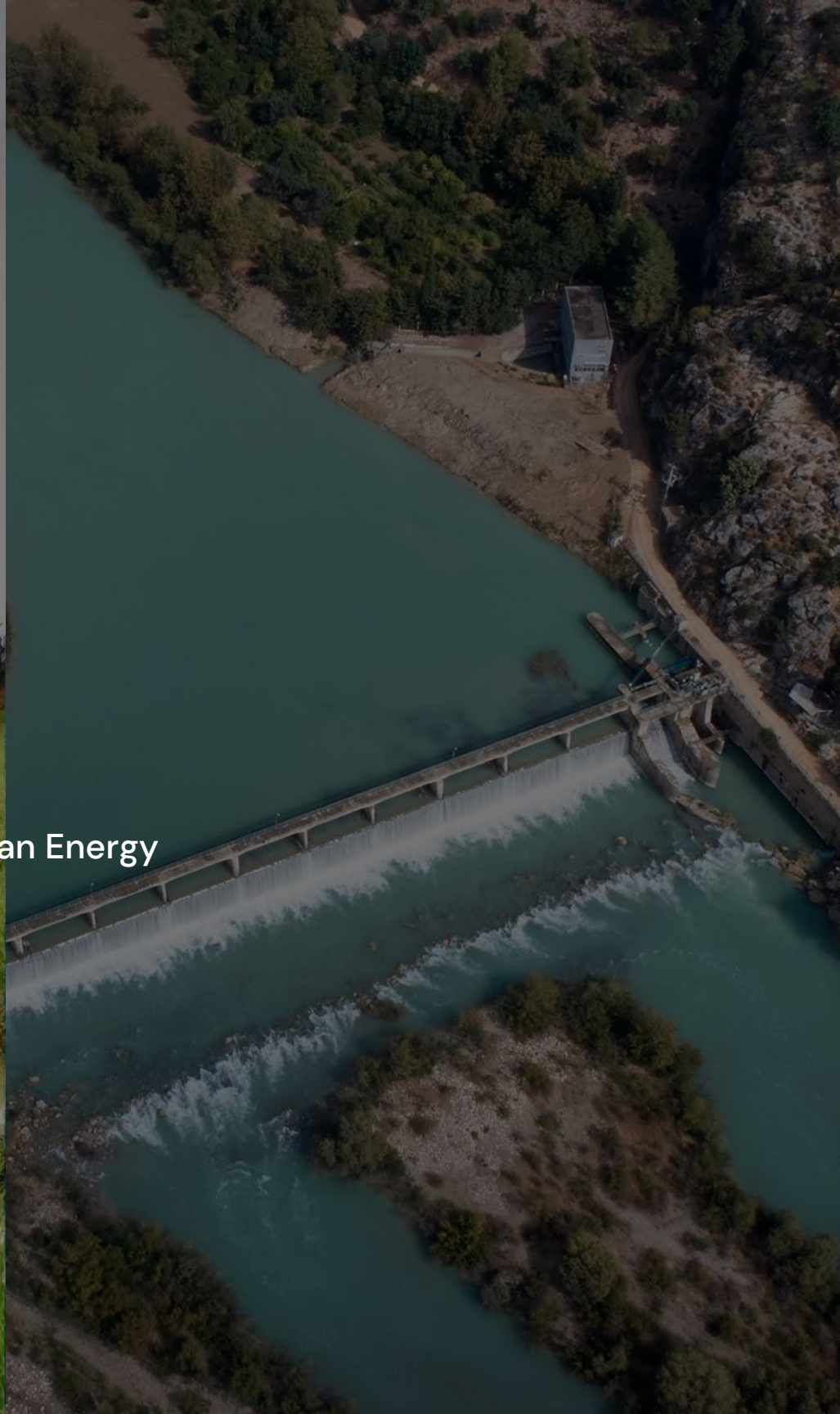




Climate

Marian Van Pelt

Senior Vice President, Climate & Clean Energy



Climate market

Carbon accounting,
disclosure & target
setting



U.S. federal
State & local
Commercial (non-energy)
Utility & non-energy
International

Cost/benefit/
vulnerability
assessments



U.S. federal
Utility & non-energy

Decarbonization
pathways design



State & local

Policy/program support



U.S. federal
International

Infrastructure planning



Commercial (non-energy)
Utility & non-energy

\$1.5–3B

addressable market
*growing at high single
digits annually*

Market trends

FY23 proposed
budget requests
\$45B in new
funding (60%+
over FY21)

\$1.2–1.6T needed
to decarbonize
the electric
sector

\$500B resilience
investment gap
for investor-
owned utilities by
2050

SEC proposed rule
requires climate
disclosure, which
would increase
reporting by >3X

25 states & 300
municipalities
adopting new
emission reduction
targets

ICF's climate business

Poised to inform policy, investments and implementation

Technology portfolio
to meet market demand

CO₂Sight Strategic planning platform for decarbonization & energy

ICF ClimateSight Custom climate risk analytics platform

2K+

Climate, energy & environment experts

40+

years of climate experience

80

op-eds and news articles in 2021



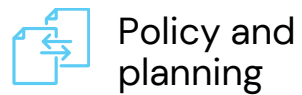
The New York Times

The Washington Post

Forbes

AXIOS

Capabilities



Policy and planning



Risk assessments



Industry standards, protocols and frameworks



Resource modeling and benchmarking



Energy efficiency specification



Environmental justice and equity



GHG monitoring, reporting and verification



Impact monitoring



Resilient infrastructure planning



Decarbonization



Transportation electrification



Carbon trading platforms





Climate Change Resilience and Adaptation

Summary of 2020 Activities

January 2021



New York State: Supporting decarbonization and resilience

"The Con Ed Climate Study is widely regarded as the gold standard for climate resilience planning in the electric utility sector."

— Columbia Law School & EDF 2020



Pathways to Carbon-Neutral NYC: MODERNIZE, REIMAGINE, REACH

APRIL 2021

Carbon neutral

goal by 2050





Panel Q&A



Commercial Energy

Val Jensen

Senior Fellow, Energy Advisory, Policy
& Program Implementation

David Pickles

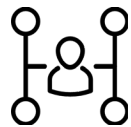
Senior Vice President, Strategy Energy,
Environment & Infrastructure

These changes create opportunity



Decarbonization

Federal, state and local decarbonization policy has reset the utility industry's strategic environment



Customer awakening

- Real recognition that the long-term viability of the monopoly is not guaranteed
- Regulators have grown much less tolerant of lackluster customer service



Adaptation & resilience

The dimension of the climate challenge that dominates c-suite discussion

- Near the top of most utilities' risk inventory
- Represents a huge capital investment opportunity



Justice imperative

- The industry's fortunes rise and fall with those of the places it serves
- Policy demands + self interest dictate that utilities be part of the solutions to historic inequities.



Rise of distributed energy resources

Impacts every facet of a utility's business from grid design and operation to billing systems, customer programs, call centers, regulatory policy, IT and finance

These changes create opportunity



Decarbonization

- Carbon inventories and accounting
- Pathways
- Program design and implementation
- Green asset assessment



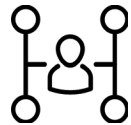
Adaptation & resilience

- Vulnerability assessments
- Investment planning
- Program design and implementation



Rise of distributed energy resources

- Grid analytics
- Market analysis
- Asset valuation
- Program design and implementation



Customer awakening

- Behavioral analysis
- Customer experience strategy
- Program design and implementation



Justice imperative

- Situation assessment
- Community engagement and facilitation
- Program design and implementation
- Integration with non-utility programs

ICF's commercial energy business

Sectors



Power and transmission



Oil & gas



Distributed resources



Renewables



Energy efficiency



Electrification



Climate change

Clients

Gas & electric utilities

Developers

Investors

Owners

Regional transmission organizations

Selected services

Program planning & delivery

- Energy efficiency
- Electrification
- Flexible Load Management
- Marketing & IT
- Innovative rates
- Unregulated services

Advisory

- Decarbonization pathways
- Integrated resource planning
- Grid planning & modernization
- Transmission planning
- Market & technology planning
- Resiliency & vulnerability planning
- Asset valuation & management
- Project development, siting, engineering & financing

ICF's commercial energy business: utility programs

Sectors

-  Power and transmission
-  Oil & gas
-  Distributed resources
-  Renewables
-  Energy efficiency
-  Electrification
-  Climate change

Clients

- Gas & electric utilities
- Developers
- Investors
- Owners
- Regional transmission organizations

Selected services

Program planning & delivery

- Energy efficiency
- Electrification
- Flexible Load Management
- Marketing & IT
- Innovative rates
- Unregulated services

} ~\$220M revenue

Advisory

- Decarbonization pathways
- Integrated resource planning
- Grid planning & modernization
- Transmission planning
- Market & technology planning
- Resiliency & vulnerability planning
- Asset valuation & management
- Project development, siting, engineering & financing

Growing opportunities in utility program planning & delivery

Traditional energy efficiency market (85%) anticipated to grow annually

~5%

\$1.2B addressable

+

Non-traditional (15%) (electrification, flexible load, decarbonization, equity) anticipated to grow at

40% per year

\$0.2B addressable

Market share*

<i>Residential</i>	25%
<i>Non-residential</i>	10%

Market share*

<i>Electrification</i>	10%-40%
<i>FLM</i>	<5%

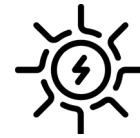
Mid single-digit to low double-digit growth over the next 5 years

ICF: uniquely qualified to address and integrate these issues



Decarbonization

- > 110 plans for utilities, states, cities, counties, & federal agency operations
- CO₂Sight® analytics framework
- ICF Climate Center



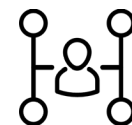
Adaptation & resilience

- “Gold Standard” provider of resilience & vulnerability plans for large utilities
- Marquee clients including Con Edison, Duke, SDG&E
-  ClimateSight®



Rise of distributed energy resources

- Implemented >400 energy efficiency, electrification & DER programs
- Supported >\$20B in transactions
- Among Top 3 bankable market & grid analytics firms



Customer awakening

- Customer Engagement platforms
- Behavioral Economics team
- Proprietary insights & incentives data

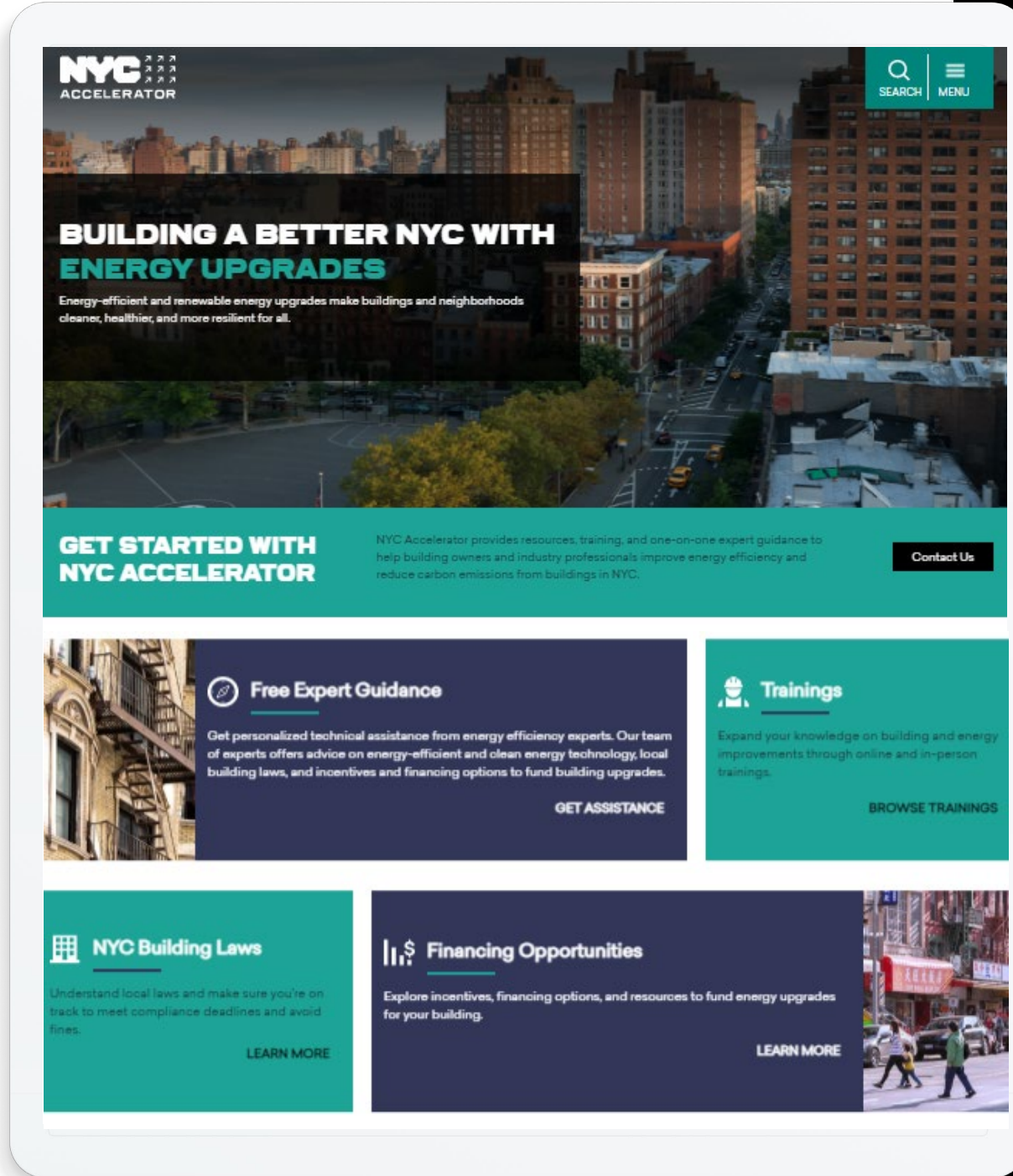


Justice imperative

- Decades providing justice planning & analytics to EPA, DOE, FHWA, DOT, VA, S&Ls
- Nations largest utility EE workforce development program
- Community & multi-cultural engagement leadership

Integrated teams, tools, and data

Mayor's Office of Climate & Environmental Justice



Technical assistance, training, benchmarking, contractor and financing referrals for buildings in NYC that must comply with Local Law 97 requiring buildings to improve efficiency

Includes a focus on building electrification with heat pumps and incorporation of renewables

70
dedicated team members

6K+
buildings

Entergy eTech portfolio



“Entergy envisions a future where the company not only accelerates our own portfolio transformation, but also partners with customers and other sectors of the economy to help them use energy more efficiently and electrify their operations.”

-Entergy Climate Scenario Analysis & Evaluation of Risks & Opportunities

Incentives, marketing, and technical training in support of a broad range of electric technologies across 4 states

5.5K

electric conversions

Full suite

of services including business planning, regulatory filing, marketing and in-field customer engagement



Forklifts



Billboards



Fleet



Electric Vehicles



Custom




Panel Q&A



→ Corporate Citizenship & Impact



David Speiser
Executive Vice President, Corporate Strategy



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

We create impact both in
the way we operate and
through our client work.

ESG summary

ICF is proud of how we operate in our communities and in society

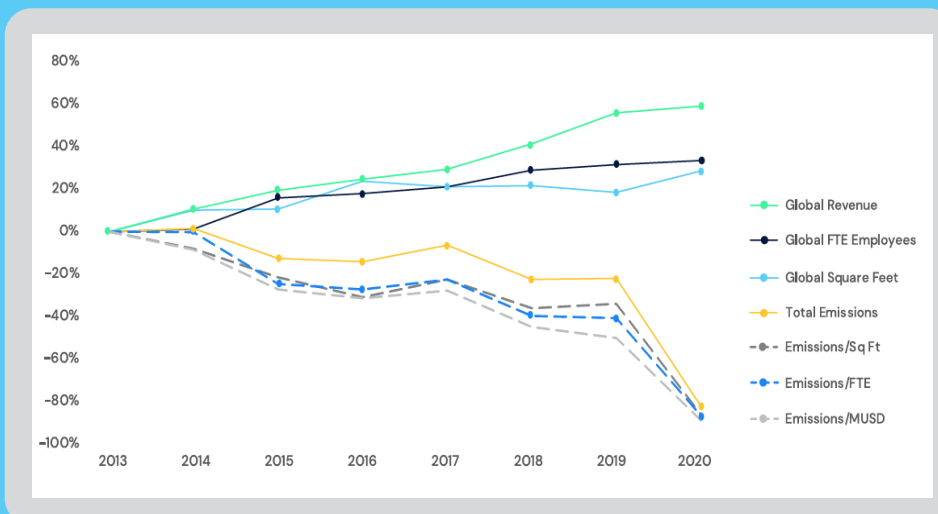
Environment

Carbon neutral since 2006 – high quality RECs & offsets

CDP “A” list

CDP Climate Leadership Award

Total & per-employee emissions declining since 2013



Social

Forbes list for “Best Employers for Diversity” 2021 and 2022

ICF philanthropy driven primarily by employee giving choices – 100% match and cash support for volunteer efforts

8 Employee Community Networks

- Black Employees
- Women
- LGBTQIA+
- First Nation & Indigenous
- Veteran
- Asian
- Hispanic
- Different abilities

Governance

Strong Lead Independent Director with clearly articulated responsibilities

33% female Directors

33% minority Directors

Board oversees

- Enterprise risk management process
- Management succession planning and development

Regular executive sessions of independent directors

For more complete ESG information

About ICF 2020 ICF Corporate Citizenship Report

Our corporate citizenship approach

Founded in 1969 as the Inner City Fund to finance minority-owned businesses, we were built to be a different kind of company—one with a strong culture, filled with smart people making a difference. Then and today, we balance profitability with social responsibility, ambition with compassion, and individual success with teamwork.

Our approach to corporate citizenship focuses on environmental, social, and governance (ESG) issues that are most relevant to our people, our stakeholders, and our operations—and that inform our strategy, targets, and reporting.

This report addresses our corporate citizenship performance during calendar year 2020. It is organized by our key responsibilities: our employees, the planet, our communities, and governance. It also aligns with the following reporting frameworks: Sustainability Accounting Standards Board, Task Force on Climate-Related Financial Disclosure, and the UN Global Compact. A summary of each of these frameworks is at the end of this report.

We use materiality assessments to identify key issues through our ongoing engagements with stakeholders and sustainability reporting frameworks recognized by leading organizations globally. Here are some of the ways we engaged with our stakeholders in 2020, as well as the frameworks we used to identify and report on material issues.

Corporate citizenship mission

- Invest in our employees and ensure a diverse workplace where we can all do our best work
- Serve our clients and manage suppliers with integrity, while contributing to a low-carbon value chain
- Minimize our impact on the planet by reducing our carbon footprint and growing our leading climate consultancy
- Give back to our communities and society, both philanthropically and through innovative service to social agencies
- Create long-term value for our shareholders through solid management, including managing climate risks and opportunities

How we engage our stakeholders

Stakeholders	Engagement channels	Examples of ESG information shared
Employees	All-hands meetings, listening sessions with the CEO and other senior leaders, employee community networks, a collection of well-being resources and tools, COVID-19 resource hub, learning and development programs, mentoring programs, recognition programs, newsletters, social media, blogs, volunteer organizations (e.g., Green Team and GiveForward), engagement survey	Employee engagement was a critical piece of our diversity and inclusion (D&I) strategy. A listening tour with 20+ large town halls and smaller focus groups helped us better understand employee needs. We then accelerated our D&I plan, bolstered recruiting for diverse candidates, launched a diversity metrics dashboard for transparency and accountability, and launched seven employee community networks.

©Copyright 2021 ICF 10

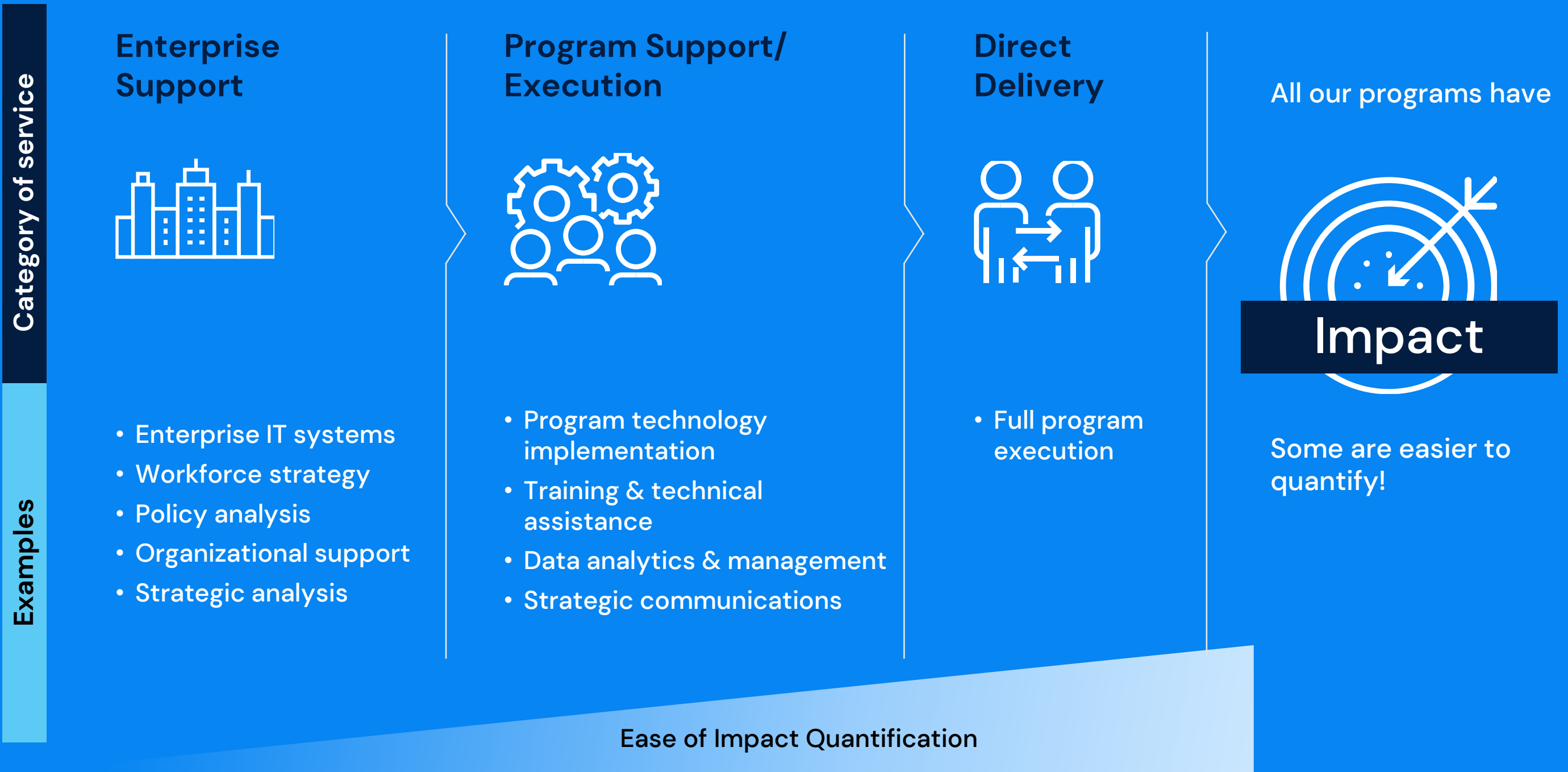
**2020 Corporate
Citizenship Report:**
Building our shared future

©Copyright 2021 ICF September 2021

For more detailed data, information, and the complete narrative of ICF's Corporate Citizenship and ESG posture, please see our Corporate Citizenship Report and our Shareholder Proxy.



We create impact through our client work



Impact through enterprise support



Social Security Administration



USAID
Department of Agriculture



Department of Health and Human Services
USAID



Department of Education



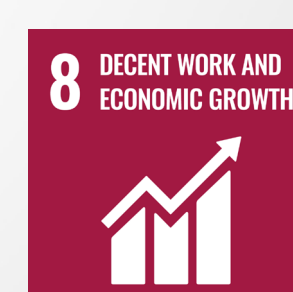
USAID



Environmental Protection Agency
Department of Interior



Department of Energy



Department of Commerce
European Commission



Department of Energy
Department of Transportation



European Commission
USAID



Department of Housing and Urban Development



Environmental Protection Agency



NASA



US Army Corps of Engineers



Department of Interior



Department of Justice
Department of Homeland Security



European Commission

Impact through program support/execution



ENERGY STAR® (2020 data)

520 billion

Kilowatt-hours of electricity saved

\$42 billion

Energy costs avoided



400 million

Metric tons of greenhouse gas reduction

5%

of total U.S. emissions of greenhouse gases

BioSense

5,800+

Health care facilities nationwide contribute data

1 day

Data available within 24 hours of patient visits



75%+

Emergency department visits reported

6-8 million

Electronic health messages processed daily

Smokefree.gov

213,000

American subscribers to the service

14%

Quit rate that's double the national average of 7%

Head Start

1 million+

children and families from low-income households enrolled

6

Regions served by ICF, including 40 states, the District of Columbia, and 140 tribes

Disaster Management Programs

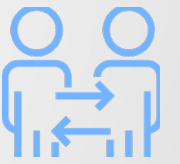
\$63 billion+

disaster recovery funds managed

100,000

homeowners helped

Impact through delivery of key energy efficiency programs



160 individual programs we delivered in 2020



Annualized MWh saved*

5.1 million MWh
(5.1 Terawatt hours)



Lifetime customer bill savings***

Lifetime tons CO₂ avoided**

12.1 million
metric tons CO₂

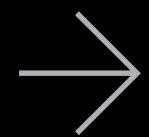
Total financial impact generated

\$3.4 billion

* Sum total of individual program savings over all 160 programs ICF implemented in 2020

** Via grid region carbon intensity; derived from MWh savings by multiplication of measure life and carbon intensity by state/utility as per EIA

*** After subtracting ~\$500 million of customer incentives and ICF revenue; derived from multiplying energy savings in each program by avg rates for retail, commercial, and industrial customers by state as appropriate to program type; demand reduction that yields capacity investment savings adds additional impact



Business Operations & M&A



James Morgan
Chief of Business Operations

Operational focus driving improved margins

Visibility to continued 10–20 bps/year organic margin improvement

Operational focus areas

Utilization

Systems & process maturation

Scale economies

Real estate consolidation

Drive organic
margin
improvement



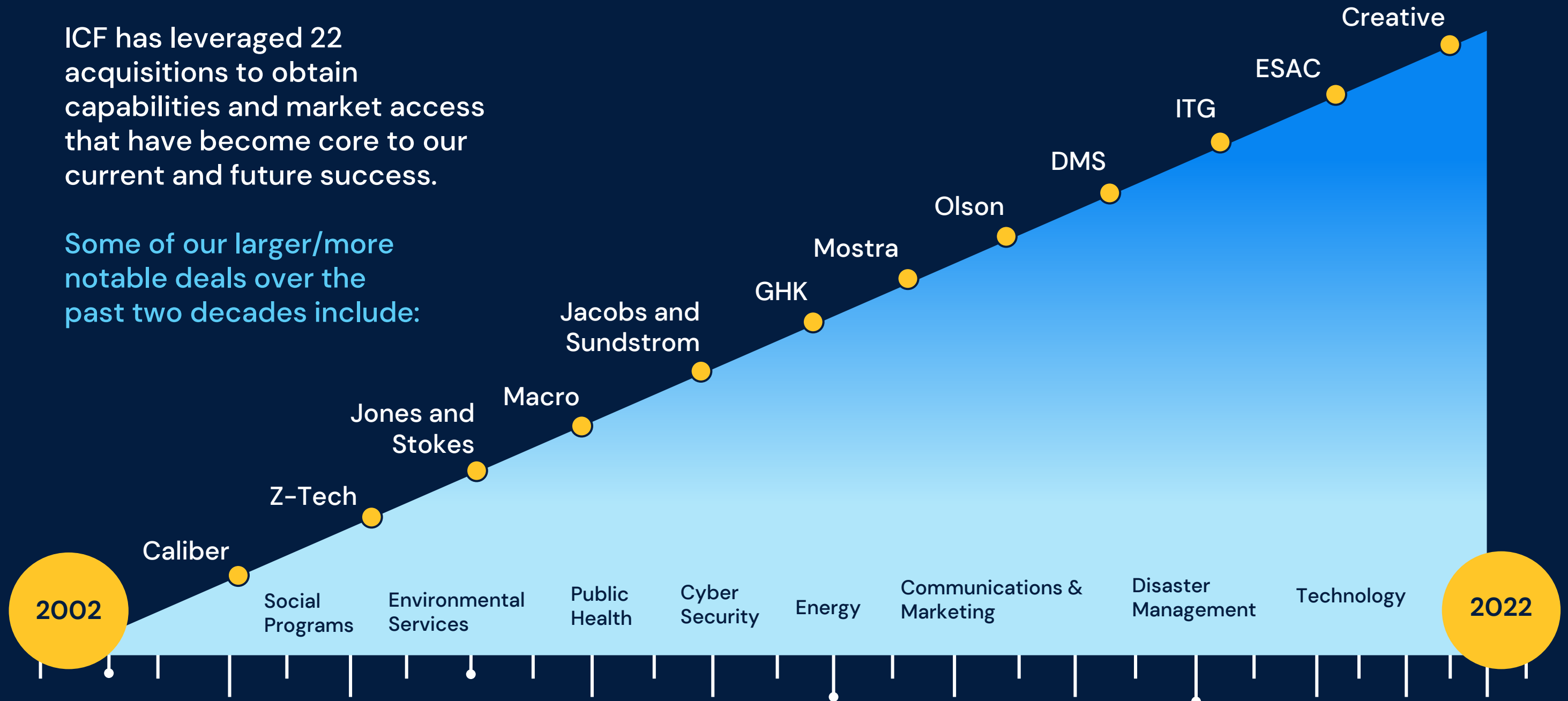
Accretive
strategic
acquisitions

Continued
investments
in growth
initiatives and
margin
expansion

Acquisitions form integral part of our performance

ICF has leveraged 22 acquisitions to obtain capabilities and market access that have become core to our current and future success.

Some of our larger/more notable deals over the past two decades include:



M&A going forward

Strategy

Grow capabilities & revenue synergies in key growth markets

Acquirer of choice due to culture—targets come to us, valuations reflect

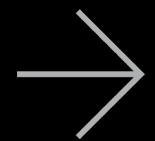
Capability to convert SB/set-aside to full & open

Generate additional capacity through continued strong cash flow

Filters

- Expands our addressable market
- Strengthens domain/technical expertise
- Good cultural fit with ICF
- Good performers—no fixer-uppers
- Familiar/compatible business models
- Accretive & $IRR > WACC$

Disciplined process



Financial Overview

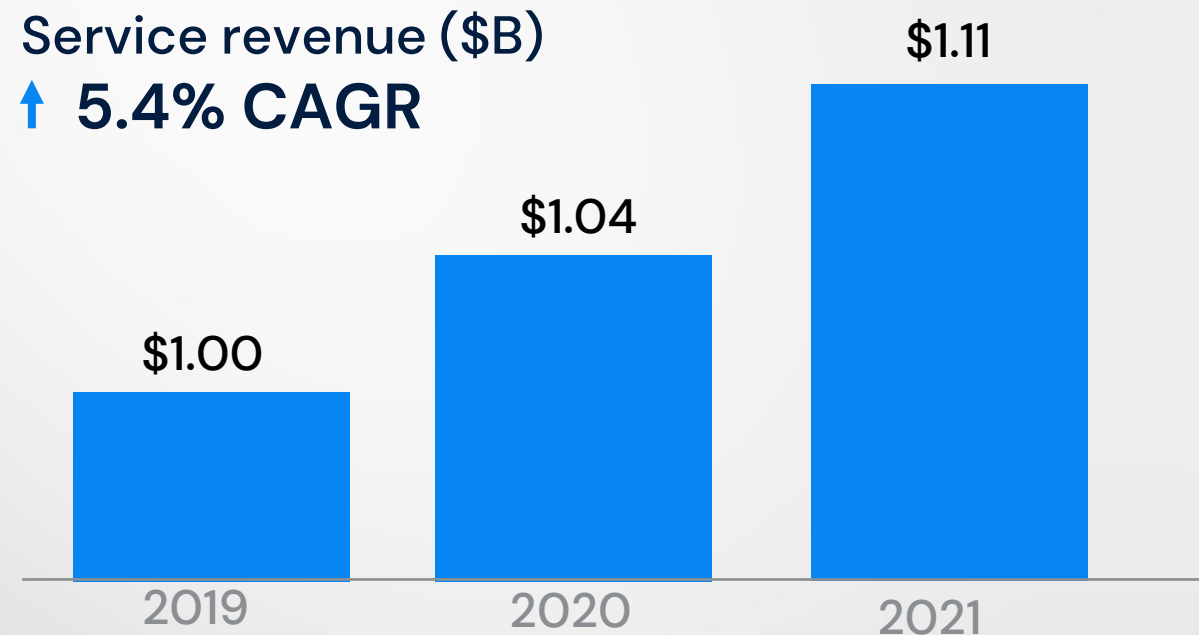


Barry Broadus
Chief Financial Officer

Track record of strong financial performance

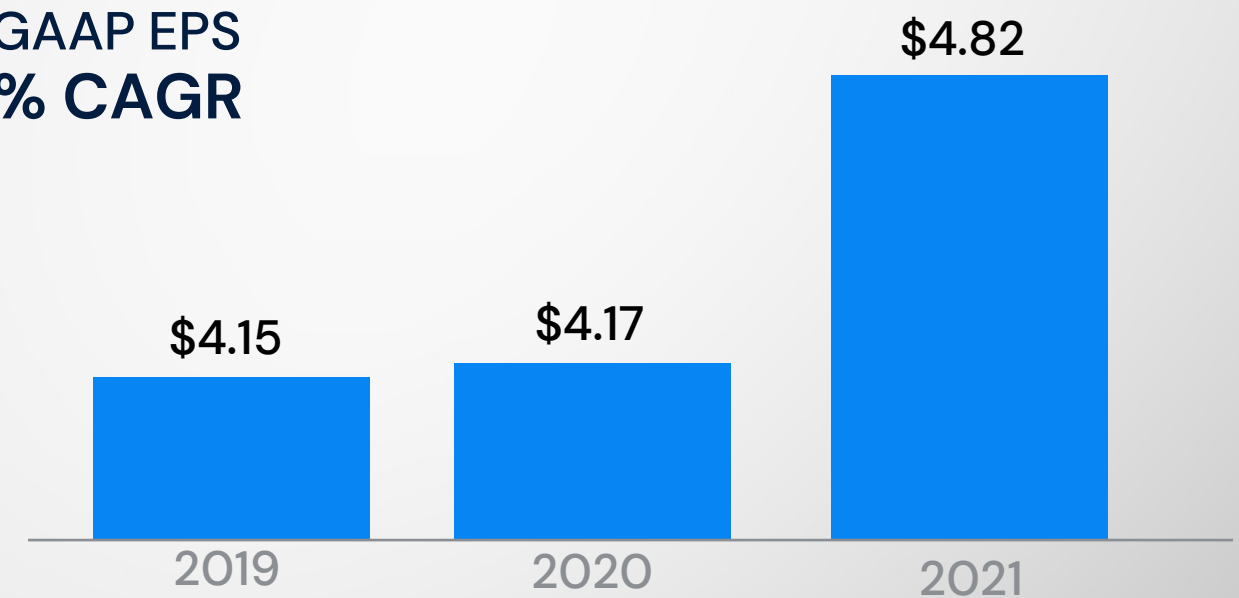
Service revenue (\$B)

↑ 5.4% CAGR



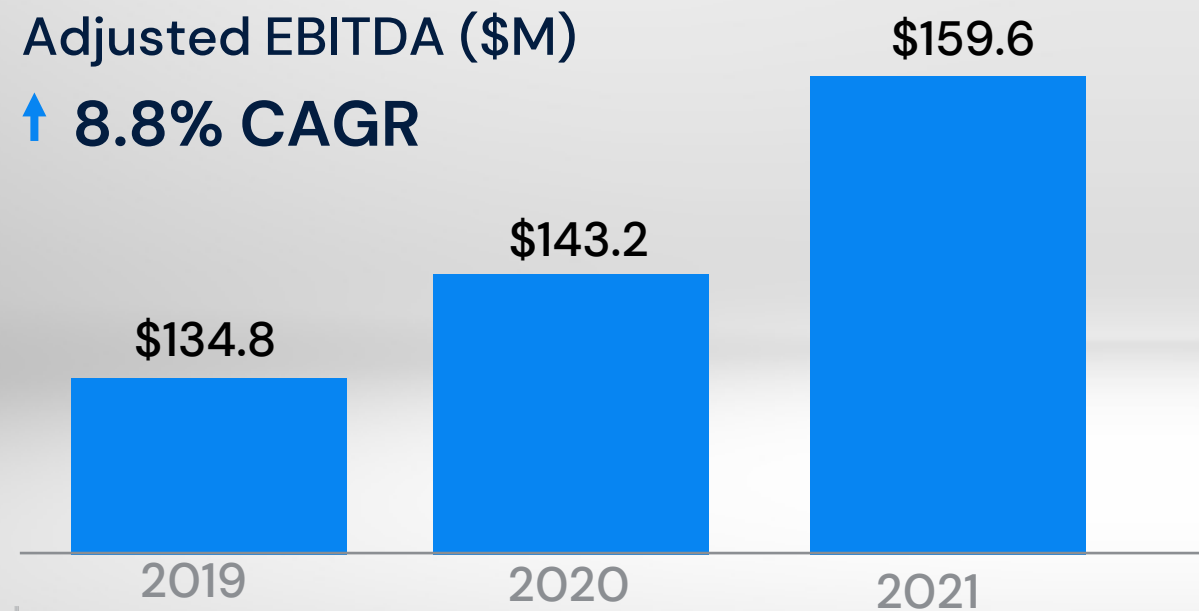
Non-GAAP EPS

↑ 7.7% CAGR

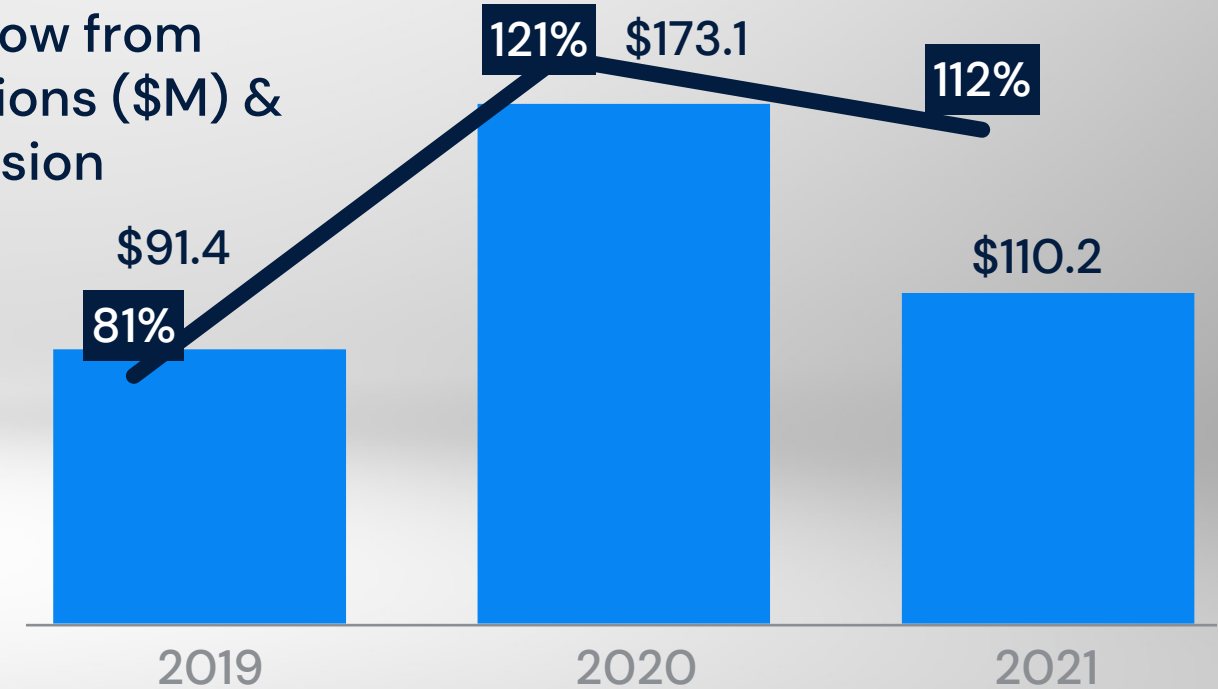


Adjusted EBITDA (\$M)

↑ 8.8% CAGR



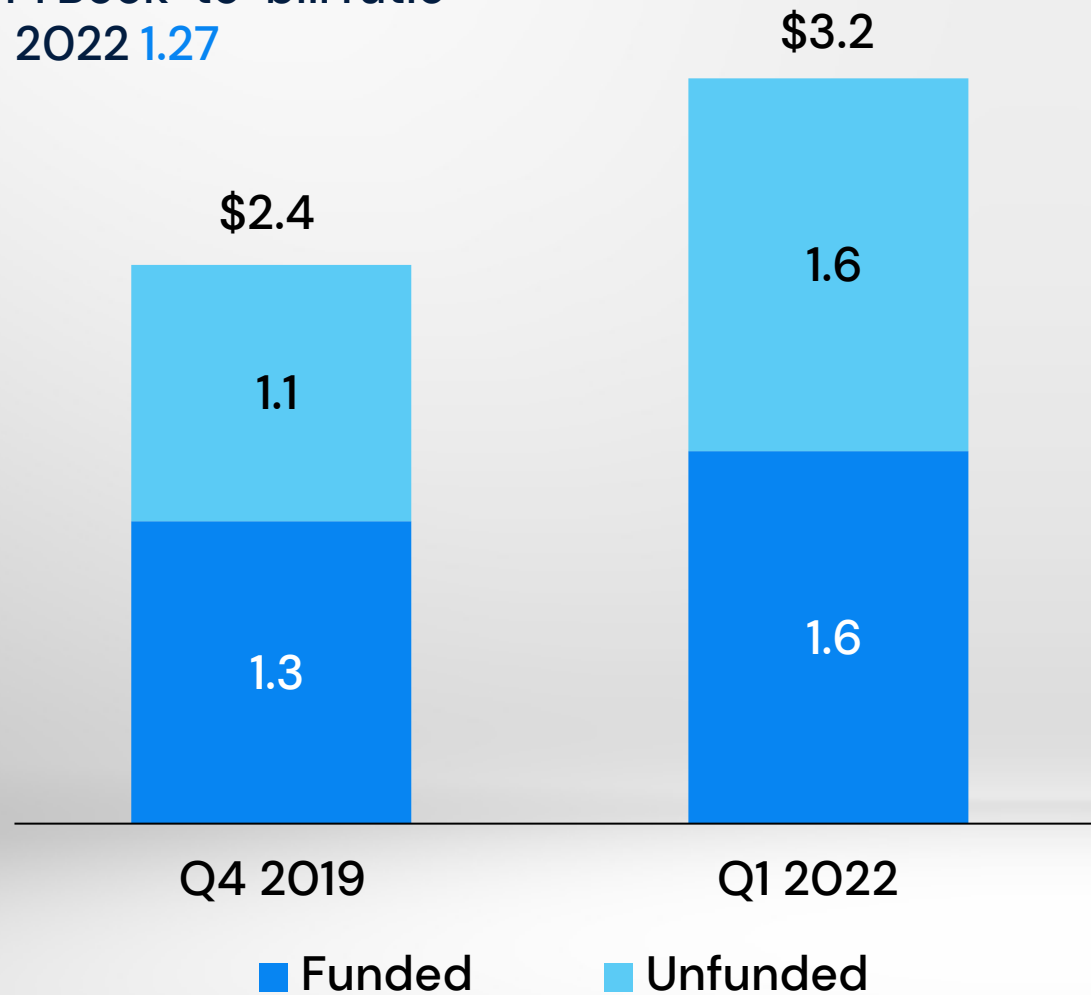
Cash flow from operations (\$M) & conversion



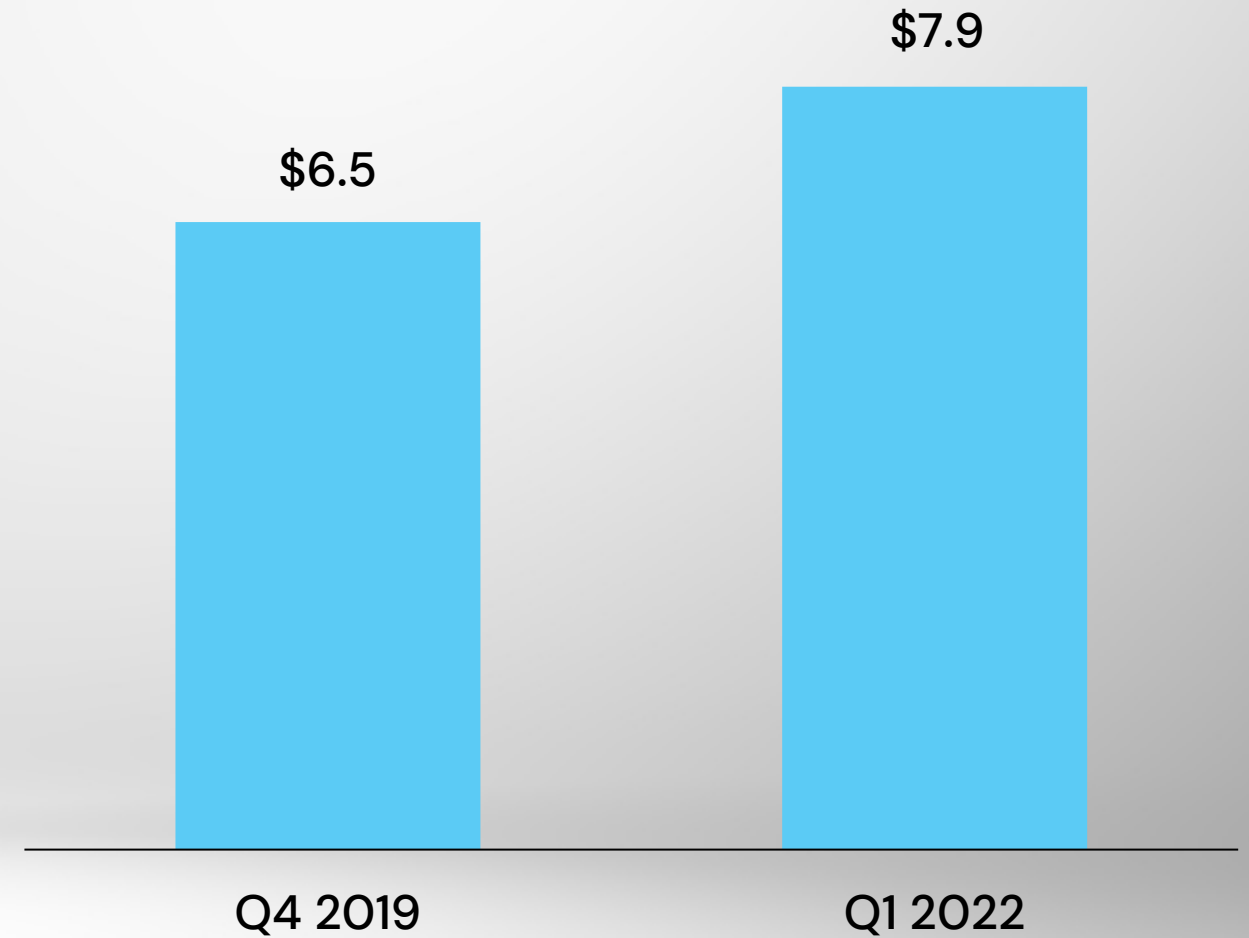
Strong backlog and pipeline – foundation for growth

Backlog (\$B)

TTM Book-to-bill ratio
Q1 2022 1.27



Pipeline (\$B)



Capital deployment and capacity

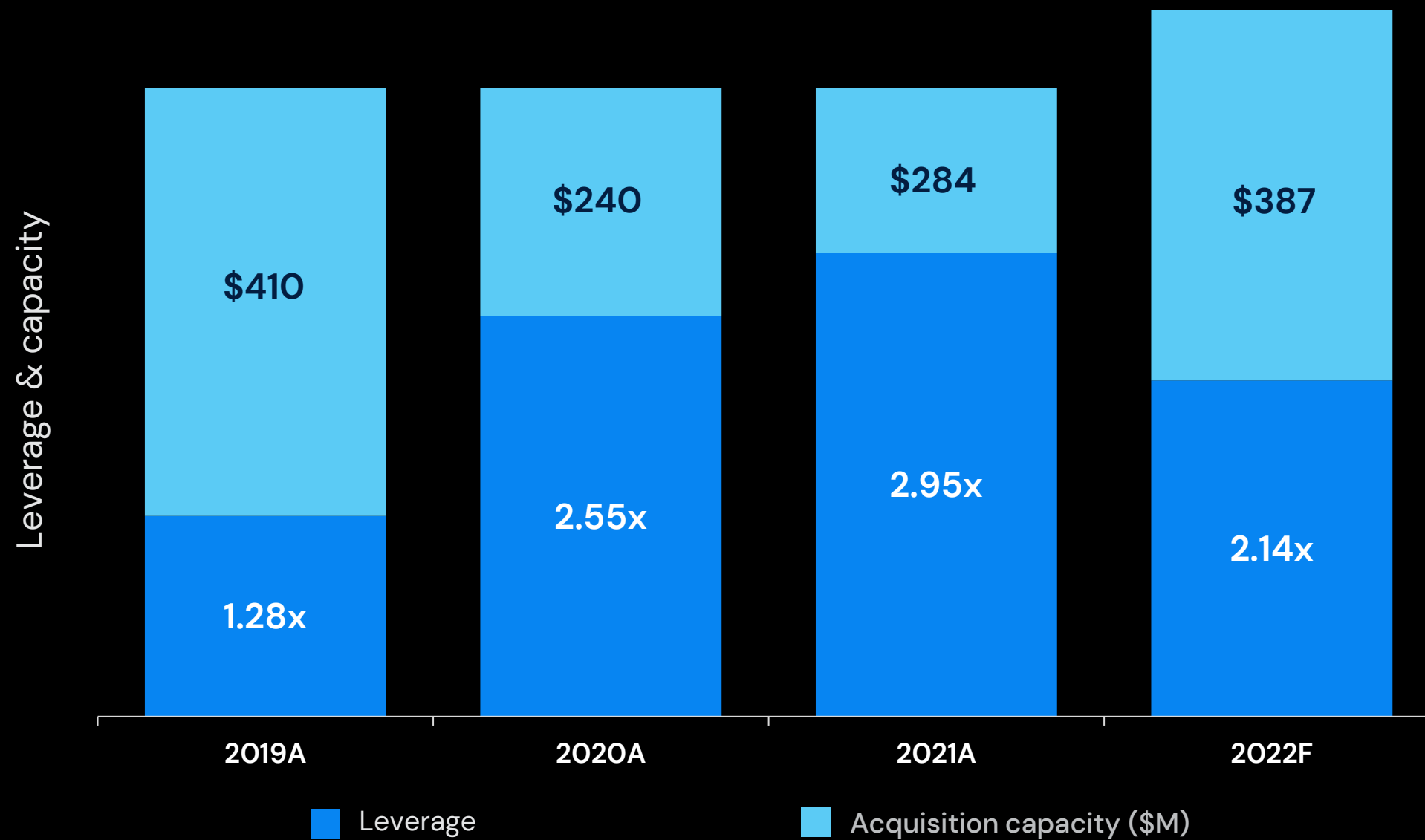
New Credit Agreement \$1.3B



Acquisitions: 2020: ITG (\$255M)

2021: ESAC (\$15M)

2021: Creative (\$160M)



2022 guidance

**Strong Q1
performance
reinforces our
2022 guidance***

Service revenue
\$1.225B–\$1.275B

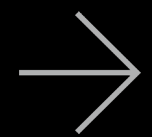
Non-GAAP EPS
\$5.15–\$5.45

Adjusted EBITDA
\$168M–\$180M

Operating cash flow
~\$130M



Based on Q1 2022 financial performance released on May 4, 2022



Roadmap & Closing



John Wasson
Chair and CEO

Our roadmap for long-term value creation

1

Capture organic growth enabled by strong positions in high growth markets and expanded addressable market

2

Drive revenue synergies and larger contract wins through ability to execute at scale

3

Make strategic and accretive acquisitions in areas we know

4

Gain operating efficiencies

5

Continue to invest in our people

6

Uniquely positive impact

A unique company driving shareholder value

High single digit organic service revenue growth




Active and disciplined M&A

- Deals we are uniquely positioned for
- Capacity to deploy significant additional capital



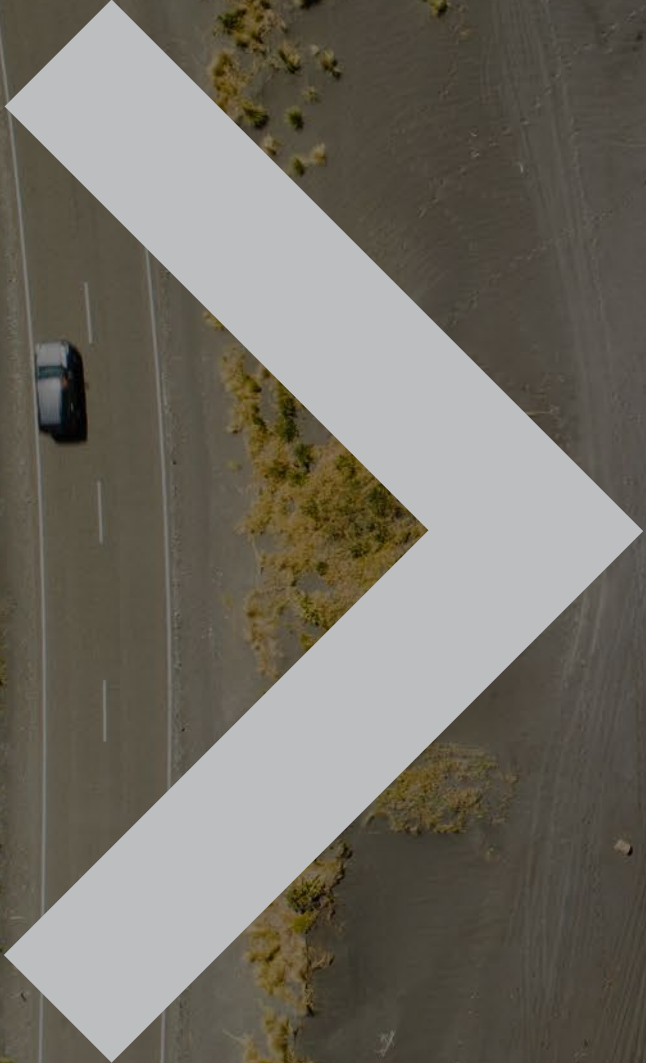
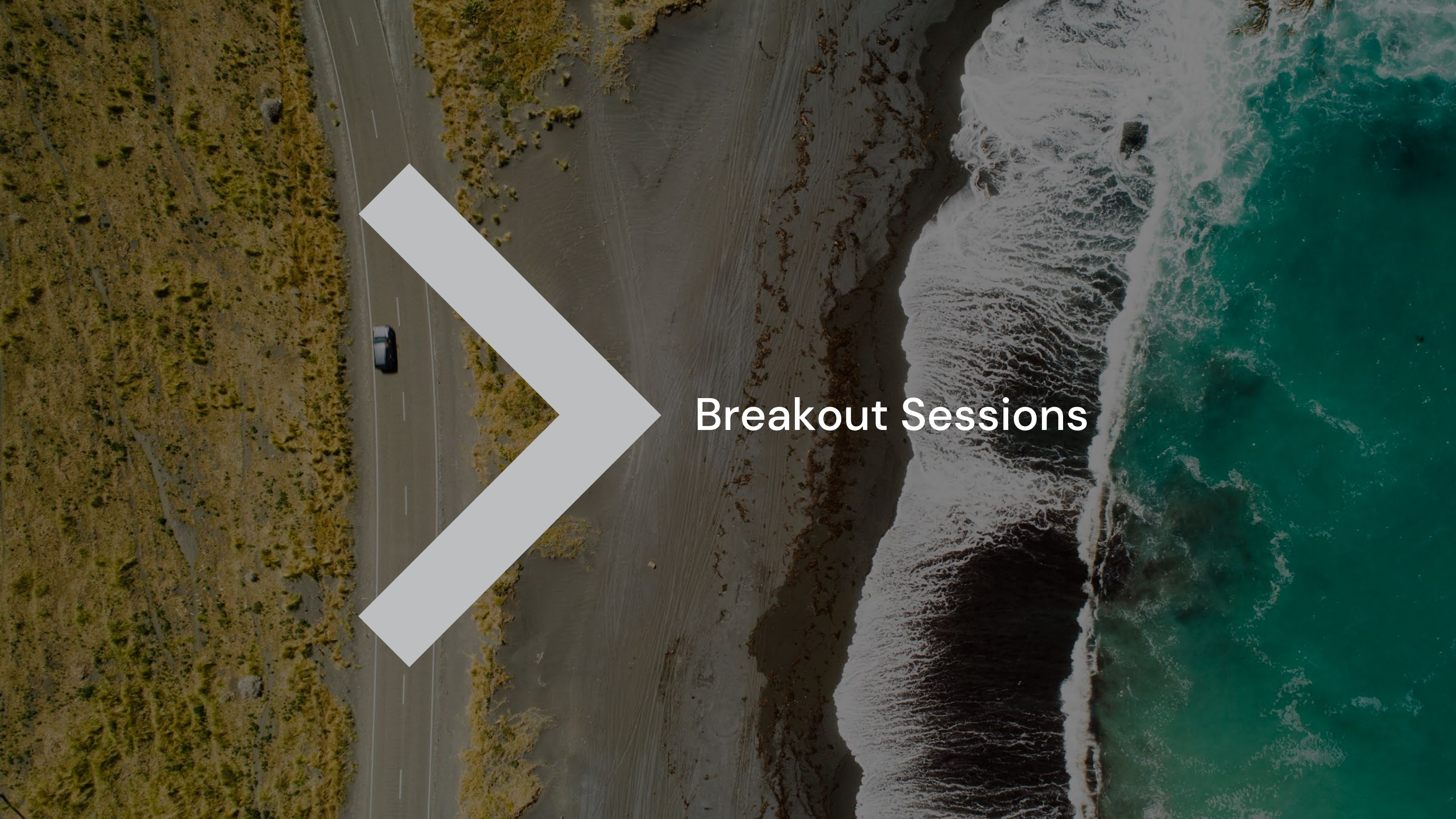
Continued EBITDA margin expansion



By the end of 2024, EBITDA growth of 65% to 75% from 2021's \$143M



Q&A



Breakout Sessions