Thank you for your interest and participation in ICF's 2020 Annual Meeting of Stockholders. Your 16-digit control number is required to attend, vote and ask questions during the meeting. In fairness to all participants and in the interest of an orderly and constructive meeting, we ask that you adhere to the following Rules of Conduct.

- **Authority to conduct the meeting.** The Chairman of the meeting has the authority to preside over and make determinations with respect to the conduct of the meeting. Any action taken by the Chairman of the meeting will be final and binding on all persons. If violations of these Rules of Conduct occur, the Chairman may take appropriate action, including implementing an abbreviated meeting procedure and promptly adjourning the meeting.

- **Proposals.** The only business to be conducted at the meeting consists of the four proposals set forth in the Notice of Annual Meeting of Stockholders and in the Proxy Statement. Proposals will be taken up in the sequence indicated on the agenda.

- **Voting.**
  - You do not need to vote at the meeting if you have already voted by telephone, Internet or mail. If you wish to change your vote, or if you have not previously voted, you may vote online during the meeting while the polls are open.
  - The polls will be opened once registration begins around 7:50 a.m. and will remain open until the official business of the meeting has been completed. If any item of the official business of the meeting is not properly presented to the meeting, votes on that item will not be counted.

- **Questions.**
  - Stockholders as of the record date, March 31, 2020, will have the opportunity to submit questions or comments about the proposals presented at the meeting. To do so, please submit your question or comment in the box on the meeting website and also provide your name and address (city and state), organization, and, if applicable, the specific proposal to which your question or comment relates.
  - The official business of the meeting will be taken up as set forth in the Agenda. Questions or comments about the official business of the Company and Stockholder proposals under consideration at the meeting should identify the specific proposal, be succinct, and will be addressed when the proposals are before the meeting for consideration. Stockholders are limited to one question for each proposal.
    - Depending on the volume of questions and comments received, questions and comments submitted in accordance with these rules of conduct will be addressed generally in the order received as time allows. If the volume of questions exceeds the time allotted for the meeting, responses to such additional questions will be posted on our investor relations’ website and remain posted for at least one week.
    - Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized, and answered together.
  - The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to ICF’s businesses, to discuss personal issues and claims or address items that are not otherwise of concern to stockholders generally. Any questions or comments submitted on such topics will not be answered at the meeting. Instead, you may contact us at ir@icf.com.
• Questions or comments will not be addressed that are (i) irrelevant to ICF’s businesses or the business of the meeting; (ii) derogatory, uncivil, or otherwise inappropriate or in bad taste; (iii) related to threatened or ongoing litigation or collective bargaining discussions; (iv) related to material non-public information of ICF; (v) substantially duplicative of questions or comments made by other Stockholders; (vi) in furtherance of a Stockholder's personal or business interests; or (vii) out of order or not otherwise suitable for the conduct of the meeting as determined by the Chairman in his or her reasonable judgment. ICF also reserves the right to edit any questions or comments to remove any inappropriate or offensive language.

• Issues during the meeting.
  • Information addressing technical and logistical questions and issues, including technical support during the meeting and related to accessing the meeting’s virtual platform, will be available at www.virtualshareholdermeeting.com/ICFI2020.
  • In the event of disorder, technical malfunction, or other significant problem that disrupts the meeting, the Chairman may adjourn, recess or expedite the meeting or take such other action that the Chairman determines is appropriate in light of the circumstances. If the meeting is interrupted, please stay connected to the meeting website for at least 15 minutes. If the meeting cannot be resumed, (i) all items of the official business of the meeting described in the Proxy Statement will be deemed to be properly before the meeting; (ii) all proxy and other votes received before the start of the interruption will be deemed to have been validly cast; and (iii) the official business of the meeting will be deemed to have been validly completed and the meeting adjourned immediately thereafter.
  • Recording of the meeting is prohibited.
  • Copying of materials presented at the meeting is prohibited, including screenshots.

Forward Looking Statements. We may make forward-looking statements during the meeting that are not historical facts or that relate to future plans, events, or performances and which 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.

Violation of these rules will be considered cause for expulsion from the meeting.
Thank you for your cooperation and participation.