

EMCOR GROUP, INC.

Spring 2026



Forward-Looking Statements

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This presentation contains forward-looking statements. Such statements speak only as of the date on the cover of this slide deck, and EMCOR assumes no obligation to update any such forward-looking statements, unless required by law. These forward-looking statements include statements regarding anticipated future operating and financial performance; our ability to support organic growth and balanced capital allocation; the financial and operational impact of acquisitions and/or dispositions; our competitiveness, estimates for market opportunities, and growth prospects; cost management; customer trends; project mix; our success in hiring and retaining qualified employees; and our ability to meet our safety, sustainability, and emission goals. These forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those anticipated (whether expressly or implied) by the forward-looking statements. Accordingly, these statements do not guarantee future performance or events. Applicable risks and uncertainties include, but are not limited to, adverse effects of general economic conditions; domestic and international political developments and/or conflicts; changes in the specific markets for EMCOR's services; weakness of the sectors from which we generate revenues; adverse business conditions; scarcity of skilled labor; productivity challenges; the nature and extent of supply chain disruptions impacting availability and pricing of materials; inflationary trends, including fluctuations in energy costs; the impact of legislation and/or government regulations; changes in foreign trade policy including the effect of tariffs; changes in interest rates; the lack of availability of adequate levels of surety bonding; increased competition; the impact of legal proceedings, claims, lawsuits, or governmental investigations; and unfavorable developments in the mix of our business. These and other risk factors associated with EMCOR's business are also discussed in Part I, Item 1A "Risk Factors," of the Company's 2025 Form 10-K, and in other reports filed from time to time with the Securities and Exchange Commission and available at www.sec.gov and www.emcorgroup.com. Such risk factors should be taken into account in evaluating our business, including any forward-looking statements.

A Few Key Metrics

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Key metrics for company sustainability, safety, compliance, and governance encompass several critical performance ratings.

4x

CNA Safety Award
Recipient for

**Safety
Innovation**

AA

MSCI ESG Rating

EcoVadis
Sustainability Rating

**Committed
Recognition**

2025 Safety

<1.0 TRIR

Fortune 500
Company for

25

consecutive
years *as of 2025*



EMCOR AT A GLANCE

- » A Fortune 500® company, and a member of the S&P 500, EMCOR Group, Inc. (NYSE: EME) is a leader in mechanical and electrical construction, industrial and energy infrastructure, and building services
- » Service offerings specialize in the planning, installation, operation, maintenance, and protection of complex, sophisticated and dynamic systems and critical infrastructure in facilities, including:



Mechanical



Electrical



Air Conditioning



Lighting



Heating



Security



Fire Protection



Power Generation

- » EMCOR companies serve a diverse range of non-residential sectors across many parts of the economy
- » Benefitting from multiple trends across data centers and connectivity; reshoring and nearshoring; efficiency and sustainability; and energy transition and expansion

Key Highlights

\$16.99B

2025 Revenue

\$15.62B

RPOs¹

~47,700¹

Employees

>80%

Operating Cash
Flow Conversion^{2,3}

~100M

Hours Worked²

1. As of 3/31/26

2. For the twelve-month period ended 12/31/25

3. Operating cash flow conversion defined as operating cash flow / operating income; excludes gain on sale of United Kingdom operations

EMCOR Corporate Governance

Our history of good corporate governance practices has supported our long-term success

Board / Committee Independence

- » Independent Lead Director with specified duties and responsibilities
- » Independent Board (9 of 10 Directors)
- » Fully independent Audit, Compensation and Personnel, and Nominating and Corporate Governance Committees

Board Practices

- » Annual Board assessments and succession planning
- » Independent Directors hold executive sessions
- » Director retirement and term limit policies
- » Orientation program for new Directors and continuing education for existing Directors

Stock Ownership / Compensation

- » Stock ownership guidelines for named Executive Officers and Directors
- » Prohibition on hedging and pledging by Executive Officers and Directors
- » Executive compensation recoupment policy

Accountability

- » Annually elected Board
- » Stockholder right to call a special meeting
- » Majority voting standard in director elections
- » Stockholder ability to amend by-laws with majority vote
- » Proxy access right
- » Prohibition on contributions to political candidates and PACs

Our Board of Directors

Experienced leaders with a range of relevant backgrounds
Deliberately assembled to advance our strategy

Anthony Guzzi

*Chairman, President & CEO
EMCOR*

- » Manufacturing, distribution, strategic development, operations, management, and industry expertise
- » Prior COO of EMCOR and President of a division of Carrier

John Altmeyer

*Vice Chairman
GAF*

- » Management, operations, business development, and construction materials expertise
- » Over 20 years of experience in the construction materials industry

Amy Dahl

*Former Vice President, International
Business & Strategy
The Toro Company*

- » Strategy, operations, M&A, Legal Compliance, HR, Corporate Governance
- » Prior Senior Associate at Norton Rose Fulbright and Principal at Lathrop GPM.

Maj. Gen. Ronald Johnson

*Chief of Staff and Senior Vice President
for Strategic Initiatives
Georgia Institute of Technology*

- » 40+ years of strategic leadership and management experience, and a broad range of technical and operational knowledge, including IT security
- » Prior Deputy Commanding General & Deputy Chief of Engineers, U.S. Army

Carol Lowe

*Former CFO
FLIR Systems*

- » Financial, accounting, operations, cybersecurity, and corporate governance expertise
- » Prior CFO of Sealed Air and of Carlisle FoodService Products

Kevin McEvoy

*Lead Independent Director
EMCOR*

- » Finance, corporate governance, cybersecurity, engineering, construction, and oil and gas expertise
- » Prior CEO of Oceaneering International

William Reid

*Former CEO
EMCOR Industrial Services*

- » Finance, operations, oil and gas, and petrochemical expertise
- » Prior CEO of Ohmstede

Patrick Roche

*President and CEO
Moog Inc.*

- » Management, engineering, strategic development, operations, and information technology
- » Prior Executive Vice President and Chief Operating Officer of Moog Inc.

Steven Schwarzwaelder

*Former Director
McKinsey & Co.*

- » Strategy, operations, M&A, and marketing expertise
- » Prior member of McKinsey's Director's Advisory Committee

Robin Walker-Lee

*Former General Counsel
TRW Automotive Holdings*

- » Corporate governance, international, operations, and legal expertise
- » Prior Assistant GC of Operations at General Motors

Ongoing Board Refreshment

Six directors have retired, and five new directors have been added since 2018

Board Committees and Risk Oversight

Our approach to committee composition and responsibilities

Audit Committee

Lowe (Chair); Dahl; McEvoy; Reid

Assists the Board in its oversight of the integrity of the Company's financial statements, the independent auditor's qualifications and independence, compliance by the Company with legal and regulatory requirements, and oversight of cybersecurity risks

Compensation and Personnel Committee

Altmeyer (Chair); McEvoy; Schwarzwaelder

Approves and evaluates all compensation plans, policies, and programs for the CEO, the senior executives and other officers

Nominating and Corporate Governance Committee

Walker-Lee (Chair); Johnson; McEvoy

Identifies and recommends director nominees, recommends corporate governance guidelines, oversees Environmental, Social & Governance Programs, and leads the Board in its annual review of the Board's performance and compensation

Board Role in Risk Oversight

- » Our Board of Directors performs risk oversight primarily through its Audit Committee
 - Oversees our major risk exposures and the steps management has taken to monitor and control such exposures
 - Receives periodic reports relating to human capital, safety, and risk management, including quarterly cybersecurity updates
 - Provides a report of each meeting of the Audit Committee to our full Board
 - Evaluates risks posed by climate change
- » Our Board of Directors supports and oversees the initiatives, policies, and culture that we believe help make our business sustainable
- » Our Board of Directors also provides risk oversight through its periodic reviews of financial and operational performance

MISSION FIRST, PEOPLE ALWAYS CULTURE GUIDES OUR STRATEGY AND OPERATIONS

Our People

- » Foundational focus on our workforce and culture that values **integrity, discipline, transparency, mutual respect and trust, commitment to safety, and teamwork**
- » Striving for a zero-injury environment and culture across our operating subsidiaries
- » Industry leading TRIR – less than half the industry average for the 17th consecutive year
- » **Our commitment to safety and investment in talent make EMCOR an employer-of-choice**

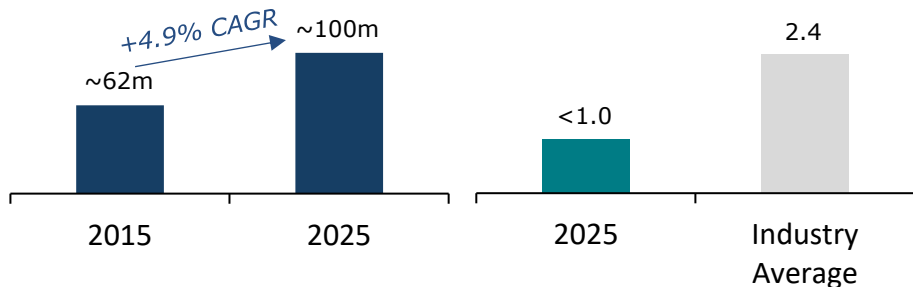
Sustainability

- » **We are committed to strong sustainability practices and strive to be transparent on these initiatives**, in-line with our shareholders' expectations
- » Our sustainability reporting **is guided by the Sustainability Accounting Standards Board (SASB) standard** for the Engineering and Construction Services industry
- » Incorporated guidance from the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to disclose scope 1, 2 and 3 greenhouse gas emissions and set forward-looking reduction goals for scope 1 and 2

TOTAL HOURS WORKED

TOTAL RECORDABLE INCIDENT RATE (TRIR)

2035 ENERGY AND EMISSIONS GOALS



30 – 40%

Per capita reduction in carbon-based fuel consumption across service fleet

20%

Reduction in per capita Scope 1 and 2 GhG emissions

Environmental Sustainability Policies

We have adopted governance policies, and undertaken specific initiatives, that reflect our commitment to sustainability & environmental responsibility

Environmental Handbook

- » Since 2009, we have provided our employees with clear guidelines to identify and comply with broadly-applicable environmental regulatory requirements
- » Company-wide resource provided to all employees, offering practical guidance on key topics of environmental responsibility

Third Party Advisors and Accountability

- » Work closely with a leading global consulting firm to review compliance company-wide and advise us on any testing needed to comply with all applicable laws, our own internal policies, and customer requirements
- » Partnered with EcoVadis, an international sustainability platform, to evaluate our sustainability efforts and provide independent corporate social responsibility ratings for each of our business segments
- » Engaged third party consulting firm to assist us in developing leading processes and procedures for gathering and reporting our GHG emissions and complying with new disclosure requirements

Helping Customers Improve Efficiency

- » Gold member of U.S. Green Building Council; 100s of LEED-accredited technicians across EMCOR
- » Provide clients with expertise, technology and smart solutions to maximize their energy efficiency and give them greater control over their energy use, sourcing and costs through equipment replacement, systems optimization, building and HVAC control system upgrades, lighting system updates, and renewable energy and distributed energy solutions
- » Includes analyzing and designing energy projects for customer facilities, lowering energy costs and reducing our customers' carbon footprint, retrofitting facilities and re-commissioning, among other initiatives

We share the broad concerns about the risks and impacts of global climate change and are proud that many of our services and areas of expertise are important elements of various efforts to address and mitigate climate change risks

SUSTAINABLE FACILITIES FUND PROCESS



Steering

Each year, segment heads will be presented with the year's budget for grants

Any project priorities or themes (e.g. solar, retrofit, HVAC upgrades, etc.) will be communicated

Review of program requirements and process



Submission

Operating companies submit proposals

Must contain budget estimates, payback period, and sustainability benefits



Review

EMCOR Group, Inc. team will evaluate each project

Data requests and site visits will be performed as needed



Approval

Projects will be chosen based on the given year's priorities and the projected payback

Funds will be granted up to the stated budget for that year

SUSTAINABLE FACILITIES FUND

- » Two solar projects have been approved through the fund
- » One project, a ground-mounted solar array, has been completed and is exceeding performance expectations in Fort Wayne, Indiana
- » A second solar array to be installed on the roof of a pipe storage facility is in the early stages of construction
- » Both projects offset electricity consumption and generate utility savings with payback periods less than 10 years



CLIENT SUSTAINABILITY PROJECTS

Our culture of sustainability runs through everything we do. Customers look to us for expertise on smarter, more efficient use of energy and resources—from solar solutions to lighting retrofits to indoor air quality.



MCCORMICK & COMPANY -
LEED V4.1



CONFIDENTIAL E-COMMERCE
COMPANY - EV CHARGING



MOLINA HEALTHCARE - HVAC
RETROFIT



NUSTAR ENERGY - BIOFUELS
DELIVERY



OAKRIDGE DAIRY - RENEWABLE
BIOFUELS SYSTEM



FREEMONT COMMUNITY
SCHOOLS - SOLAR FARM



UNIVERSITY OF CALIFORNIA
SAN DIEGO - LEED PLATINUM



CONFIDENTIAL GLOBAL
MANUFACTURER - CONTROLS
RETROFIT

Commitment to Human Capital Management

Supporting a sustainable organization through developing and caring for our people

Our Culture

- » Our Board oversees our general corporate culture and “tone at the top” established by management
- » Compliance updates from management and training programs at all levels, ensuring the EMCOR Values of *Mission First: Integrity, Discipline, and Transparency* and *People Always: Mutual Respect and Trust, Commitment to Safety, and Teamwork*, are reflected in our actions every day

Mutual Respect and Trust

- » EMCOR works to foster a welcoming environment for our employees
- » Non-management director and recruited corporate officer slates must include candidates with a variety of experience, perspectives and backgrounds
- » EMCOR offers employees and their children college admissions consulting services including assistance in finding scholarships and financial aid awards

Employee Safety

- » For the year ended December 31, 2025, our OSHA Total Recordable Incident Rate (TRIR) was <1.0, less than half the industry average for the 17th consecutive year
- » EMCOR develops Safety Leadership through in-house mentoring, intercompany collaboration and enabling professional development through strategic partnerships such as our Safety Credentialing and Education Scholarship Fund – a pioneering workforce development effort with the Board of Certified Safety Professionals (BCSP)
- » EMCOR’s Changing the Way We Work program reduces the risk of injury, waste, and defects by investing in and focusing on innovative methods, process improvement, prefabrication and technology to reduce the risk of injury to our workforce
- » EMCOR’s Zero Injury Program combines all efforts to assist the Company in maintaining an industry leading TRIR through compliance, leadership development, and safety resources

Developing Our Workforce

- » EMCOR’s Learning Platform—EMCOR University Online—offers more than 250 online courses and a variety of interactive webinars
- » EMCOR offers its senior executives three distinct leadership development programs
- » EMCOR offers a leadership workshop for field employees
- » EMCOR’s Degree Assistance program offers tuition reimbursement to eligible employees working towards a degree at an accredited institution

2026 SUMMARY

- » Record Remaining Performance Obligations of \$15.62 billion coupled with diverse pipeline and operational capabilities provides us with visibility and momentum supporting our outlook for the remainder of 2026
- » Customer investments in AI infrastructure and digital transformation are driving unprecedented activity within the **Network and Communications** market sector
- » Other large, attractive end markets, including **Water & Wastewater; Institutional; Healthcare; Manufacturing & Industrial;** and **High-Tech Manufacturing** continue to have strong demand
- » Robust demand for fire life safety projects and aftermarket services across most sectors with resumption in warehousing, distribution, and logistics projects
- » HVAC retrofit projects, building controls installations and upgrades, and energy efficiency / Indoor Air Quality (IAQ) services continue to create aftermarket opportunities
- » Macro uncertainties persist, including trade policy impacts (such as tariffs), supply chain disruption, rising commodity prices, elevated interest rates, legislative trends, energy and tax policy, and global conflicts; however, our teams have consistently demonstrated the ability to navigate complexity and deliver results
- » We continue to execute with discipline, share knowledge across our organization, and leverage our workforce training and development programs, Virtual Design and Construction capabilities, prefabrication facilities, and advanced project planning methodologies
- » Our disciplined approach to capital allocation, focused on organic investment, strategic acquisitions, and returning capital to shareholders has provided the foundation for our compounding record of success

EMCOR VALUES

MISSION FIRST

MUTUAL RESPECT AND TRUST

Treating people with dignity and consideration and encouraging openness and cooperation

COMMITMENT TO SAFETY

Zero accidents

TEAMWORK

Working together to develop and unleash our full potential to achieve exceptional results for our customers and shareholders

INTEGRITY

In everything we do

DISCIPLINE

Execution with precision, efficiency, competence and professionalism

TRANSPARENCY

Sharing information to facilitate communication

PEOPLE ALWAYS



Sustainability Report

[Click here to view our Sustainability Report and Sustainability Report Supplement](#)



for our fleet of service vehicles
equipment, while the remaining
15% or 29,402 metric tons, came

Gaston Electrical Goes Green:
The Norwood, MA, headquarters of Gaston Electrical is powered by a cutting-edge 175.8-kilowatt rooftop solar system. With more than 676 panels covering 22,000 square feet, the solar array is helping this EMCOR company slash energy costs and promote



BUILD POWER SERVICE PROTECT