

William Blair 46th Annual Growth Stock Conference

June 2, 2026



MISSION READY



FORWARD-LOOKING STATEMENTS & NON-GAAP DISCLOSURES

Forward-Looking Statements

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; financial guidance and projections underlying that guidance; the nature and impact of our remaining performance obligations; the timing of future projects; our ability to support organic growth and balanced capital allocation, including the anticipated impact of our strategic investments; the financial and operational impact of acquisitions and/or dispositions; our competitiveness, market opportunities, and growth prospects; energy and emissions goals; customer trends; and project mix. 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. Certain of the 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.

Non-GAAP Measures

Information conveyed with this presentation also includes certain financial measures that were not prepared in accordance with U.S. generally accepted accounting principles (GAAP). Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures are included in the appendix to this presentation. The Company uses these non-GAAP measures as key performance indicators for the purpose of evaluating performance internally. We also believe that these non-GAAP measures provide investors with useful information with respect to our ongoing operations. Any non-GAAP financial measures presented are not, and should not be viewed as, substitutes for financial measures required by GAAP, have no standardized meaning prescribed by GAAP, and may not be comparable to the calculation of similar measures of other companies.

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

\$18.5B - \$19.25B
2026 Revenue Guidance

\$15.62B
RPOs¹

\$28.25 - \$29.75
2026 Diluted EPS Guidance

>80%
Operating Cash
Flow Conversion^{2,3}

~47,700¹
Employees

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

BROAD CONSTRUCTION AND SERVICES PLATFORM

Construction Services

Mechanical

Electrical

Mechanical and electrical contractors with decades of experience in multiple U.S. sectors

~72%
of 2025 Revenue

Selected Areas of Expertise



HVAC



High / Low Voltage



Fire Protection



Lighting and Control Systems



Plumbing

Building Services

Mechanical Services

Site-Based

Provider of mechanical services and construction, site-based facility management and maintenance, and energy efficiency services

~21%
of 2025 Revenue

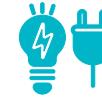
Selected Areas of Expertise



Building Control Systems



Retrofit Projects



Energy Conservation and Efficiency



IAQ Services



HVAC Services

Industrial Services

Provider of process turnaround and other industrial services in North America

~7%
of 2025 Revenue

Selected Areas of Expertise



Heat Exchanger Services / Fabrication



Renewable Energy and Solar

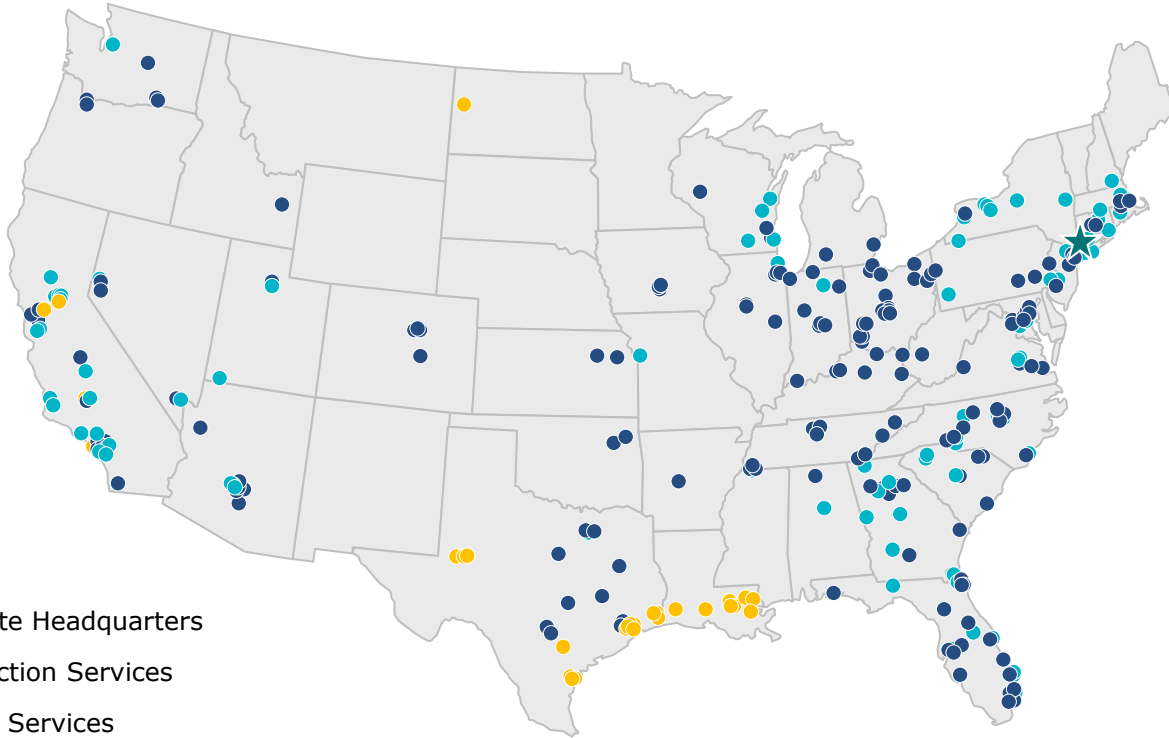


Turnaround Services



Specialty Welding

LOCAL EXECUTION, NATIONAL REACH



- ★ Corporate Headquarters
- Construction Services
- Building Services
- Industrial Services

Strategic Locations in Key Geographies

~450
U.S. Locations

~100
Operating Subsidiaries

Select Subsidiaries

Construction Services

- ◆ **Batchelor & Kimball**
An EMCOR Company
- ◆ **DeBra-Kuempel**
An EMCOR Company
- ◆ **Dynalectric**
An EMCOR Company
- ◆ **F&G Mechanical**
An EMCOR Company
- ◆ **Forest Electric**
An EMCOR Company
- ◆ **Gibson**
An EMCOR Company
- ◆ **J.C. Higgins**
An EMCOR Company
- ◆ **Penguin**
An EMCOR Company
- ◆ **Poole and Kent**
An EMCOR Company
- ◆ **S.A. Comunale**
An EMCOR Company
- ◆ **Shambaugh**
An EMCOR Company
- ◆ **Southern Industrial Constructors**
An EMCOR Company
- ◆ **University Mechanical & Engineering Contractors**
An EMCOR Company
- ◆ **Wasatch Electric**
An EMCOR Company

Building Services

- ◆ **EMCOR Services**
Mesa Energy
- ◆ **EMCOR Services**
New England Mechanical
- ◆ **EMCOR Services**
Hill York
- ◆ **EMCOR Services**
Newcomb and Company
- ◆ **EMCOR Services**
Northeast
- ◆ **EMCOR Services**
MSI-Mechanical Services

Industrial Services

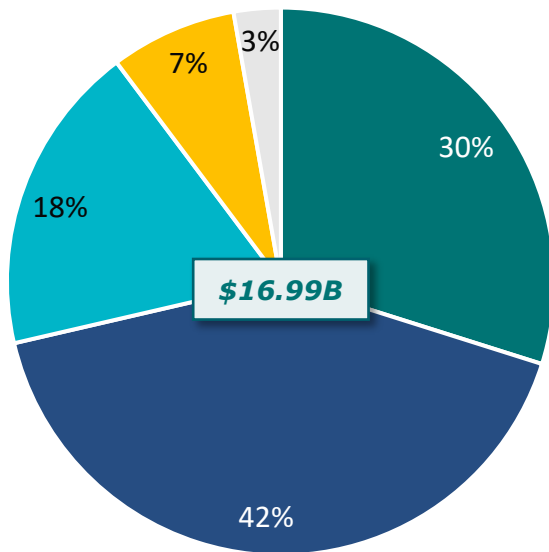
-  **AltairStrickland**
An EMCOR Industrial Services Company
-  **Ohmstede**
An EMCOR Industrial Services Company
-  **Performance Mechanical, Inc.**
An EMCOR Industrial Services Company
-  **REPCON**
An EMCOR Industrial Services Company



EMCOR'S DIVERSE BUSINESS MIX

Broad Construction and Services Platform

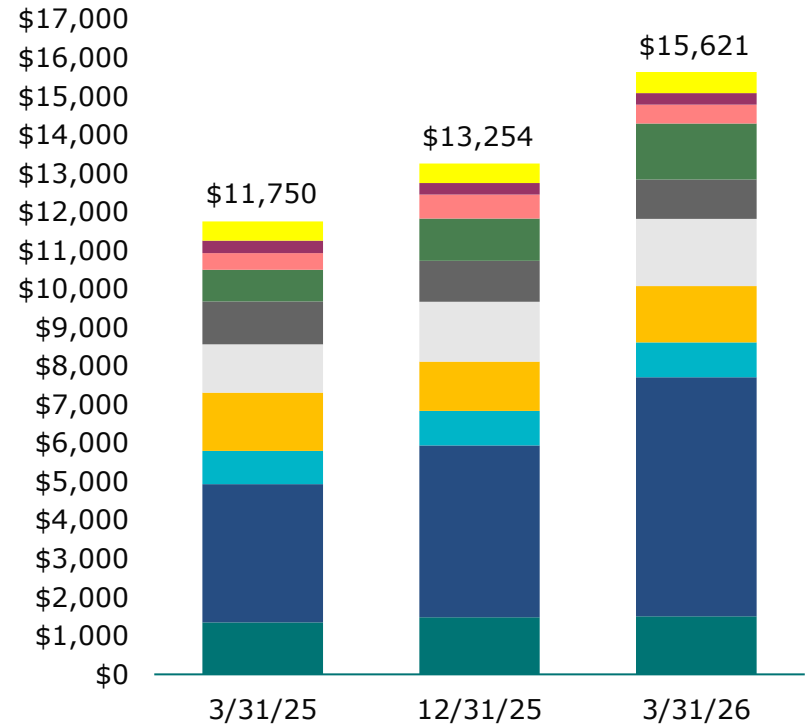
2025 Revenue By Segment



- Electrical Construction
- Mechanical Construction
- Building Services
- Industrial Services
- UK Building Services*

Diverse Remaining Performance Obligations (RPOs) by Sector

(\$ Millions) (Unaudited)



- Commercial
- Network and Communications
- High-Tech Manufacturing
- Healthcare
- Institutional
- Manufacturing and Industrial
- Water and Wastewater
- Transportation
- Hospitality and Entertainment
- Short Duration Projects

* EMCOR sold its United Kingdom operations on December 1, 2025.

COMMITMENT TO BALANCED CAPITAL ALLOCATION

Capital Allocation Strategy

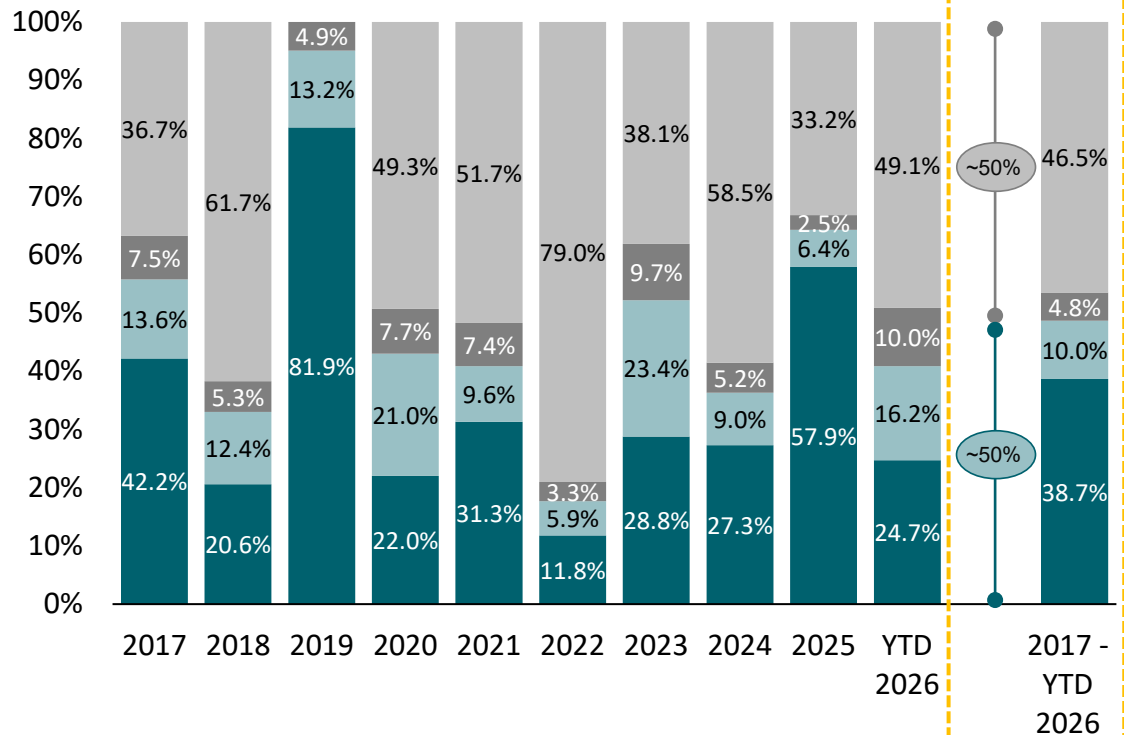
Business Reinvestment

Capex	<ul style="list-style-type: none"> » Expand prefabrication capacity » Investments in VDC technologies, including BIM, automation, and robotics
M&A	<ul style="list-style-type: none"> » Augment business with complementary service offerings, bolster capabilities, service additional geographies » Ongoing evaluation of diverse pipeline, both tuck-in and targets of scale

Shareholder Return

Share Repurchases	<ul style="list-style-type: none"> » Track record of proven return of capital to shareholders » ~\$593 million remaining on share repurchase authorization*
Dividends	<ul style="list-style-type: none"> » Steady, progressive dividend policy » In December 2025, increased quarterly dividend by 60% to \$0.40 per share commencing in Q1 2026

Capital Allocation by Year (% of total capital allocated)



Business Reinvestment

■ Acquisitions ■ Capex

Shareholder Return

■ Dividends ■ Share Repurchases

Strong balance sheet and long-term cash flow generation support strategic and balanced approach to capital deployment

WHY EMCOR WINS

People and Talent

*Focus on our people and talent are foundational to our success. Our **"Mission First, People Always"** mindset guides our focus on attracting and retaining top talent*

Technology Differentiation

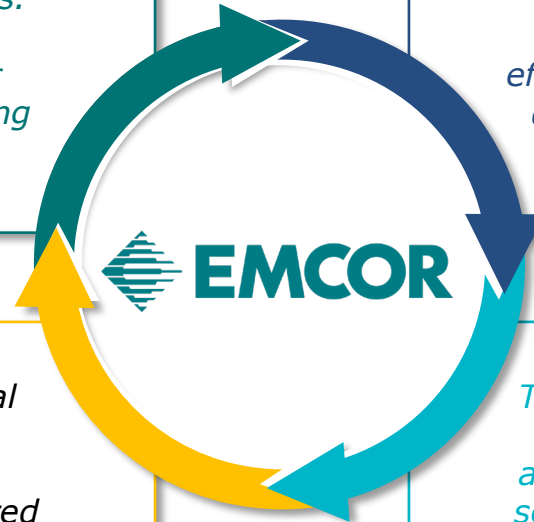
Investments in Virtual Design and Construction (VDC) and prefabrication capabilities create efficiencies and differentiate EMCOR during the bidding and execution processes

We believe our strong financial results and balance sheet position EMCOR as a trusted employer-of-choice and preferred partner for our customers

Strong Balance Sheet

The resilience and flexibility of our business over many years has allowed us to pivot to high-growth sectors and continuously serve our customers with complex installations and excellent solutions

Resilience and Track Record





BUILD POWER SERVICE PROTECT

Corporate Headquarters

EMCOR Group, Inc.
301 Merritt Seven
Norwalk, CT 06851 USA

203.849.7938
emcor_info@emcor.net
emcorgroup.com

Lucas Sullivan
Director, Financial Planning & Analysis
lsullivan@emcor.net