



D.A. Davidson Annual Diversified Industrials & Services Virtual Conference

September 22, 2020



Forward-Looking Statements and Non-GAAP Financial Disclosures

Forward Looking Statements:

This material and related presentation contain certain forward-looking statements. Any such comments 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 may include statements regarding anticipated future operating and financial performance, the nature and impact of our remaining performance obligations, our ability to pursue acquisitions, our ability to return capital to shareholders, market opportunities, market growth, and customer trends. 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 are no guarantee of future performance. Such risks and uncertainties include, but are not limited to, adverse effects of general economic conditions, changes in the political environment, changes in the specific markets for EMCOR's services, adverse business conditions, availability of adequate levels of surety bonding, increased competition, unfavorable labor productivity, mix of business, the impact of the 2020 ransomware attack, and the impact of the COVID-19 pandemic on our revenue and operations. Certain of the risk factors associated with EMCOR's business are also discussed in Part I, Item 1A. "Risk Factors," of the Company's 2019 Form 10-K, in Part II, Item 1A. "Risk Factors," of the Company's Quarterly Report on Form 10-Q for the quarterly period ended March 31, 2020 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 any forward-looking statements.

Non-GAAP Measures:

This material and related presentation also include certain financial measures that were not prepared in accordance with U.S. generally accepted accounting principles (GAAP). Reconciliations of those non-GAAP financial measures to the most directly comparable GAAP financial measures are included in 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 on-going 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 Group

- Leading specialty construction, building and industrial services provider
- Over 80+ Million Hours Worked in 2019
- Quarter 2 2020 RPOs of \$4.59B



Why EMCOR

- **Significant expertise in project execution and service delivery**
 - Excellence in managing skilled labor
- **Disciplined and effective cost management**
- **Broad array of services delivered into growing end markets**
 - Platform for earnings growth
- **Strong and liquid balance sheet**
 - Flexibility for organic growth, acquisitions and share repurchases
- **History of consistent cash generation**
 - Operating cash flow \pm net income



Leading Market Position Across all Businesses

EMCOR GROUP, INC.

2019 Revenue: \$9.2B

CONSTRUCTION

SERVICES

U.S. MECHANICAL CONSTRUCTION

2019 Rev: \$3.4B

U.S. ELECTRICAL CONSTRUCTION

2019 Rev: \$2.2B

U.S. BUILDING SERVICES

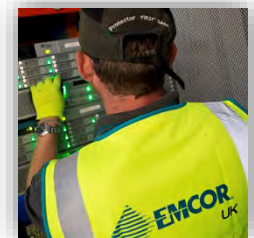
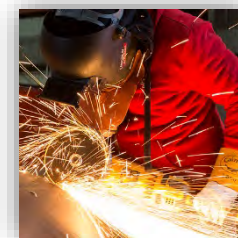
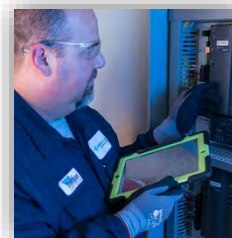
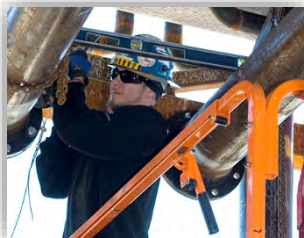
2019 Rev: \$2.1B

U.S. INDUSTRIAL SERVICES

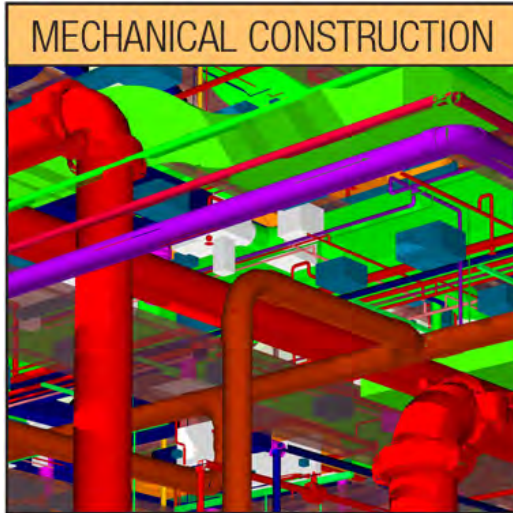
2019 Rev: \$1.1B

EMCOR UK

2019 Rev: \$0.4B



CONSTRUCTION – U.S. Leading Specialty Construction Contractor



- Sheet Metal
- HVAC
- Process Piping
- Fire Protection
- High Purity Piping
- Plumbing



- Low Voltage
- Voice & Data
- Lighting
- Security / Alarm
- Transmission & Distribution
- High Voltage

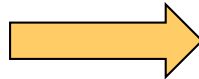
BUILDING SERVICES – U.S. Leading National Provider of Building Services

MOBILE MECHANICAL SERVICES



- National HVAC Services
- Building Control Systems
- Retrofit Projects
- Repair Services
- Service Agreements

SITE-BASED SERVICES



- Operations & Maintenance
- HVAC Services
- Retrofit Projects
- Preventative Maintenance
- Energy Efficiency Upgrades

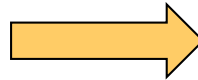
GOVERNMENT SERVICES



- Base Operations
- Facilities Management
- IDIQ Projects
- Operations & Maintenance
- Supplier Management

U.S. Industrial Services

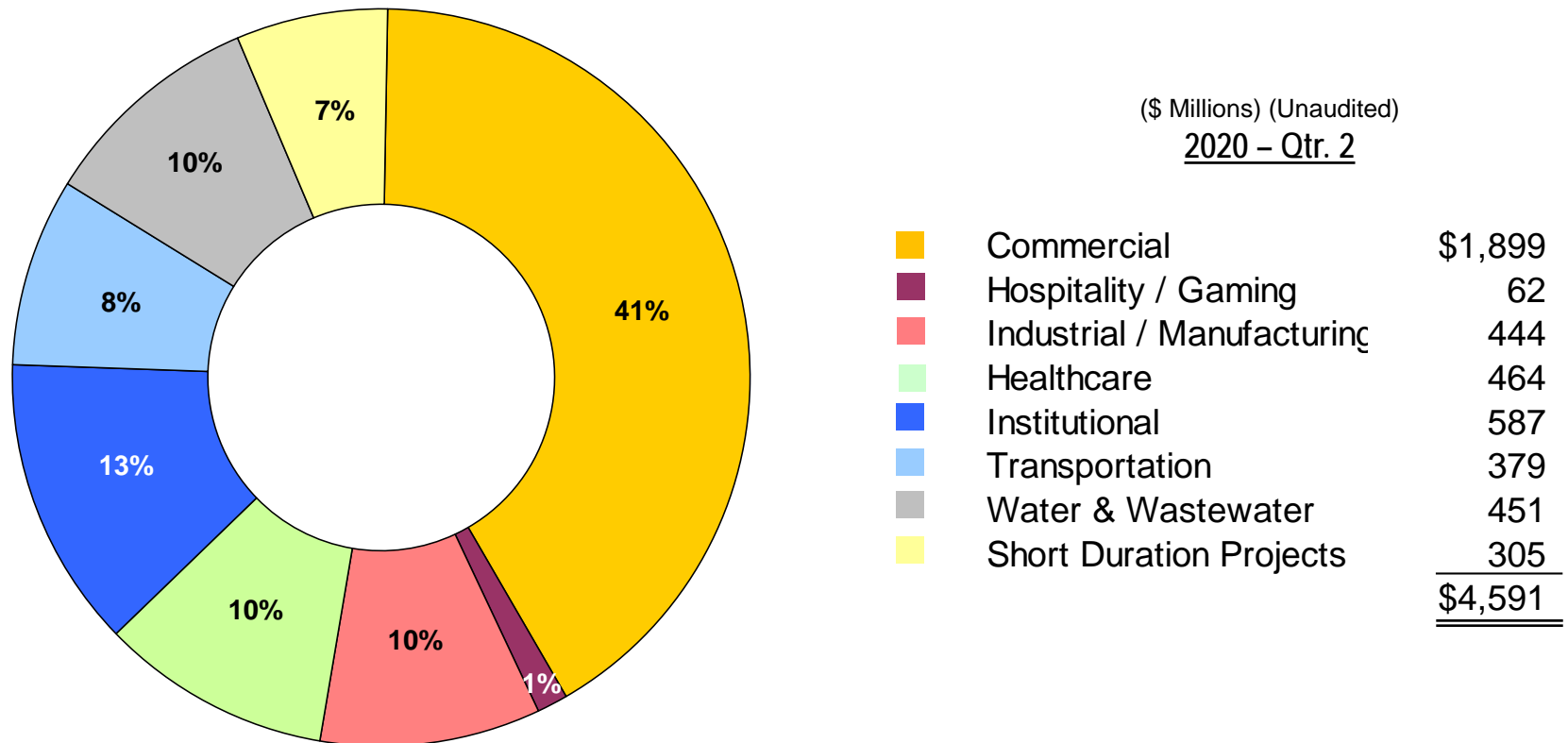
Leading Provider of Refinery / Petrochemical Turnaround Services



- Heat Exchanger Service / Fabrication
- Embedded Contracts
- Turnaround Services
 - Heat Exchangers, including HF Alky Units
 - Fluid Catalytic Cracking Units
 - Coking Units
- Specialized Welding
- Field Services
- Maintenance / Capital Projects

RPOs by Market Sector – 6/30/20

- Diverse Remaining Performance Obligations (RPOs) of \$4.59 billion



Key Financial Data – Income Statement

(\$ Thousands, except per share information) (Unaudited)

	For the Six Months Ended June 30,		Variance	
	2020	2019	\$	%
Revenues	\$ 4,313,853	\$ 4,482,930	\$ (169,077)	-3.8%
Gross Profit	648,347 15.0%	655,134 14.6%	(6,787)	-1.0%
Selling, General and Administrative Expenses	432,171	432,417	(246)	-0.1%
Restructuring Expenses	69	448	(379)	N/M
Impairment Loss on Goodwill, Identifiable Intangible Assets, and Other Long-Lived Assets	232,750	-	232,750	N/M
Operating (Loss) Income	\$ (16,643) -0.4%	\$ 222,269 5.0%	\$ (238,912)	-107.5%
Diluted (Loss) Earnings per Common Share	\$ (0.14)	\$ 2.77	\$ (2.91)	N/M
Non-GAAP Operating Income *	\$ 216,107 5.0%	\$ 222,269 5.0%	\$ (6,162)	-2.8%
Non-GAAP Diluted Earnings per Common Share *	\$ 2.78	\$ 2.77	\$ 0.01	0.4%

* Excluding impairment loss on goodwill, identifiable intangible assets, and other long-lived assets



Key Financial Data – Balance Sheet

(\$ Thousands)

	(Unaudited) 06/30/20	12/31/19
Cash	\$ 481,391	\$ 358,818
Working Capital	\$ 870,868	\$ 721,273
Goodwill	\$ 839,772	\$ 1,063,911
Identifiable Intangible Assets, Net	\$ 576,540	\$ 611,444
Total Debt (excludes operating leases)	\$ 304,360	\$ 312,231
Stockholders' Equity	\$ 1,944,198	\$ 2,057,780
Total Debt / Total Capitalization	13.5%	13.2%



2020 Outlook

- First Priority - Continue to focus on employee health and safety
- Expect construction and service operations to remain essential services
 - Strong RPO position: Winning new work
- Building Services small project work recovering
- Industrial Services remains challenged as market visibility is opaque throughout 2020
- U.K. is strong and stable
- Stronger and more liquid balance sheet



2020 Revised Guidance

- Assuming the impact of the COVID-19 pandemic does not worsen; no major disruptions (i.e. stay-at-home orders or closures) or bankruptcies

Revenues \$8.6 Billion – \$8.7 Billion

Non-GAAP Diluted EPS * \$5.00 – \$5.50

* Excludes \$232.8 million non-cash impairment charge and associated impact on full year estimated tax rate





Build. Power. Service. Protect.