

D.A. DAVIDSON 22nd ANNUAL DIVERSIFIED INDUSTRIALS & SERVICES CONFERENCE

SEPTEMBER 21, 2023



FORWARD-LOOKING STATEMENTS AND NON-GAAP FINANCIAL DISCLOSURES

Forward-Looking Statements

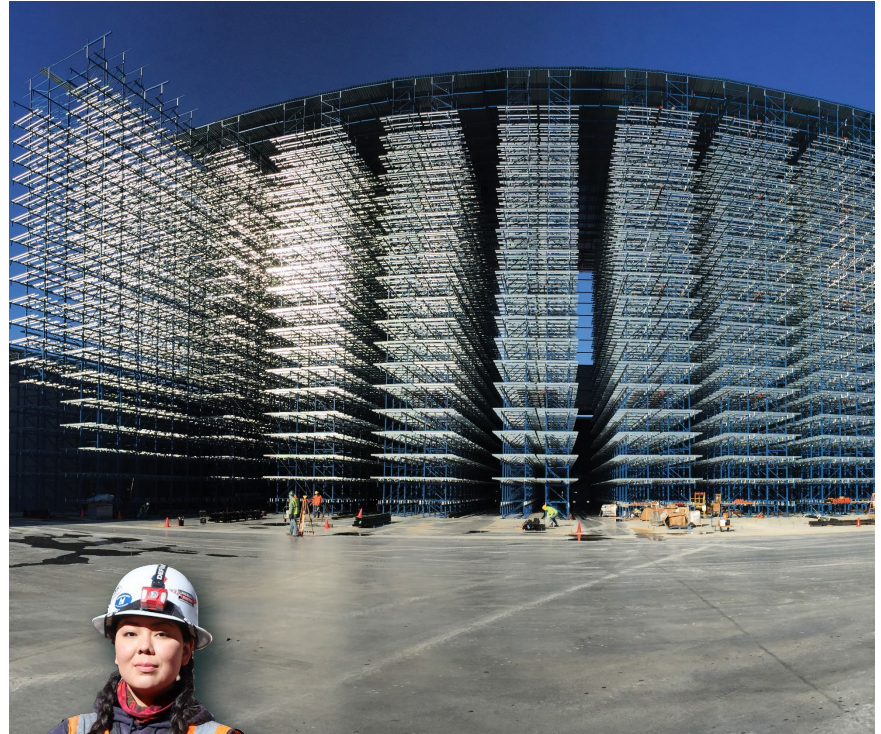
This material and related presentation contain forward-looking statements. Such statements speak only as of the date on the cover of this slide deck, and EMCOR assumes no obligation to update any such forward-looking statements, unless required by law. These forward-looking statements may include statements regarding anticipated future operating and financial performance, including financial guidance and projections underlying that guidance; 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 prospects; customer trends; project mix; and projects with varying profit margins and contractual terms. 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; changes in interest rates; domestic and international political developments; changes in the specific markets for EMCOR's services; adverse business conditions, including labor market tightness, productivity challenges, the nature and extent of supply chain disruptions impacting availability and pricing of materials, and inflationary trends more generally, including fluctuations in energy costs; the impact of legislation and/or government regulations; the availability of adequate levels of surety bonding; increased competition; 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 2022 Form 10-K, and in other reports we file 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

This material and related presentation may include certain financial measures that were not prepared in accordance with U.S. generally accepted accounting principles (GAAP). 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 HIGHLIGHTS

- » Leading specialty construction, building, and industrial services provider
- » Approximately 78 million hours worked in 2022
- » 2022 Total Recordable Incident Rate (TRIR) of 1.2
- » 2023 Qtr. 2 RPOs of \$8.29B



EMCOR STRENGTHS

- » Significant expertise in project execution and managing skilled craft labor
- » Disciplined and effective cost management
- » Broad opportunities for earnings growth
- » History of consistent cash generation
- » Strong and liquid balance sheet



BROAD CONSTRUCTION & SERVICES PLATFORM

2022 REVENUES: \$11.1B

CONSTRUCTION *		SERVICES				
CONSTRUCTION SERVICES		BUILDING SERVICES			INDUSTRIAL SERVICES	
Mechanical Construction	Electrical Construction	Mechanical Services	Site-Based Services	Government Services	EMCOR UK	Refinery / Petro Chemical / Turnaround Services
Revenues	Revenues		Revenues		Revenues	Revenues
\$4.3B	\$2.5B		\$2.7B		\$0.5B	\$1.1B
<ul style="list-style-type: none"> » Sheet Metal » HVAC » Process Piping » High Purity Piping » Plumbing » Fire Protection » Water and Wastewater 	<ul style="list-style-type: none"> » Low Voltage » Voice & Data » Lighting » Security/Alarm » High Voltage » Transmission & Distribution » Sustainable Energy Solutions 	<ul style="list-style-type: none"> » National HVAC Service » Building Control Systems » Retrofit Projects » Repair Services » Service Agreements » IAQ Services » Energy Conservation Solutions 	<ul style="list-style-type: none"> » O&M » HVAC Services » Retrofit Projects » Preventive Maintenance » Energy Efficiency Upgrades 	<ul style="list-style-type: none"> » Base Ops » Facilities Management » IDIQ Projects » O&M » Supplier Management 	<ul style="list-style-type: none"> » Integrated Facilities Services » O&M » Supplier Management 	<ul style="list-style-type: none"> » Heat Exchanger Services / Fabrication » Embedded Contracts » Turnaround Services » Specialty Welding » Maintenance & Capital Projects » Process Controls » Renewable Energy / Solar

* ~10% of construction revenues are services

DRIVING PROFITABLE ORGANIC GROWTH

Electrification / EV Value Chain

- » Electric Vehicle and Battery Plant Construction
- » EV Charging Stations
- » Energy Transition / Expansion
- » Government Incentives Support Continued Momentum

High-Tech Manufacturing / Life Sciences

- » Semiconductor Manufacturing
- » Pharmaceutical / Biotech / Life Sciences / R&D Facilities
- » Government Incentives Support Continued Momentum

Data Centers /Connectivity

- » Continued Demand Drivers
- » Increased Power Requirements
- » AI Accelerated Buildout / Retrofit / Remodel

Healthcare

- » New / More Flexible Hospitals
- » Sophisticated Outpatient Facilities

Reshoring / Nearshoring

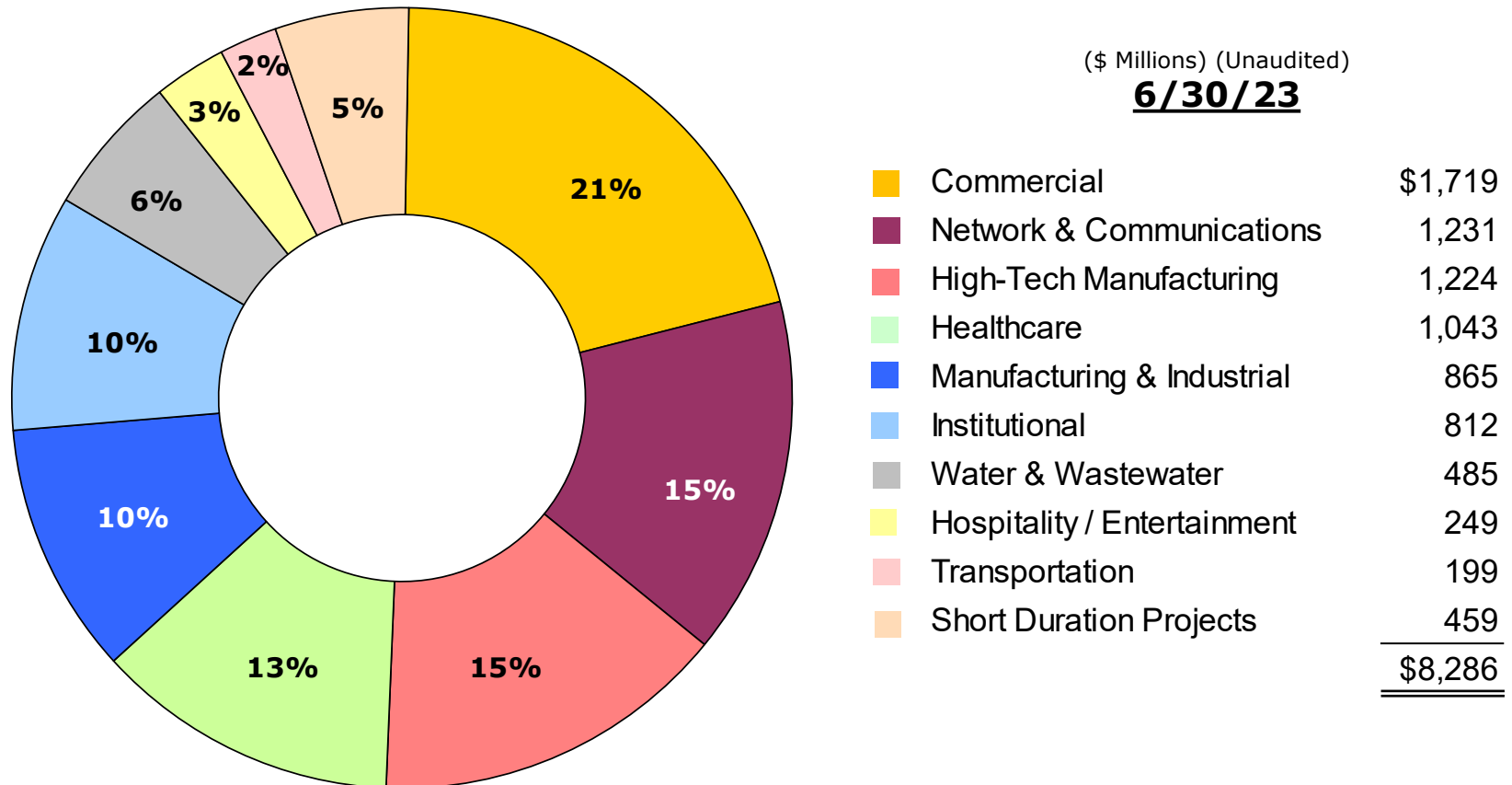
- » Critical Supply Chain Resilience
- » Capacity Shifting / Expansion
- » Automation

Energy Efficiency (Sustainability)

- » HVAC / Control Systems / Lighting Retrofits
- » Water / Waste Reduction
- » Facilities Footprint Adjustment / Rationalization
- » Alternative Energy Solutions
- » Government Incentives Support Continued Momentum

RPOs BY MARKET SECTOR – 6/30/23

» Diverse Remaining Performance Obligations (RPOs) of \$8.29 billion



PRIORITIZING SUSTAINABILITY

Our Mission First, People Always Values Continue to Guide our Sustainability Strategy

Recent Updates

- » Aligned our sustainability reporting with the Sustainability Accounting Standards Board (SASB) standard for the *Engineering & Construction Services* industry, in-line with our shareholders' expectations and our commitment to strong sustainability practices
- » Incorporated guidance from the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) to disclose scope 1, scope 2 and scope 3 greenhouse gas emissions metrics and set forward-looking reduction goals for scope 1 and scope 2



Our Initial 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 scope 2 greenhouse gas output

Committed to the Health & Safety of our Workforce

- » We maintain a strong commitment to safety throughout our operations, **striving for a zero injury environment and culture across our 100 operating subsidiaries**

2022
TRIR

1.2

Industry
Average

2.7

We maintain our position as an industry leader in safety, and continue to make progress toward our goal of zero workplace injuries

* EMCOR has submitted a formal commitment letter to the Science Based Targets initiative in December of 2022 regarding the establishment of science-based emissions reduction targets, and we are evaluating such targets.

KEY FINANCIAL DATA – INCOME STATEMENT

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

	For the Six Months Ended June 30,		Variance	
	2023	2022	\$	%
Revenues	\$ 5,936,054	\$ 5,299,937	\$ 636,117	12.0%
Gross Profit	926,122 15.6%	735,563 13.9%	190,559	25.9%
Selling, General and Administrative Expenses	574,545	497,962	76,583	15.4%
Operating Income	\$ 351,577 5.9%	\$ 237,601 4.5%	\$ 113,976	48.0%
Diluted Earnings per Common Share	\$ 5.28	\$ 3.36	\$ 1.92	57.1%

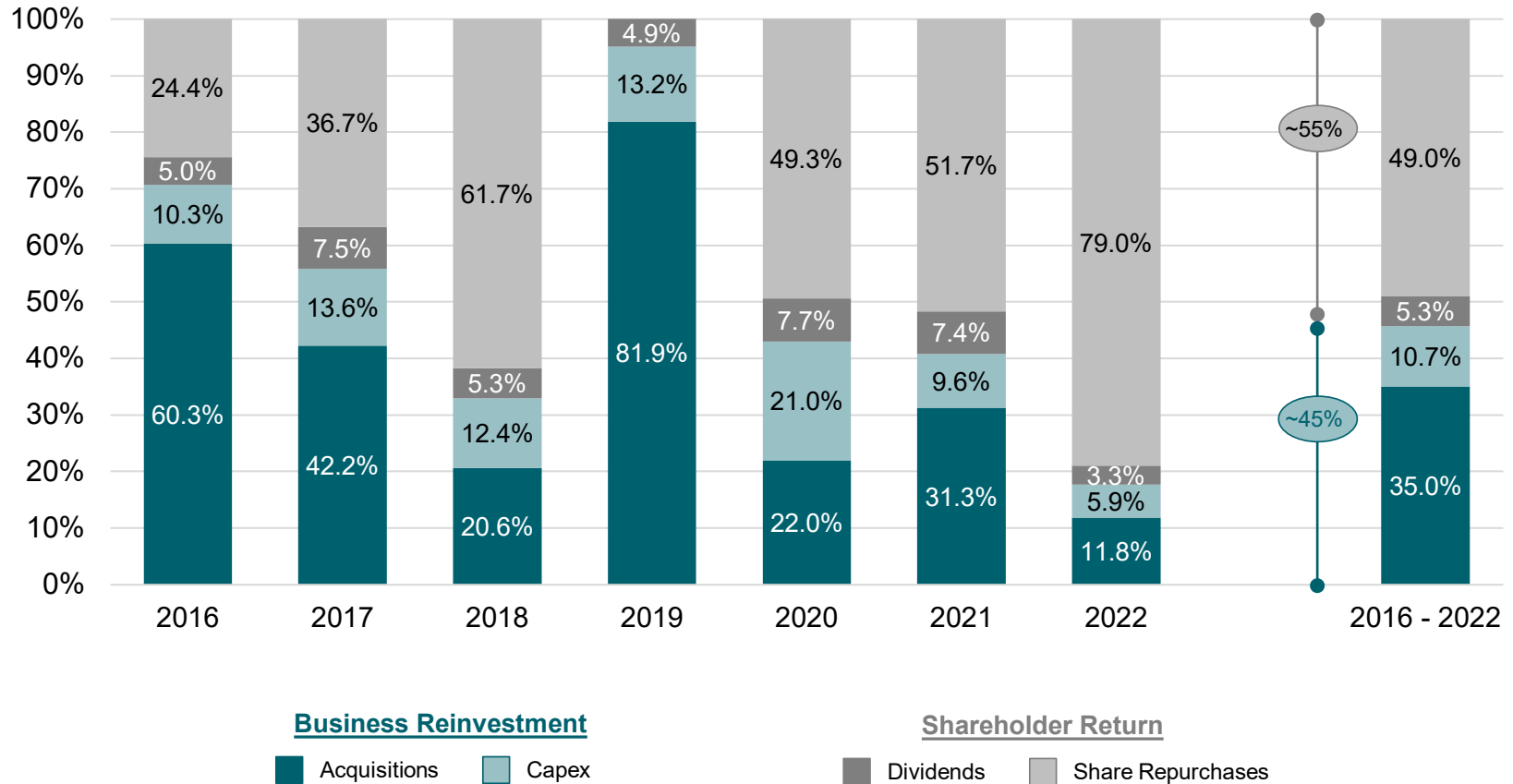
KEY FINANCIAL DATA – BALANCE SHEET

(\$ Thousands)

	(Unaudited) 06/30/23	12/31/22
Cash	\$ 503,052	\$ 456,439
Working Capital	\$ 860,159	\$ 708,451
Goodwill	\$ 927,485	\$ 919,151
Identifiable Intangible Assets, Net	\$ 574,475	\$ 593,975
Total Debt (excludes operating leases)	\$ 246,853	\$ 247,192
Stockholders' Equity	\$2,118,087	\$1,974,291
Total Debt / Total Capitalization	10.4%	11.1%

BALANCED CAPITAL ALLOCATOR

EMCOR Capital Allocation by Year (%)



2023 – OUTLOOK FOR REMAINDER OF YEAR

- » Non-residential market is projected to grow for remainder of 2023
 - Resilient demand and projected growth in network & communications (data centers) and high-tech manufacturing projects (semiconductor and EVs / EV value chain / batteries)
 - Continuing strength in onshoring of supply chain and domestic capacity expansion
 - Robust demand for Fire Life Safety projects and services across most sectors
 - Continuing growth in healthcare, pharmaceutical, biotech, life sciences and R&D facilities sectors
- » Continuing demand for energy efficiency and retrofit projects, as well as repair service
- » Steady pace of improvement from Industrial Services
- » Macro uncertainties of supply chain disruption, energy markets, inflation, rising interest rates, and the Ukraine conflict persist
- » Maintain the flexibility provided by our strong and liquid balance sheet

2023 GUIDANCE - REVISED

Revenues \$12.0 - \$12.5 Billion

Diluted EPS* \$10.75 - \$11.25
Was \$9.25 - \$10.00

* Assumes 27.5% to 28.0% effective tax rate

MARKET OUTLOOK – DATA CENTERS

Demand across Mid-Atlantic, Pacific Northwest, Midwest, and the Southeast remains strong

- » Electrical Construction
- » Mechanical Construction
- » Fire Life Safety Systems

Buildout accelerated by recent developments in AI



CUSTOMER BASE

- » Technology Companies
- » Financial Firms
- » Co-locators
- » Government

“Average” Data Center Build % Ranges

Electrical Construction	30% - 50% *
Mechanical Construction	15% - 35% *
Fire Protection (<i>Sprinkler Installation</i>)	3% - 7%

* Includes purchase of major equipment

MARKET OUTLOOK – INDUSTRIAL / MANUFACTURING

Critical Supply Chain Disruption is Driving Demand:

- » **Regionalization** Shift in Supply Chain / **Re-shoring** of Critical Supply
- » Semiconductor
- » Pharmaceuticals
- » Medical Devices
- » Computer & Electronics



MARKET OUTLOOK – ENERGY TRANSITION / EXPANSION

EMCOR remains well positioned to assist its customers with the energy transition / expansion

- » EV and EV battery manufacturing facilities
- » Electrical charging stations on industrial scale
- » Large scale solar projects
- » Renewable buildout and grid modernization
- » Increased investment supported by the Inflation Reduction Act



MARKET OUTLOOK – MECHANICAL SERVICES

Growing demand stemming from maintenance deferrals, retrofit opportunities, efficiency upgrades, and IAQ

- » Mechanical Services
- » Alternative Energy Solutions

CUSTOMER BASE

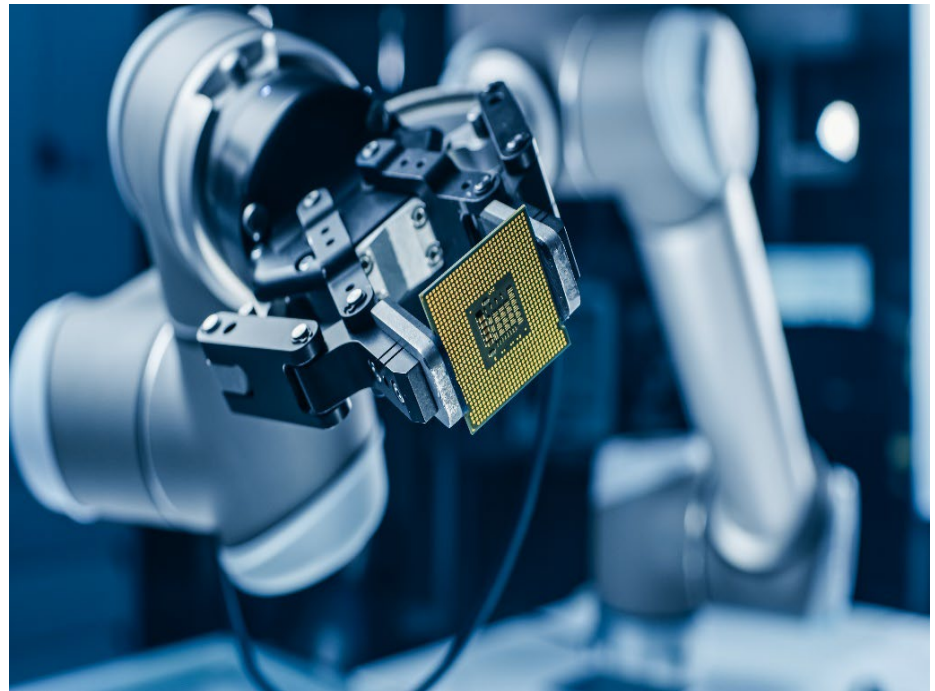
- » Commercial Buildings
- » National Brands and Organizations
- » Federal, State, and Local Government
- » Specialized Environments
- » Other Institutional Facilities
- » K-12 Schools / Universities
- » Healthcare Facilities



MARKET OUTLOOK – SEMICONDUCTOR

Increasing demand from our semiconductor customers

- » Traditional mechanical construction services
- » Fire life safety systems
- » High purity piping
- » Additional project opportunities bolstered by the CHIPS and Science Act of 2022





BUILD POWER SERVICE PROTECT