

Your **Vote** Counts!

EMCOR GROUP, INC.

2023 Annual Meeting

Vote by June 7, 2023 11:59 PM ET

For shares held in our Employee Stock Purchase Plan,

Vote by June 5, 2023 11:59 PM ET

EMCOR GROUP, INC.
301 MERRITT SEVEN, 6TH FLOOR
NORWALK, CT 06851



V12888-P89909

You invested in EMCOR GROUP, INC. and it's time to vote!

You have the right to vote on proposals being presented at the Annual Meeting. **This is an important notice regarding the availability of proxy material for the stockholder meeting to be held on June 8, 2023.**

Get informed before you vote

View the Notice and Proxy Statement and Annual Report online OR you can receive a free paper or email copy of the material(s) by requesting prior to May 25, 2023. If you would like to request a copy of the material(s) for this and/or future stockholder meetings, you may (1) visit www.ProxyVote.com, (2) call 1-800-579-1639 or (3) send an email to sendmaterial@proxyvote.com. If sending an email, please include your control number (indicated below) in the subject line. Unless requested, you will not otherwise receive a paper or email copy.



For complete information and to vote, visit www.ProxyVote.com

Control #

Smartphone users

Point your camera here and vote without entering a control number



Vote in Person at the Meeting*

June 8, 2023
10:00 AM ET

301 Merritt Seven
Norwalk, Connecticut 06851

*Please check the meeting materials for any special requirements for meeting attendance. At the meeting, you will need to request a ballot to vote these shares.

THIS IS NOT A VOTABLE BALLOT

This is an overview of the proposals being presented at the upcoming stockholder meeting. Please follow the instructions on the reverse side to vote on these important matters.

Voting Items	Board Recommendations
1. Election of Directors Nominees:	
1a. John W. Altmeyer	✔ For
1b. Anthony J. Guzzi	✔ For
1c. Ronald L. Johnson	✔ For
1d. Carol P. Lowe	✔ For
1e. M. Kevin McEvoy	✔ For
1f. William P. Reid	✔ For
1g. Steven B. Schwarzwaelder	✔ For
1h. Robin Walker-Lee	✔ For
1i. Rebecca A. Weyenberg	✔ For
2. Approval, by non-binding advisory vote, of named executive compensation.	✔ For
3. Non-binding advisory vote on the frequency of the non-binding advisory vote on executive compensation.	1 Year
4. Approval of an amendment to the Company's Restated Certificate of Incorporation regarding the size of the Board of Directors.	✔ For
5. Approval of an amendment to the Company's Restated Certificate of Incorporation to reflect Delaware law provisions allowing officer exculpation.	✔ For
6. Approval of an amendment to the Company's Restated Certificate of Incorporation to select an exclusive forum for certain claims.	✔ For
7. Ratification of the appointment of Ernst & Young LLP as independent auditors for 2023.	✔ For
8. Stockholder proposal regarding an independent board chairperson.	✘ Against

NOTE: Such other business as may properly come before the meeting or any adjournment or postponement thereof.