
Quarter Three 2011

October 27, 2011



EMCOR Participants

- Tony Guzzi President & Chief Executive Officer
- Mark Pompa EVP & Chief Financial Officer
- Mava Heffler VP, Marketing & Communications
- Sheldon Cammaker EVP & General Counsel
- Kevin Matz EVP, Shared Services

2011 – Qtr. 3 Executive Summary

- Operating environment continues to improve slowly
- Revenues increased 21.5% through acquisitions and organic growth
 - Organic revenue growth 9.6%
- Continued cost control with SG&A 8.9% vs. 9.3% in Qtr. 3 2010
- All segments profitable with operating income margins from continuing operations of 3.8%
 - EFS industrial operations including refinery, process plant & power continued to exhibit solid performance
 - Beginning to see early indications of increased opportunities in small project work
 - ECS continues to perform well
- Backlog at \$3.54B up \$660M or 23% year-over-year reflective of acquisitions and slight organic growth
- Balance sheet remains strong and liquid, including \$476M cash

2011 – Qtr. 3 Executive Summary

- Other items of note in Qtr. 3:
 - Sale of Comstock Canada Subsidiary
 - Initiation of \$0.20 annual dividend and \$100.0M Share Repurchase Program

2011 – Qtr. 3 Financial Highlights

- Revenues increased 21.5% year-over-year to \$1.48B
 - Organic growth 9.6%
 - Growth in all businesses, except ECS Electrical
 - EFS increased 43% to \$536.1M reflective of Pepper and USM acquisitions
- SG&A increased \$18.5M to \$131.8M or 8.9% of revenues vs. \$113.3M or 9.3% in Qtr. 3 2010
 - Includes \$12.8 million of expenses (including amortization) attributable to companies acquired between 10/1/2010 – 9/30/2011
- Operating income \$56.5M or 3.81% of revenues
- Qtr. 3 income tax rate – 39.4%
 - Expect full year 2011 rate to be approximately 39%
- Income from discontinued operations, net of income taxes \$8.4M
 - Majority of gain due to the elimination of the cumulative foreign currency translation balance
- Qtr. 3 cash provided by operations \$53.6M, YTD \$58.7M

Key Financial Data – Income Statement

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

	For the Three Months Ended September 30,		Variance	
	2011	2010	\$	%
Revenues	\$ 1,482,241	\$ 1,220,083	\$ 262,158	21.5%
Gross Profit	188,267	171,445	16,822	9.8%
Selling, General and Administrative Expenses	131,780	113,320	18,460	16.3%
Restructuring Expenses	0	148	(148)	-100.0%
Impairment Loss on Goodwill and Identifiable Intangible Assets	0	226,152	(226,152)	-100.0%
Operating Income (Loss)	\$ 56,487 3.81%	\$ (168,175) -13.78%	\$ 224,662	-133.6%
Operating Income Excluding Impairment Loss	\$ 56,487 3.81%	\$ 57,977 4.75%	\$ (1,490)	-2.6%
Diluted Earnings (Loss) per Common Share from Continuing Operations	\$ 0.47	\$ (2.60)	\$ 3.07	-118.1%
Non-GAAP Diluted Earnings per Common Share from Continuing Operations Excluding:				
- Impairment Loss on Goodwill and Identifiable Assets ⁽¹⁾		\$ 0.49		

(1) Amount is net of tax effect of \$19.6 million related to the impairment loss

Key Financial Data – Income Statement

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

	For the Nine Months Ended September 30,		Variance	
	2011	2010	\$	%
Revenues	\$ 4,095,497	\$ 3,551,218	\$ 544,279	15.3%
Gross Profit	519,632	492,047	27,585	5.6%
Selling, General and Administrative Expenses	370,164	342,934	27,230	7.9%
Restructuring Expenses	1,099	346	753	217.6%
Impairment Loss on Goodwill and Identifiable Intangible Assets	0	246,081	(246,081)	-100.0%
Operating Income (Loss)	\$ 148,369 3.62%	\$ (97,314) -2.74%	\$ 245,683	-252.5%
Operating Income Excluding Impairment Loss	\$ 148,369 3.62%	\$ 148,767 4.19%	\$ (398)	-0.3%
Diluted Earnings (Loss) per Common Share from Continuing Operations	\$ 1.24	\$ (1.92) ⁽¹⁾	\$ 3.16	-164.6%
Non-GAAP Diluted Earnings per Common Share from Continuing Operations Excluding:				
- Transaction Expenses Related to Acquisition of USM Holdings, Inc. ⁽²⁾	\$ 1.29			
- Impairment Loss on Goodwill and Identifiable Intangible Assets and Gain on Sale of Equity Investment ⁽³⁾		\$ 1.22		

(1) Includes \$7.9 million after tax gain on sale of equity investment

(2) Amount is net of tax effect of \$1.2 million

(3) Amount is net of tax effect of \$27.6 million related to the impairment loss and zero for the gain on sale due to the release of a valuation allowance related to capital loss carryforwards

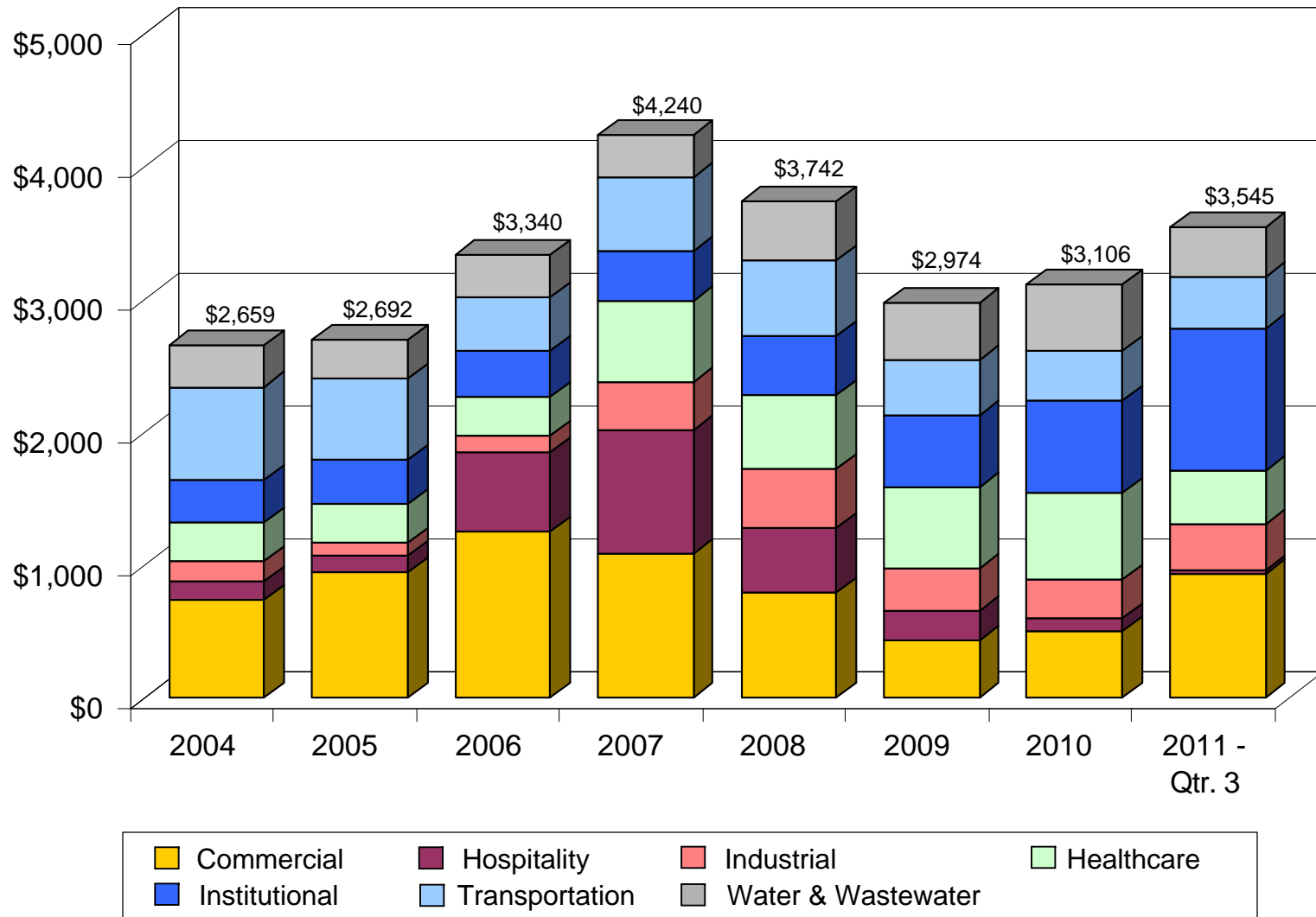
Key Financial Data – Balance Sheet

(\$ Thousands)

	(Unaudited) 09/30/11	12/31/10
Cash	\$ 476,366	\$ 710,836
Working Capital	\$ 591,109	\$ 747,468
Goodwill	\$ 566,752	\$ 406,804
Identifiable Intangible Assets, Net	\$ 380,621	\$ 245,089
Total Debt	\$ 153,429	\$ 151,673
Equity	\$ 1,249,877	\$ 1,162,845
Total Debt / Total Capitalization	10.93%	11.54%

Backlog (excluding Comstock)

(\$ Millions)



2011 Outlook

- Private non-residential market has some improvement but not broad-based
- Replacement volumes returning
- Industrial markets improving with notable refining demand
- Excellent labor productivity
- Maintaining expense control discipline
- Acquisition integration proceeding as targeted
- Strong and liquid balance sheet

2011 Guidance

	<u>Prior</u>	<u>Current</u>
Revenues	~\$5.5B	~\$5.5B
Diluted EPS from continuing operations	\$1.65 - \$1.85	\$1.75 - \$1.85

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