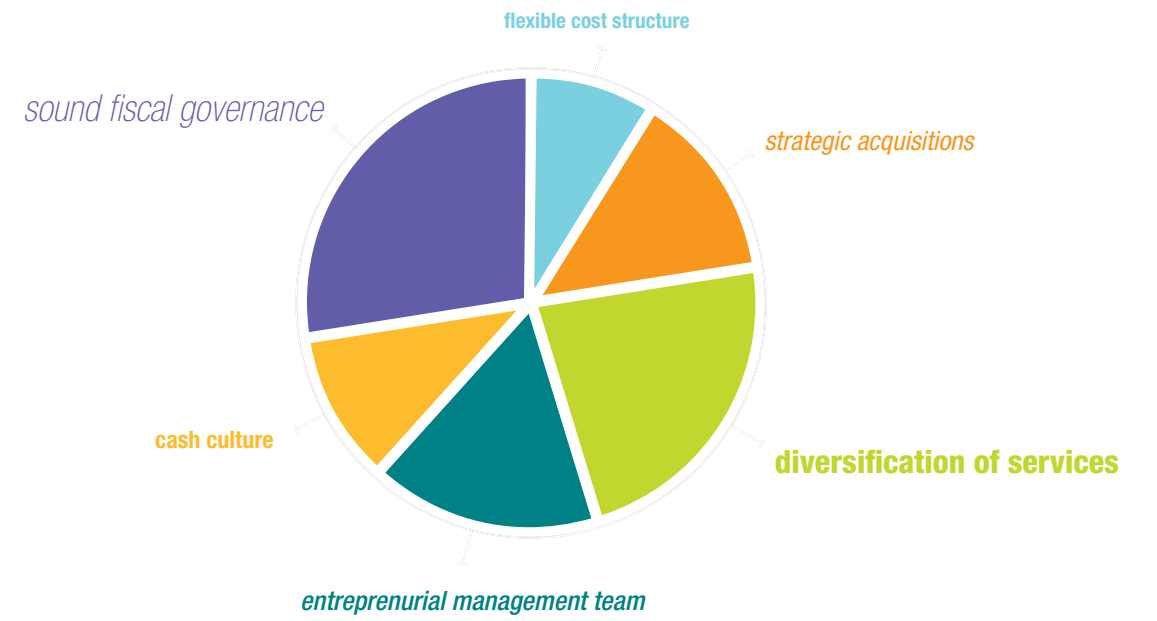




Corporate Headquarters
EMCOR Group, Inc.
301 Merritt Seven
Norwalk, CT 06851
www.emcorgroup.com



The elements
of our stability



This year's annual report explores the elements that make EMCOR a strong and stable company. Given the recent turmoil in the financial markets and the ensuing recession, we have taken a hard look at our company: its history, business model, financial structure, and prospects. On the cover we describe six attributes that characterize EMCOR and have enabled it to thrive over the past decade: sound fiscal governance, a flexible cost structure, strategic acquisitions, diversification of services, an entrepreneurial management team, and a cash culture.

Read on to see why we're confident that these characteristics will see us through the current recession and enable us to maintain strong, stable growth long into the future.

environmental notes

This annual report is printed on process chlorine-free FSC-certified Mohawk VIA, 100% PC Cool White. The paper is manufactured with 100 percent post-consumer recycled fiber and is certified by Green Seal. One hundred percent of the emissions from the electricity used to manufacture this paper are offset with credits from Green-e certified wind-power projects. This project used 20,305 lbs of paper, and the savings and benefits achieved from using post-consumer recycled fiber in place of virgin fiber are as follows:

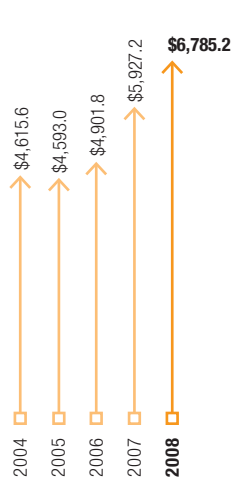
- Preserved **195** trees for the future.
- Saved **82,804** gallons of wastewater flow.
- Conserved **138,074,000** BTUs of energy.
- Prevented **8.18** tonnes of greenhouse gases.



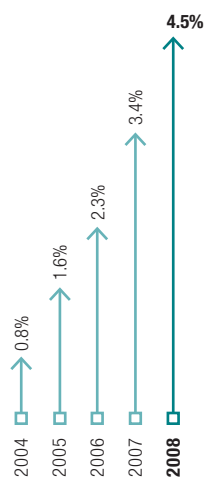
FINANCIAL HIGHLIGHTS 2004–2008

(in \$ thousands, except per share data)

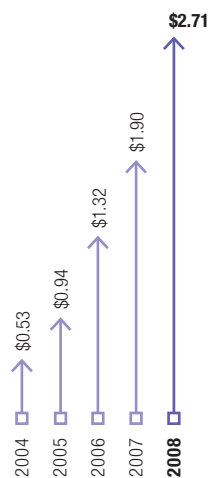
	2008	2007	2006	2005	2004
Revenues	6,785,242	5,927,152	4,901,783	4,592,990	4,615,635
Gross profit	886,651	702,822	552,400	485,133	432,852
Operating income	302,577	199,825	111,772	74,671	37,574
Net income	182,204	126,808	86,634	60,042	33,207
Diluted earnings per share	2.71	1.90	1.32	0.94	0.53
Stockholders' equity	1,043,345	885,041	710,309	615,436	562,361
Contract backlog	3,996,097	4,491,276	3,496,590	2,759,042	2,751,848



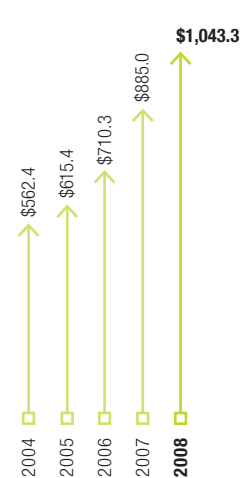
REVENUES
(in millions)



OPERATING INCOME %
(operating margin)



DILUTED EPS



STOCKHOLDERS' EQUITY
(in millions)



To our shareholders:

“It was the best of times, it was the worst of times...”

Of course, I didn’t write that, but Dickens’ famous description of a tumultuous period in 18th-century Europe could be applied in equal measure to the boom-and-bust scenario that has characterized EMCOR’s markets in 2008 and so far in 2009.

For EMCOR, 2008 was truly the best of times. Years of planning and business development, disciplined investments, and conservative asset management culminated in financial results that shattered our previous records for corporate performance.

Frank T. MacInnis
Chairman and Chief Executive Officer
EMCOR Group, Inc.



Jet Propulsion Laboratory, California: More than 120 EMCOR professionals, aided by our Facilities Knowledge Center and local subcontractors, provide a broad range of services—including systems maintenance, disaster response, and energy and water management—for this pioneering research facility.



Air Liquide, California: Using modularized construction methods, EMCOR subsidiaries Performance Mechanical, Inc., and Marelich Mechanical are collaborating to build a new hydrogen plant for Air Liquide, the world leader in industrial and medical gases.



BIM: Our use of building information modeling (BIM) enables us to work more efficiently and consistently and to collaborate more closely with our clients and construction partners throughout the built-environment lifecycle.

In 2008, revenues increased 14.5 percent to \$6.8 billion; we recorded all-time highs in operating margin and profit, resulting in diluted EPS of \$2.71, 42.6 percent higher than in 2007, our best previous year. And those earnings were of extremely high quality. Cash flow from operations was \$335 million, another record that enabled us to reduce debt during the year and to end 2008 with a strong and liquid balance sheet that was by far our best ever, reflecting record levels of cash, working capital, and shareholders' equity—all the tools needed to meet future challenges and seize opportunities. That's a very good thing, because the advent of 2009 brought with it a recession bordering on a depression, global in scope and vicious in its impact on individuals and companies worldwide.

As I write this letter, our major geographic markets in the United States, Canada, and the United Kingdom are laboring under a banking and financial crisis of dimensions unseen since the 1930s, and governments are undertaking unprecedented levels

of intervention to restart their financial systems and restore the availability of credit and working capital. It is too early to tell if these restructuring efforts will shorten or soften recessionary effects, but it's already clear that government assistance cannot be the whole answer, and that companies will largely be responsible for steering their own way through these dangerous times and into the growth markets beyond.

Fortunately, EMCOR's governing principles and operational and administrative skills, which not only made 2008 a record year but have now produced 54 consecutive profitable quarters (and counting!), are the same principles and skills that will help us maintain momentum and profitability during these difficult times. In this letter, which forms the core of this annual report, I'll talk about these principles and skills and how they'll carry us forward.

EMCOR was born out of adversity: the Chapter 11 bankruptcy reorganization of our predecessor company 15 years ago. Most of our current senior management joined the company at that time to guide it through that financial crisis, and

the lessons we learned in response to that formidable challenge have served us well ever since. That experience taught us:

- the value of cash and liquidity and the extreme importance of maintaining healthy operating cash flows;
- the importance of "nimbleness" and flexibility in our business plan, with particular emphasis on diversity of service offerings and a continuously entrepreneurial attitude towards business development;
- to maintain a balance between the risk we take relative to the rewards available, which led to the initial investment in our facilities services segment and its growth into a major, steady source of revenue and profit alongside the usual cyclicity of our construction businesses; and
- the absolute necessity for disciplined, conservative financial management and accounting presentations.

-continued

Our business strategy delivers measured, *measurable results.*

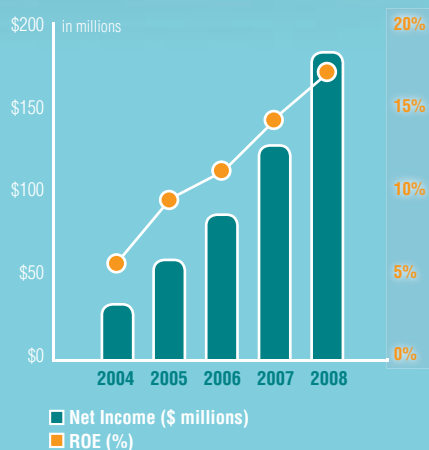


A LETTER TO SHAREHOLDERS

At EMCOR, we have always adhered to a business philosophy grounded in fiscal responsibility and devotion to consistent, profitable performance. *Ours is a cash culture.* Our “nimble” principle means that we have low levels of fixed assets and inventories. And because a significant percentage of our workforce is union labor, we are able to keep 75 percent of our labor costs variable. In addition, we maintain a strong balance sheet. Currently our total debt to total capitalization stands at a comfortable 16.09 percent.

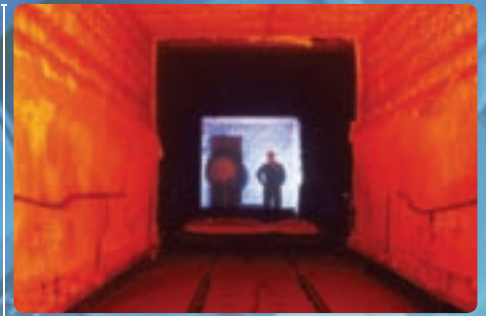
Our disciplined acquisition strategy is oriented towards building a more diversified portfolio and a broad base of expertise in resilient markets, which are also areas of core

RETURN ON EQUITY 2004–2008



competency for EMCOR: industrial services, facilities services, energy, and water and wastewater. Over the past several years, we have made several strategic acquisitions that heighten our profile in key markets. As a result, we have a strong presence in sectors that tend to perform reliably during market downturns. Our operating philosophy, together with our fiscal discipline, has enabled us to maintain stable growth in operating margins and cash flow from operations over the past five years. The long-term consistency in our profitability demonstrates that the EMCOR three-legged stool—**excellent operating cash flow, strict debt control, and conservative cash management**—serves us well in periods of high as well as slow growth.

-continued



ACQUIRING FOR STRATEGIC ADVANTAGE

EMCOR chooses its acquisitions with a view towards diversifying into key markets and developing a broader portfolio of expertise.

-PPM (November 2008) has proved a valuable addition to EMCOR's facilities services capabilities.

-Mechanical Services of Central Florida, Inc. (April 2008) has expanded EMCOR's geographic reach and expertise in energy, mechanical, and facilities services.

-Performance Mechanical, Inc. (November 2007) has strengthened EMCOR's position in the industrial and energy services markets.

-Ohmstede (September 2007) has enabled EMCOR to expand its presence in the industrial services sector and strengthen its position in the growing energy sector.

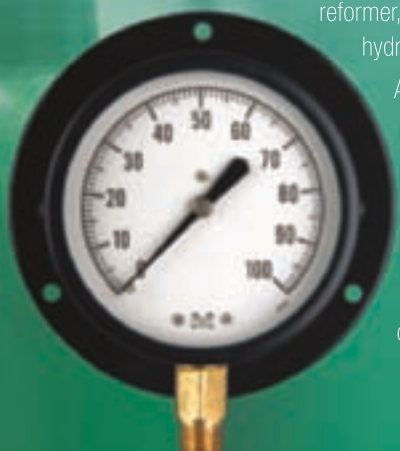
-Air Systems, Inc. (July 2007) has enabled EMCOR to strengthen its position in facilities services, now a key contributor to EMCOR's total revenues.

AIR LIQUIDE HYDROGEN PLANT

EMCOR companies Performance Mechanical, Inc. (PMI), and Marelich Mechanical (Marelich) are collaborating in the construction of a new hydrogen plant for Air Liquide, the world's leading producer of industrial and medical gases. Located at the Conoco Phillips Refinery in the San Francisco Bay Area, the plant will produce 120 million standard cubic feet per day of hydrogen gas, which is necessary for refining high-sulfur, or sour, crude oil.

PMI is responsible for overall project and staff management and performing aspects of construction. PMI is installing the waste-recovery system, air-emission scrubbers, and most of the plant piping; setting pumps, vessels, exchangers, and other equipment; and providing commissioning and startup operations. Marelich is building a major component of the plant's reformer, in which catalysis, the chemical reaction that produces hydrogen, occurs.

A key benefit to the client is EMCOR's use of offsite modularized construction, in which components are assembled offsite, to promote efficient scheduling and delivery and to reduce labor costs. EMCOR began work on the project, which will require approximately 200 thousand man-hours to complete, in June 2008. The plant is expected to be operational by the summer of 2009.



Diversification

has enabled us to thrive in the good times and weather the bad.



A LETTER TO SHAREHOLDERS

Our operating strategy, developed years ago, keeps us nimble, flexible, and open to new opportunities. As a result, ***we have built a stable, balanced earnings base*** through a diverse portfolio of services and markets.

Our facilities services business has been instrumental in our diversification. We began building this business to help insulate EMCOR from the cyclicity typical of the construction industry, a decision that has paid off handsomely. **Revenues from our facilities services business have grown more than seven-fold since 2002.** And in 2008, this business accounted for 34 percent of our total operating income. We have observed in previous recessions that companies tend to downsize in-house facilities services operations to refocus on their core businesses. And so we expect the need to outsource facilities services to serve us well even in these challenging times.

We are also fortunate to have deep, broad experience and strong relationships in sectors that typically benefit from a recession, such as institutional, healthcare, transportation, and water and wastewater. What's more, the federal government's expected investment in energy efficiency infrastructure will probably mean increased demand for green building and energy solutions.

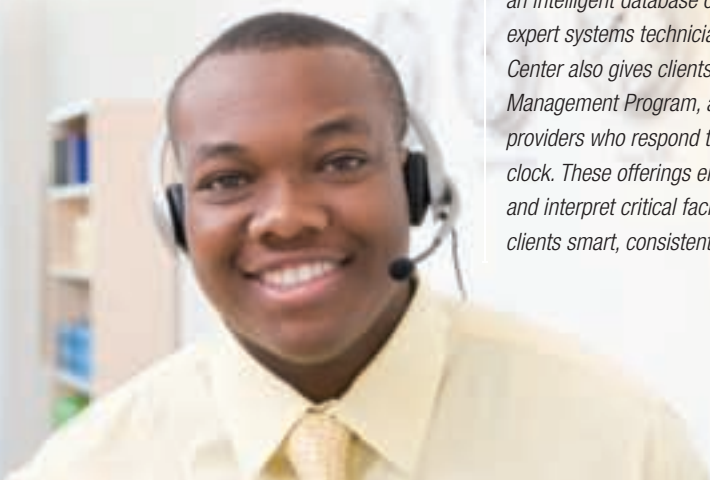
-continued

THE EMCOR FACILITIES KNOWLEDGE CENTER

The EMCOR Facilities Knowledge Center is at the heart of our facilities services business, offering clients access to highly trained service professionals; an intelligent database of facilities information; and expert systems technicians. The Facilities Knowledge Center also gives clients access to our Supplier Management Program, a vast network of service providers who respond to service calls around the clock. These offerings enable us to collect, analyze, and interpret critical facilities data to bring our clients smart, consistent facilities solutions.

The Facilities Knowledge Center has been instrumental in enabling EMCOR to penetrate new geographic areas and market sectors across the United States. What's more, it enables EMCOR companies to collaborate more closely and to provide more responsive, sophisticated, and consistent service to our clients, many of which have thousands of facilities across the country.

For example, the Facilities Knowledge Center and the Supplier Management Program, together, support 32,000 United States Postal Service (USPS) facilities across the country. Our quick response to requests for electrical, plumbing, HVAC, fire protection, security system repair, and maintenance work helps to improve USPS operations and reduce costs.



employee expertise

- > *International Organization for Standardization (ISO)*
- > *Leadership in Energy and Environmental Design (LEED)*
- > *Association of Energy Engineers (AEE)*
- > *Certified Energy Manager (CEM)*
- > *Professional Engineer (PE)*
- > *Certified Energy Procurement Professional (CEPP)*
- > *Certified Environmental Professional (CEP)*



JET PROPULSION LAB

EMCOR's work for the NASA Jet Propulsion Laboratory (JPL) in Pasadena, California, is a perfect example of our company's ability to integrate its services and expertise to deliver exceptional value to clients.

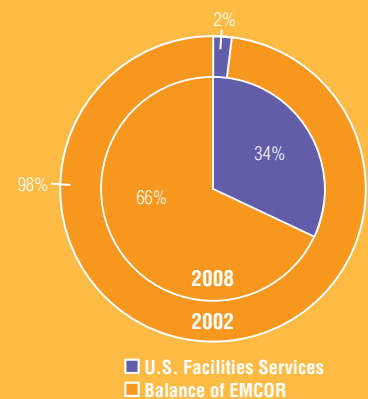
As part of an extendable three-year contract for facility operations and maintenance support, EMCOR Government Services performs a wide range of services for the JPL, including maintenance support to the space-flight operations facility; diagnostic services, including thermography and vibration analysis; HVAC operations and maintenance; and custodial and grounds and elevator maintenance services. EMCOR also provides disaster response, energy, and water-conservation services at the JPL.

In addition to EMCOR Government Services, the EMCOR team serving the JPL includes EMCOR Energy Services and local EMCOR subsidiaries Mesa Energy Systems and Dynalectric Los Angeles. EMCOR's Facilities Knowledge Center supports the entire team in its efforts, employing online, real-time facilities management tools and technologies to maintain and improve building operations, reduce costs, and increase efficiency.

Black Fan Research Center, Boston: Meticulous planning and extensive experience with high-performance built environments enabled EMCOR to construct, within a congested urban area and on a very tight time schedule, 6,600 tons of chillers, 8.5 miles of piping, and 12 custom air-handling units for this state-of-the-art research facility.



GROWTH IN U.S. FACILITIES SERVICES (as a percentage of operating income)



EMCOR is here.

At any given time, EMCOR has as many as three thousand projects in progress. In 2008, we communicated to the market our work on the following projects:

Healthcare

London Health Sciences Center's Victoria Hospital
London, Ontario

Methodist Hospital Research Institute
Houston, Texas

Phoenix Children's Hospital Expansion
Phoenix, Arizona

St. Joseph Health Center Expansion
Santa Rosa, California

San Quentin Health Services Building
San Quentin, California

St. Vincent's Medical Center Addition
Bridgeport, Connecticut

University of California San Diego Medical Center Facility
San Diego, California

University of Michigan Mott Children's and Women's Hospital
Ann Arbor, Michigan

Yale School of Medicine
New Haven, Connecticut

Infrastructure

Automated Traffic System
Hyde Park West, Los Angeles, California

Lancaster Water Reclamation Plant
Lancaster, California

Miami-Dade County Wastewater Treatment Plant
Miami, Florida

MTA NYC Transit Substation Rehabilitation
New York, New York

MTA NYC Transit Vent Plants
Queens, New York

Nevada Power Clark Station
Clark County, Nevada

Nuclear Refurbishment Bruce A Nuclear Generating Station
Tiverton, Ontario

San Diego Water Treatment Plant
San Diego, California

Seattle Metro Transit Center
Seattle, Washington

Wantagh State Parkway
Long Island, New York

Water Treatment Plant Electrical Systems
Brooklyn, New York

Higher Education

California State University Channel Islands
Camarillo, California

Colorado State University
Pueblo, Colorado

Rice University's New Duncan and McMurtry Colleges
Houston, Texas

University of New Hampshire
Durham, New Hampshire

University of Miami School of Medicine
Miami, Florida

Manufacturing/Industrial

Calgren Renewable Fuels Ethanol Plant
Pixley, California

Chevron
Richmond, California

Imperial Valley Resource Recovery Company
Imperial, California

National Alabama Corporation
Cherokee, Alabama

North American Stainless Steel Company
Ghent, Kentucky



Renewable Energy Corporation's New Washington Polysilicon Manufacturing Facility
Moses Lake, Washington

TRUMPF Laser Facility
Farmington, Connecticut

Zentis Plant Renovation
Plymouth, Indiana

Government

U.S. Coast Guard Yorktown Training Center
Yorktown, Virginia

Hubert H. Humphrey Building
Washington, D.C.

NASA Jet Propulsion Laboratory
Pasadena, California

D.C. Steam Tunnel
Washington, D.C.

FDIC Headquarters
Washington, D.C.

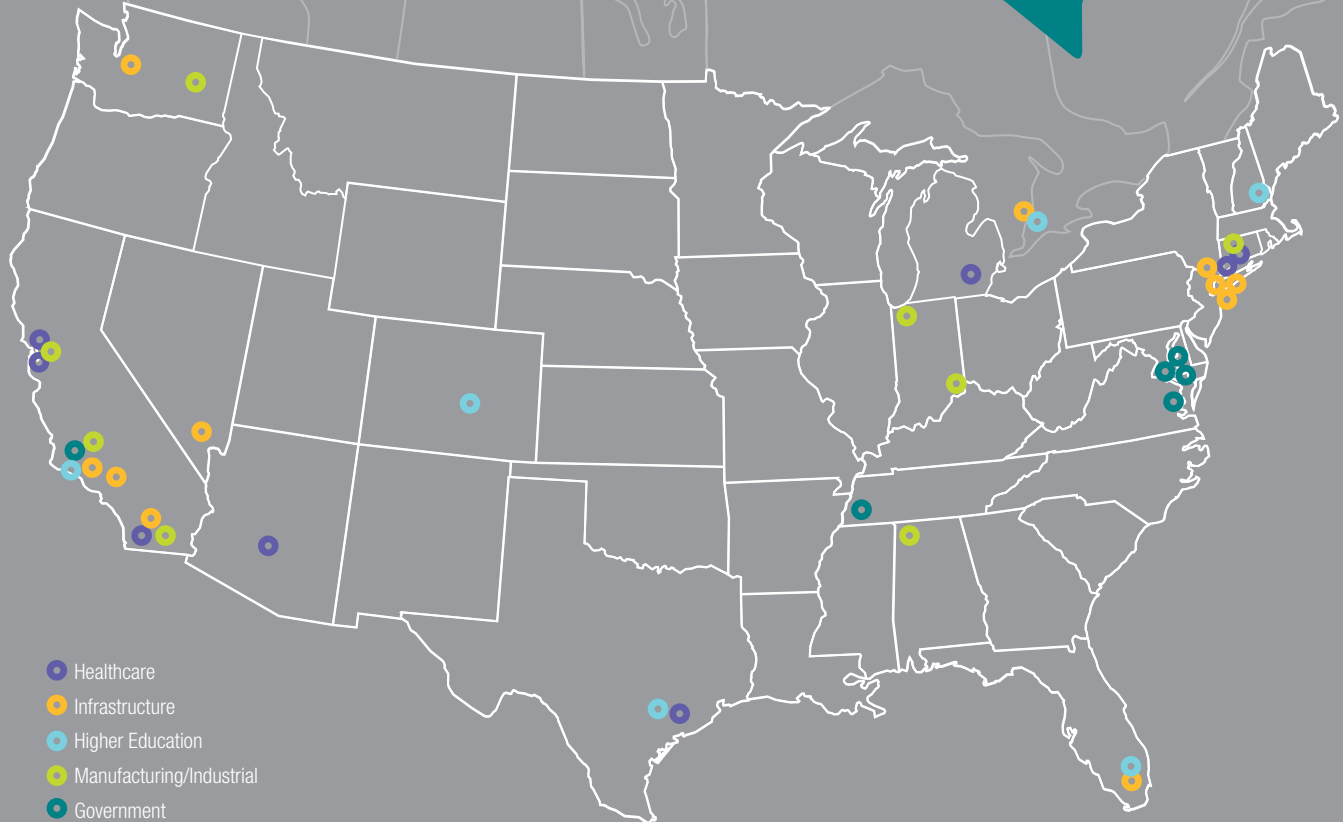
U.S. Navy Support Facility
Millington, Tennessee



EMCOR has deep expertise and a strong presence in the growing healthcare and transportation markets.

And here.

The map of selected projects below illustrates not only our geographic reach but also the variety of project types in which we participate.



KidSafety™

A key element of our nationwide KidSafety™ program is our fleet of more than six thousand mechanical services vehicles, which we use as rolling billboards to raise awareness of missing children in our communities. Another aspect of the program is our participation in Code Adam, which mobilizes employees at a facility to locate a child when first reported missing. More than 800 cities and facilities throughout the United States participate in Code Adam.

Since September 2005, when we launched the KidSafety™ program in collaboration with the National Center for Missing & Exploited Children®, we have helped reunite more than 125 children with their families.



Our flexibility and innovation open us to *new and growing markets.*

our markets

- > **Biotech/Healthcare**
- > **Commercial**
- > **Education**
- > **Entertainment/Hospitality**
- > **Water/Wastewater**
- > **Industrial/Refinery Services**
- > **Public/Government**
- > **Technology**
- > **Transportation**



A LETTER TO SHAREHOLDERS

Our culture and management are both infused with an entrepreneurial spirit that enables us to quickly capture new opportunities well beyond our initial service offerings. For example, our adoption of **building information modeling (BIM)** has led to greater integration of EMCOR professionals throughout a facility's lifecycle. In some of our markets, EMCOR serves as a hub of BIM activity, bringing together general contractors, architects, and engineers to collaborate on major projects. BIM has helped us to build on our expertise in high-performance environments such as healthcare and university facilities.


ENERGY MANAGEMENT AND INFRASTRUCTURE

EMCOR is a global leader in designing and building energy infrastructure. Our energy audit, commissioning, and recommissioning services help clients optimize performance and minimize energy costs. And our renewable energy, cogeneration, and waste-to-energy expertise helps them move to new energy sources and improve energy independence.

-The University of New Hampshire (UNH) engaged EMCOR Energy Services (EES) to design, build, and maintain a cogeneration plant and chilled water facilities at UNH's main campus in Durham. Continuing a relationship that began in 2004, UNH

recently selected EES to build, install, start up, and operate a new 8-megawatt cogeneration addition to the cogeneration and water plants that EES had originally installed. The new turbine and the existing plant equipment that EES modified now operate on processed landfill gas. The new turbine entitles UNH to receive renewable energy credits and gives it reliable power and the flexibility and independence to meet its growing energy needs.

-EMCOR companies often join forces, each bringing to the project not only its particular expertise but also the strength of the EMCOR network. In the Northwest, for example, Dynalectric Company of



Our growing expertise in **green building, energy management, and water quality** is paying dividends now, and will well into the future. Our expertise in energy management, in particular cogeneration and renewables, positions us to serve clients' increasing need for control over energy sourcing and use. And our experience in green building—for example, air quality management and recommissioning—enables us to capitalize on the growing market for building retrofits to maximize performance.

-continued

\$50+ billion

Estimated federal investment in energy and water infrastructure in the coming years.



SAN DIEGO WATER TREATMENT PROJECT

EMCOR's expertise with water treatment facilities made it the perfect mechanical services partner for the San Diego County Water Authority's innovative new water treatment facility project. EMCOR installed all of the plumbing, piping, and sheet metal for 14 separate buildings of the San Diego Twin Oaks Valley Water Treatment Plant, the largest submerged-membrane facility in the United States. Much of the work focused on mechanical systems for an innovative, hollow-fiber, ultra-filtration membrane system that reduces the need for chemicals in the center's drinking water treatment process. EMCOR's technical proficiency and ability to manage the building and installation of complex systems across multiple locations contributed to the successful completion of the new facility, which efficiently delivers 100 million gallons of some of the cleanest and best-tasting water in the country every day.

University of New Hampshire (left): EMCOR Energy Services has been working with the university since 2004 to build and upgrade its cogeneration and chilled water facilities and maintain them for optimal performance.

Portland and Contra Costa Electric are working together to build the electrical infrastructure for the new Renewable Energy Corporation (REC) solar-grade polysilicon manufacturing facility in Washington. Another EMCOR company, Shambaugh & Son, installed fire sprinkler and alarm systems for REC's control building.

-EMCOR360™ Energy Solutions continuously monitors information from a building's major systems and uses that data to optimize performance every minute of every day. This ongoing process translates into smooth, uninterrupted operations and greater energy efficiency and cost savings—all in real time.



All roads point to strong future performance.



A LETTER TO SHAREHOLDERS

A variety of social, economic, and environmental factors will drive growth in the following markets in the coming years.

The public and private sectors will invest in **energy** management and efficiency to reduce costs and respond to growing calls for environmentally responsible practices. The federal government requires that most new **federal buildings** be LEED certified and will have many existing buildings retrofitted to reduce energy use and costs. And the need for **water** quality and availability solutions continues to grow.

We will see future investment in more sophisticated facilities for **higher education**. And our country's growing technology needs will fuel investment in broadband and other **technology infrastructure**. Population and traffic patterns will spur investment in smart **transportation** systems, and as our demographics continue to tilt toward older populations, we will continue to see growth in the **healthcare** market.

Investment in these markets reinforces the **five megatrends** we outlined in last year's annual report: **water, healthcare, energy, green, and security**. These trends will continue to drive long-term economic growth—and, of course, our business—over the next several years.

-continued



BE THERE FOR LIFE

At EMCOR, we work hard to make sure our people stay safe in all areas of their lives. Our "Be There for Life" Zero Accident Program instills within employees a robust safety culture that carries into our communities and our homes. First launched in 2003 and relaunched in January 2007, our Be There for Life campaign, which promotes safety practices for work and home, includes work-related training and compliance visits. And because we have learned that training and compliance alone, while very important, are not a complete solution, we have developed our Changing the Way We Work program, which educates both managers and workers and helps them to further reduce risk and prevent injury while increasing productivity.

EMCOR designs and builds high-tech transportation systems and innovative security components that can be integrated seamlessly into existing infrastructure and are critical to the continued growth and safety of U.S. cities.



TRANSPORTATION PROJECTS, COAST-TO-COAST

EMCOR's expertise in transportation infrastructure—in particular the design and construction of system technology that promotes and facilitates smart, safe transportation—positions EMCOR to capitalize on the federal government's investment in U.S. infrastructure. EMCOR is currently building, maintaining, and upgrading major transportation systems across the United States, including in its largest metropolitan areas: Los Angeles, Chicago, and New York.

-Wantagh State Parkway, Long Island, NY:

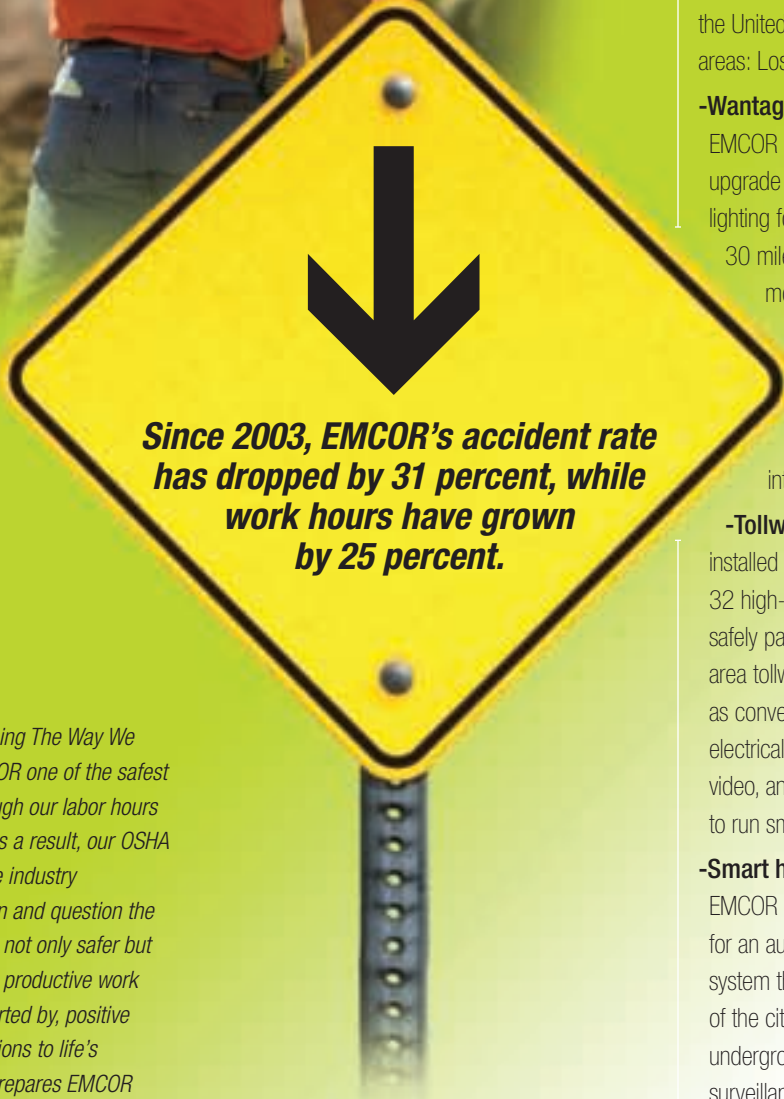
EMCOR was recently selected to modernize and upgrade the Intelligent Transportation System and lighting for this parkway located approximately 30 miles east of Manhattan. The work covers more than 13 miles of highway and includes installation and maintenance of variable message signs, parkway lighting, fiber-optic cabling, closed-circuit television, and central system software and integration.

-Tollway systems, Chicago, IL:

EMCOR installed major systems for new toll booths and 32 high-speed lanes—through which drivers can safely pass at 55 MPH—on three major Chicago area tollways. EMCOR installed systems such as conventional, solar, and backup power and electrical, data-transmission, communications, video, and smart signage, which enable traffic to run smoothly.

-Smart highway system, Los Angeles, CA:

EMCOR has been engaged to install components for an automated traffic surveillance and control system that will encompass 36 geographic areas of the city. EMCOR is installing 6.5 miles of underground conduits and fiber-optic cables, video-surveillance and video- and data-communication equipment, and system hardware and software.



**Since 2003, EMCOR's accident rate
has dropped by 31 percent, while
work hours have grown
by 25 percent.**

*Our Be There For Life and Changing The Way We Work programs have made EMCOR one of the safest companies in our industry. Although our labor hours have risen, injuries have fallen; as a result, our OSHA injury rates are far lower than the industry average. And because we preplan and question the way we work, our employees are not only safer but also more productive. A safe and productive work day—combined with, and supported by, positive messages that relate work situations to life's important moments—uniquely prepares EMCOR people to **be there for life.***



A LETTER TO SHAREHOLDERS

Despite great uncertainty in the global economy and our industry, we are optimistic and confident about the future of EMCOR.

Our **solid financial position and surety bonding capacity**, which appeal to customers in any economic environment, are significant differentiators in recessionary times. We provide a breadth of expertise and an array of services that no one competitor can match. Our **strong, liquid balance sheet** will enable us to capture strategic acquisition opportunities, which inevitably arise in challenging times. And finally, our **considerable expertise and strong presence in a diverse array of market sectors** will help us to continue to grow as the markets work toward economic stabilization and recovery.

More than anything, though, it is our approximately **28,000 dedicated employees, our board of directors and shareholders, and of course, our loyal customers**, who enable EMCOR to thrive in good times and weather even the most difficult circumstances. I am confident that their dedication and ongoing support will enable us to continue to deliver strong and sustained performance through this challenging time, and for decades to come.

FRANK T. MACINNIS, CHAIRMAN AND CHIEF EXECUTIVE OFFICER, APRIL 2009

corporate information

Board of Directors

Frank T. MacInnis

Chairman of the Board and Chief Executive Officer of EMCOR Group, Inc.

Stephen W. Bershad

Chairman of the Board and Chief Executive Officer of Axsys Technologies, Inc., a leader in the design and development of high-performance surveillance cameras, systems, and technologies

David A. B. Brown

Chairman of the Board of Pride International, Inc., and Chairman of the Board of Layne-Christensen Company, providers of drilling and related services to energy-related companies

Larry J. Bump

Private Investor and former Chairman of the Board of Willbros Group, Inc., an international engineering and construction company

Albert Fried, Jr.

Managing Member of Albert Fried & Company, LLC, a broker/dealer and member of the New York Stock Exchange

Richard F. Hamm, Jr.

Senior Vice President-Corporate Development, General Counsel, and Secretary of Dendreon Corp., a biotechnology company developing targeted therapies for the treatment of cancer

David H. Laidley

Former Chairman, Deloitte & Touche LLP (Canada), a professional services firm providing audit, tax, and financial advisory and consulting services

Jerry E. Ryan

Former Owner and past Chairman of the Board and CEO of Fintube Limited Partnership, an international manufacturer of finned tubes

Michael T. Yonker

Former President and Chief Executive Officer of Portec, Inc., a diversified industrial products company

Corporate Officers

Frank T. MacInnis

Chairman of the Board and Chief Executive Officer

Anthony J. Guzzi

President and Chief Operating Officer

Sheldon I. Cammaker, Esq.

Executive Vice President, General Counsel, and Corporate Secretary

R. Kevin Matz

Executive Vice President Shared Services

Mark A. Pompa

Executive Vice President and Chief Financial Officer

David M. Copley

Vice President Safety and Quality Management

William E. Feher

Vice President Finance/Compliance

Mava K. Heffler

Vice President Marketing and Communications

Joseph A. Puglisi

Vice President and Chief Information Officer

Rex C. Thrasher

Vice President Risk Management

Anthony R. Triano

Vice President Integrated Services

Joseph A. Serino

Treasurer

our network
of operations

Corporate Headquarters

EMCOR Group, Inc.
Norwalk, Connecticut, USA

International Operations

Comstock Canada
Burlington, Ontario, CAN

EMCOR Group (UK) plc
London, England, UK

Core Business Operations

EMCOR Construction Services
EMCOR Energy Services
EMCOR Facilities Services
Norwalk, CT

EMCOR Facilities Knowledge Center
Phoenix, AZ

EMCOR Government Services
Arlington, VA

EMCOR Mechanical Services
Chicago, IL

United States

WEST

EMCOR Services
Air Systems
San Jose, CA

EMCOR Services
ARC
Fresno, CA

Contra Costa Electric
Martinez, CA

Design Air
Kent, WA

Dynalectric Companies
Lakewood, CO
Los Angeles, CA
Portland, OR
San Diego, CA
San Francisco, CA

EMCOR Services
Fuller Air
Lemon Grove, CA

EMCOR Services
Hillcrest
Bakersfield, CA

EMCOR Services
Integrated Solutions
Pleasanton, CA

KDC Systems
Los Alamitos, CA

Marelich Mechanical
Hayward, CA

EMCOR Services
Mesa Energy Systems
Irvine, CA

Performance Mechanical
Pittsburg, CA

Redman Equipment & Manufacturing
Torrance, CA

Trautman & Shreve
Denver, CO

University Marelich Mechanical
Anaheim, CA

University Mechanical & Engineering Contractors
El Cajon, CA

Wasatch Electric
Salt Lake City, UT

SOUTHWEST

EMCOR Services

Arizona
Phoenix, AZ

Border Electric/Mechanical
El Paso, TX

**Dynalectric Company
of Nevada**
Las Vegas, NV

Gowan
Houston, TX

**Hansen Mechanical
Contractors**
Las Vegas, NV

Ohmstede
Beaumont, TX

Systems Commissioning
Houston, TX

**University Mechanical
& Engineering Contractors**
Tempe, AZ

MIDWEST

Advanced Systems Group (ASG)
Fort Wayne, IN

**Central Mechanical
Construction**
Manhattan, KS

DeBra-Kuempel
Cincinnati, OH

**Dynalectric Company
of Michigan, division of
Shambaugh & Son**
Troy, MI

Dynalectric Company of Ohio
Columbus, OH

**EMCOR Hyre Electric
Company of Indiana**
Highland, IN

The Fagan Company
Kansas City, KS

**Gibson Electric &
Technology Solutions**
Downers Grove, IL

Havel
Fort Wayne, IN

**Illingworth-
Kilgust Mechanical**
Milwaukee, WI
Madison, WI

Nogle & Black Mechanical
Urbana, IL

**PACE Mechanical
Services**
Westland, MI

EMCOR Services
Team Mechanical
Buffalo Grove, IL

S.A. Comunale
Barberton, OH

Shambaugh & Son
Fort Wayne, IN

Viox Services
Cincinnati, OH

NORTHEAST

EMCOR Services
Betlem
Rochester, NY

**Building Technology
Engineers (BTE)**
Boston, MA

F&G Mechanical
Secaucus, NJ

EMCOR Services
Fluidics/Labov
Pleasantville, NJ

Forest Electric
New York, NY
Edison, NJ

**Heritage Mechanical
Services**
Deer Park, NY

J.C. Higgins
Stoughton, MA

**Meadowlands Fire
Protection**
Secaucus, NJ

Midland Fire Protection
Coventry, RI

EMCOR Services
**New England Mechanical
(NEMSI)**
Vernon, CT

EMCOR Services
New York/New Jersey
Astoria, NY
Pompton Plains, NJ

EMCOR Services
Northeast-CommAir/BALCO
Stoughton, MA

Penguin Air Conditioning
Brooklyn, NY

**Professional Mechanical
Contractors**
Glastonbury, CT

S.A. Comunale
Atlantic City, NJ

Tucker Mechanical
Meriden, CT

Welsbach Electric
College Point, NY

Welsbach Electric of L.I.
Plainview, NY

MID-ATLANTIC

EMCOR Services
Combustioneer
Rockville, MD

Duffy Mechanical,
division of The Poole
& Kent Corporation
Rockville, MD

Dynalectric Company
Dulles, VA

EMCOR Services
Fluidics
Philadelphia, PA

**The Poole and Kent
Corporation**
Baltimore, MD

R.S. Harritan & Company
Richmond, VA

S.A. Comunale
Washington, DC

SOUTHEAST

EMCOR Services
Aircond
Smyrna, GA

Dynalectric Companies
Miramar, FL
Norcross, GA

Lowrie Electric
Bartlett, TN

LT Mechanical
Charlotte, NC

**Mechanical Services
of Central Florida**
Orlando, FL

PPM
Society Hill, SC

**The Poole and Kent
Company of Florida**
Miami, FL

EMCOR Services
Walker-J-Walker
Memphis, TN

As of 4/1/2009

International

CANADA

Comstock Canada
Burlington, ON
Edmonton, AB
Hamilton, ON
London, ON
Spruce Grove, AB
Sudbury, ON
Toronto, ON
Winnipeg, MB

UNITED KINGDOM

EMCOR Group (UK) plc
Barnsley
Birmingham
Bristol
Bury St. Edmunds
Hatfield
Kew
Leeds
London
Manchester
Southampton
Sunderland

other information

Corporate Headquarters

EMCOR Group, Inc.
301 Merritt Seven
Norwalk, Connecticut 06851
203.849.7800
www.emcorgroup.com

Common Stock Transfer Agent and Registrar

BNY Mellon Shareowner Services
101 Barclay Street
New York, New York 10286
800.524.4458

Independent Auditors

Ernst & Young LLP
1111 Summer Street
Stamford, Connecticut 06905

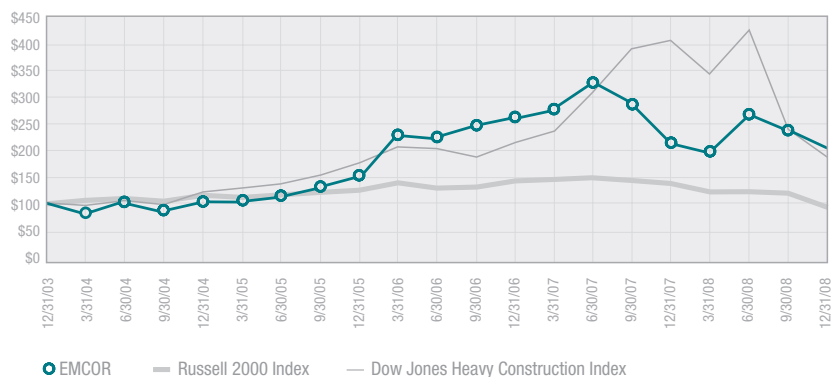
New York Stock Exchange Information

The Common Stock of EMCOR Group, Inc., is traded on the New York Stock Exchange under the symbol "EME".

Additional copies of the Company's Annual Report on Form 10-K as filed with the U.S. Securities and Exchange Commission are available without charge upon written request to: Investor Relations, EMCOR Group, Inc., 301 Merritt Seven, Norwalk, Connecticut 06851.

Certifications by the Chief Executive Officer and Chief Financial Officer of the Company required pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 have been filed as exhibits to the Company's Form 10-K for the 2008 fiscal year. The Company's Chief Executive Officer has also submitted to the New York Stock Exchange ("NYSE") a certificate certifying that he is not aware of any violations by the Company of the NYSE corporate governance listing standards.

Comparative Five-Year Total Returns



The graph assumes that \$100 was invested on January 1, 2004, in common stock of EMCOR Group, Inc., and in each of the indices and assumes reinvestment of all dividends.