



Emcor Group, Inc.



EME NYSE

Engineering / Construction

Market Capitalization USD:

\$1,360.25 mm

CONCERN LEVEL: AVERAGE

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year. 
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

CEO: Anthony J. Guzzi

Age: 48

CEO Since: 2011

	2009	2010	2011
Base Salary	\$950,000	\$975,000	\$950,000
Discretionary Bonus	\$217,500	\$459,000	\$634,000
Annual Cash Incentive	\$3,859,500	\$2,007,000	\$2,096,875
Benefits and Perquisites	\$112,625	\$98,816	\$77,398
TOTAL ANNUAL COMPENSATION	\$5,139,625	\$3,539,816	\$3,758,273
Increase in Post-Retirement Benefits	\$0	\$0	\$0
Stock Option Awards	\$0	\$0	\$0
Stock Awards	\$950,000	\$949,983	\$3,447,584
TOTAL COMPENSATION	\$6,089,625	\$4,489,799	\$7,205,857
Median of Other Named Executive Officers Total Compensation	\$2,512,823	\$1,965,150	\$2,028,908
Value Realized on Exercise of Stock Option	\$4,082,250	\$2,117,326	\$0
Value Realized on Vesting of Stock	\$1,854,531	\$1,091,925	\$628,237
TOTAL REALIZED EQUITY COMPENSATION	\$5,936,781	\$3,209,251	\$628,237

Proxy Date: 18 Apr 2012

Annual Meeting Date: 31 May 2012

Equity Reserves: 10.05%

Stock Option Run Rate: 0.20%

Emcor Group, Inc.

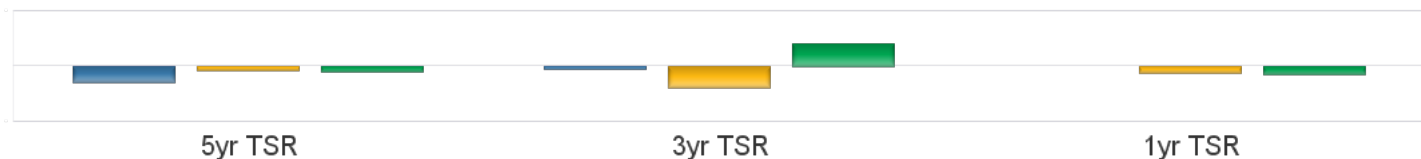
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Performance Comparison

■ S&P500 ■ Industry ■ EME



Peer Comparisons (TRBC) =Engineering / Construction

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
EME	Emcor Group, Inc.	\$6,089,625	\$4,489,799	\$7,205,857	\$1,360,248,137
PWR	Quanta Services, Inc.	\$3,283,296	\$2,776,586	\$1,487,227	\$3,970,919,091
KBR	KBR, Inc.	\$7,258,897	\$9,553,209	\$9,015,717	\$3,563,149,008
CBI	Chicago Bridge & Iron Company N.V.	\$8,080,160	\$8,378,474	\$8,712,425	\$2,825,306,257
MDR	McDermott International, Inc.	\$8,615,311	\$7,187,111	\$5,400,780	\$2,525,530,634
FWLT	Foster Wheeler AG	\$3,011,530	\$2,275,314	\$9,908,632	\$2,452,399,012
URS	URS Corporation	\$6,576,899	\$6,703,474	\$6,399,140	\$2,361,031,327

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps. Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

ABM Industries Incorporated, AECOM Technology Corporation, Chicago Bridge & Iron Company N.V., Cooper Industries plc, Dycom Industries, Inc., Foster Wheeler AG, Granite Construction Incorporated, Jacobs Engineering Group, Inc., KBR, Inc., Lennox International, Inc., MasTec, Inc., Regal Beloit Corporation, Shaw Group, Inc., TetraTech, Inc., Thomas & Betts Corp., Tutor Perini Corporation, URS Corporation, Willbros Group, Inc.

Performance Peer Group

NA

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Stephen W. Bershada	Chairman	70	Male	18	Outside Related
Albert Fried	Member	82	Male	18	Outside Related
David H. Laidlev	Member	65	Male	4	Outside
Jerry E. Rvan	Member	69	Male	5	Outside
Larry J. Bump	Member	72	Male	9	Outside
Michael T. Yonker	Member	69	Male	10	Outside Related

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