

May 5, 2026

CHARTER FOR THE COMPENSATION COMMITTEE OF MATRIX SERVICE COMPANY

I. DESCRIPTION AND PURPOSE

The purpose of the Compensation Committee (the “Committee”) of the Board of Directors (the “Board”) of Matrix Service Company (the “Company”) is to establish and periodically review the Company’s executive compensation policies and practices to ensure the attraction, retention and appropriate compensation of Executive Officers.

The Committee shall provide assistance to the Board in fulfilling its responsibility to ensure that the compensation of the Company’s Executive Officers motivates them to achieve the Company’s business objectives and aligns their interests with the long-term interests of the Company’s stockholders. The Committee shall advise, recommend, and approve compensation policies and strategies necessary to support the Company’s objectives.

The Committee shall maintain free and open means of communication between the Board, independent consultants retained by the Committee and/or the Company, the Chief Executive Officer and other members of Company management as determined by the Committee.

II. COMPOSITION OF THE COMMITTEE

The Committee shall consist of three or more members, comprised solely of Independent Directors, as that term is defined below. Upon recommendation by the Nominating and Corporate Governance Committee, the full Board shall elect a Committee Chair.

III. DEFINITIONS

A. Executive Officer

As used in this Charter, “Executive Officer” means:

1. the President, Chief Executive Officer, Chief Financial Officer, or any individuals acting in similar capacities; and
2. any Vice President in charge of a principal business unit, division or function (such as marketing, administration or finance), any other officer who performs a policy making function, or any other person who performs similar policy making functions.

B. Independent Director

Committee members must meet the definition of “Independent Director” set forth in the Company’s Corporate Governance Guidelines and shall be independent in accordance with the rules of NASDAQ and the Securities and Exchange Commission, including the enhanced independence standards applicable specifically to compensation committee members. All

Committee members shall also be “non-employee directors” as defined by Rule 16b-3 under the Securities Exchange Act of 1934, as amended (the “Exchange Act”).

IV. MEETINGS

The Committee shall meet as frequently as circumstances require, but in any event a minimum of twice each year. The Committee may ask members of management or others to attend meetings and may provide pertinent information to them, as the Committee deems necessary. Minutes shall be taken for each Committee meeting which shall then be approved at the next regular meeting of the Committee. The Committee is governed by the same rules regarding meetings (including meetings in person or by telephone or other similar communications equipment), action without meetings, notice, waiver of notice, and quorum and voting requirements as are applicable to the Board.

V. RESPONSIBILITIES AND DUTIES

The Committee’s policies should ensure that: (1) the achievement of the overall goals and objectives of the Company are supported by an appropriate Executive Officer compensation policy and an effective total compensation program that do not encourage excessive risk-taking, and (2) the total compensation program and practices of the Company are designed with full consideration of all accounting, tax, securities law, and regulatory requirements.

The Committee shall:

1. Assist the Company in establishing Executive Officer compensation policies that (1) support the Company’s overall business strategy and objectives, (2) attract and retain key executives, (3) link total compensation with business objectives and Company performance, and (4) provide competitive total compensation opportunities while enhancing stockholder value creation;
2. Act on behalf of the Board in annually evaluating and setting the Chief Executive Officer’s annual base salary level, annual incentive opportunity level, long-term incentive opportunity level, executive perquisites, employment agreement (if and when appropriate), change in control provisions/agreement (if and when appropriate), benefits, and supplemental benefits; evaluate performance of and determine compensation of the Chief Executive Officer;
3. Review and approve compensation of the other Executive Officers as recommended by the Chief Executive Officer;
4. Review the Company’s strategic and financial plans, including any Company- wide ESG related goals or objectives, to establish the appropriate measures relevant to the Executive Officer compensation program;
5. With respect to all plans with payouts based upon achievement in relation to target goals, establish performance target goals near the beginning of the plan year, review the performance goals at the end of the plan year and determine whether and to what extent the performance goals have been achieved;

6. Review and approve or recommend for approval to the Board new or amended incentive compensation plans that are consistent with the Company's compensation policies;
7. Select compensation consultants, outside legal counsel and other advisors to advise the Committee when appropriate;
8. Keep abreast of current developments in executive compensation outside the Company;
9. Review new executive compensation programs; review on a periodic basis the operation of the Company's executive compensation programs to determine whether they are properly coordinated and achieving their intended purposes; and take steps to modify any executive compensation program that yields payments and benefits that are not reasonably related to executive and corporate performance;
10. Establish and periodically review policies relating to Executive Officer perquisites;
11. Review and monitor the Company's stock incentive plans and any other employee pension, profit sharing and benefit plans, taking into account the importance of retaining and incentivizing the employees of the Company as well as the overall cost to the Company of such programs;
12. Review and analyze executive officer compensation data, including comparative data from compensation consultants or otherwise when making recommendations to the Board;
13. Review and analyze director compensation data, including comparative data from compensation consultants or otherwise, and recommend to the Board the amount of reasonable compensation and expense reimbursement to be paid to members of the Board for serving as a Director of the Company (and any additional compensation for serving as Chairman of the Board or as a member or Chairman of any committee of the Board);
14. Review incentive compensation arrangements to determine whether they encourage excessive risk-taking; jointly with the full Board review and discuss at least annually the relationship between risk management policies and practices and compensation; and evaluate compensation policies and practices that could mitigate any such risk;
15. Review with the Company's management the Compensation Discussion and Analysis ("CD&A") to be included in the Company's Form 10-K or proxy statement for its annual stockholders meeting and determine whether to recommend to the Board of Directors that the CD&A be included in the Form 10-K or proxy statement;
16. Review and approve the Compensation Committee Report to be included in the Company's Form 10-K or proxy statement for its annual stockholders meeting;

17. Review and recommend to the Board for approval the frequency with which the Company will conduct stockholder advisory votes on executive compensation (“Say on Pay Vote”) required by Section 14A of the Exchange Act, taking into account the results of the most recent stockholder advisory vote on frequency of Say on Pay Votes required by Section 14A of the Exchange Act, and review and approve the proposals regarding the Say on Pay Vote and the frequency of the Say on Pay Vote to be included in the Company’s proxy statement;
18. Review the Company’s programs with respect to human capital management on an annual or as needed basis, as determined by the Committee;
19. Review, approve and administer any other matters or plans specifically delegated to the Committee by the Board; and
20. Review this Charter at least annually and recommend any proposed changes to the Board for approval.

VI. COMPENSATION PRINCIPLES

The following principles will govern all compensation paid by the Company to Executive Officers:

1. The compensation of the Chief Executive Officer and other Executive Officers shall be determined, or recommended to the Board for determination, by the Compensation Committee, which is comprised solely of Independent Directors; and
2. The Chief Executive Officer may not be present during deliberations and voting regarding his or her compensation. While the Chief Executive Officer may be present during deliberations and voting on the other Executive Officers’ compensation, the Chief Executive Officer may not vote on their compensation.

VII. CONSULTANTS

The Committee shall have the authority, in its sole discretion, to obtain advice of and seek assistance from compensation consultants and from internal and external legal, accounting and other advisors as it deems necessary to fulfill its duties and responsibilities as set forth in this Charter. The Committee shall have the sole authority to select, retain, oversee and terminate any compensation consultants and external legal, accounting and other advisors hired to assist the Committee and shall have the sole authority to approve such consultants’ or other advisors’ fees and other retention terms.

The Committee shall select compensation consultants and external legal, accounting and other advisors only after conducting an assessment of the independence of such consultant or other advisor using factors established by applicable law, the rules and regulations of the Securities and Exchange Commission and the applicable listing standards of NASDAQ. The Committee shall evaluate whether any compensation consultant retained or to be retained by the Committee has any conflict of interest in accordance with Item 407(e)(3)(iv) of Regulation S-K. On an annual basis, the Committee shall also evaluate the overall performance of any compensation consultant

retained during the prior 12 months in determining whether to continue to retain the consultant. The Committee shall receive appropriate funding from the Company, as determined by the Committee in its capacity as a committee of the Board, to support the Committee's activities, including compensation of the Compensation Committee's compensation consultants and external legal, accounting and other advisors.

VIII. PERFORMANCE EVALUATION

The Committee shall conduct an annual evaluation of the performance of its duties under this Charter and shall present the results of the evaluation to the Board. The Committee shall conduct this evaluation in such manner as it deems appropriate.