THIRD QUARTER 2023 EARNINGS CONFERENCE

October 26, 2023

H&E Equipment Services®

Earnings Conference

Third Quarter 2023 Company Participants

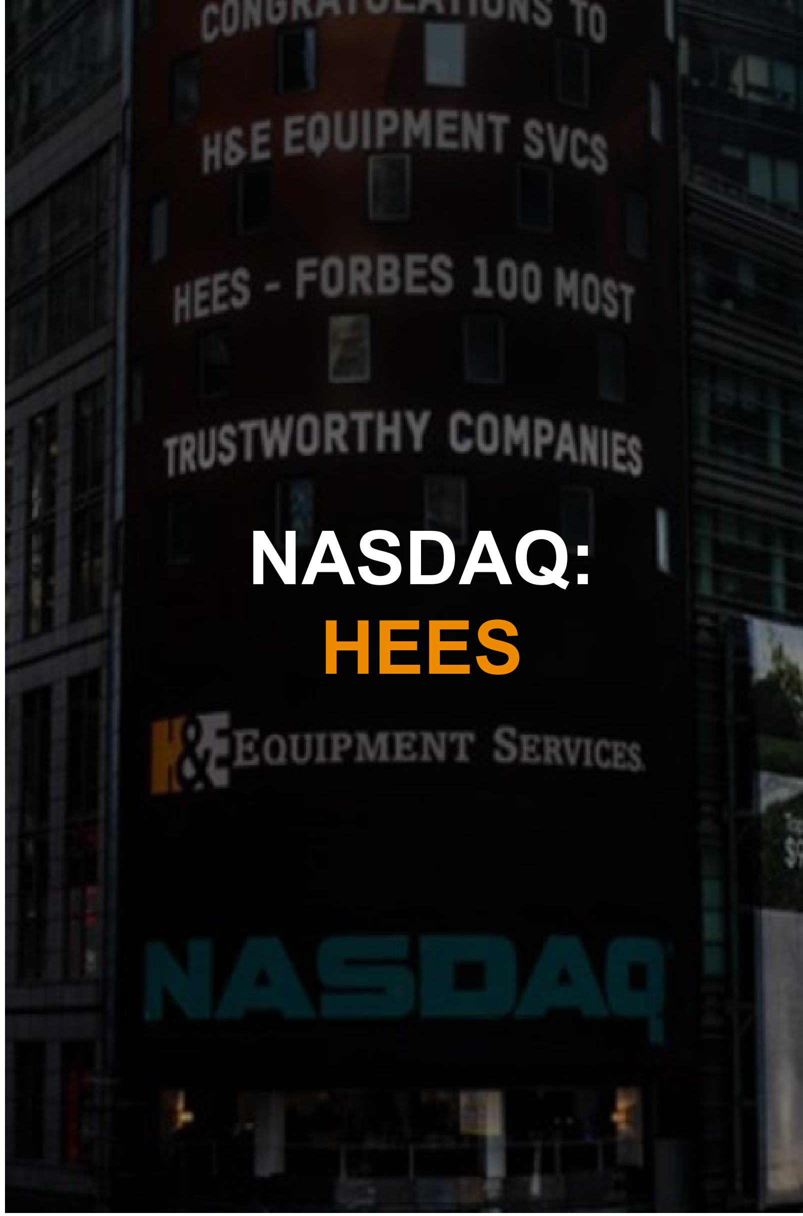
Brad Barber CHIEF EXECUTIVE OFFICER

John Engquist PRESIDENT AND CHIEF OPERATING OFFICER

Leslie Magee CHIEF FINANCIAL OFFICER AND SECRETARY

Jeff Chastain VICE PRESIDENT OF INVESTOR RELATIONS

October 26, 2023



RANKED 5TH IN THE RER'S TOP 100 EQUIPMENT COMPANIES

NAMED ONE OF AMERICA'S 100 MOST TRUSTWORTHY COMPANIES BY FORBES

Legal Disclaimers

Forward-Looking Information

This presentation contains "forward-looking statements" within the meaning of the federal securities laws. Statements that are not historical facts, including statements about our beliefs and expectations, are forward-looking statements. Statements containing the words "may," "could," "would," "should," "believe," "expect," "anticipate," "plan," "estimate," "target," "project," "intend," "foresee" and similar expressions constitute forward-looking statements. Forward-looking statements involve known and unknown risks and uncertainties, which could cause actual results to differ materially from those contained in any forward-looking statement. Such factors include, but are not limited to, the following: (1) risks related to a global pandemic and similar health concerns, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response to the pandemic, material delays and cancellations of construction or infrastructure projects, labor shortages, supply chain disruptions and other impacts to the business; (2) general economic and geopolitical conditions and construction and industrial activity in the markets where we operate in North America; (3) our ability to forecast trends in our business accurately, and the impact of economic downturns and economic uncertainty on the markets we serve (including as a result of current uncertainty due to inflation and increasing interest rates); (4) the impact of conditions in the global credit and commodity markets and their effect on construction spending and the economy in general; (5) trends in oil and natural gas which could adversely affect the demand for our services and products; (6) our ability to obtain equipment and other supplies for our business from our key suppliers on acceptable terms or at all, as a result of supply chain disruptions, insolvency, financial difficulties, supplier relationships or other factors; (7) increased maintenance and repair costs as we age our fleet and decreases in our equipment's residual value; (8) our indebtedness; (9) risks associated with the expansion of our business and any potential acquisitions we may make, including any related capital expenditures, or our inability to consummate such acquisitions; (10) our possible inability to integrate any businesses we acquire; (11) competitive pressures; (12) security breaches, cybersecurity attacks, failure to protect personal information, compliance with data protection laws and other disruptions in our information technology systems; (13) adverse weather events or natural disasters; (14) risks related to climate change and climate change regulation; (15) compliance with laws and regulations, including those relating to environmental matters, corporate governance matters and tax matters, as well as any future changes to such laws and regulations; and (16) other factors discussed under "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2022. Investors, potential investors and other readers are urged to consider these factors carefully in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements. Except as required by applicable law, including the securities laws of the United States and the rules and regulations of the SEC, we are under no obligation to publicly update or revise any forward-looking statements after the date of this presentation, whether as a result of any new information, future events or otherwise. These statements are based on the current beliefs and assumptions of our management, which in turn are based on currently available information and important, underlying assumptions. We urge you to consider the above-mentioned factors carefully in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements.

Non-GAAP Financial Measures

This presentation contains certain Non-GAAP measures (EBITDA, Adjusted EBITDA, Adjusted Income from Continuing Operations, Adjusted Net Income, Adjusted Net Income from Continuing Operations per Share, Adjusted Net Income per Share, Free Cash Flow, and the disaggregation of equipment rental revenues and cost of sales numbers). Please refer to Appendix A of this presentation for a description of these measures and a discussion of our use of these measures. These Non-GAAP measures, as calculated by the Company, are not necessarily comparable to similarly titled measures reported by other companies. Additionally, these Non-GAAP measures are not a measurement of financial or operating performance or liquidity under GAAP and should not be considered in isolation or as an alternative to the Company's other financial information determined under GAAP. See Appendix A for a reconciliation of these Non-GAAP measures.

Agenda

Third Quarter Summary, Market Conditions, Strategic Growth and Execution

- Q3 2023 Key Financial Metrics
- Supplemental Company Data
  - Rental Performance
- Equipment Rental Market
  - End-User Markets and Fleet Mix
- Strategy Implementation and Execution
  - 2023 Update on Growth Initiatives
  - Fleet Update and Branch Expansion

Third Quarter Financial Overview

- Q3 2023 Results
- 2023 Fleet and Free Cash Flow Update
- Capital Structure Update
- Liquidity Profile

Question and Answer Session

THIRD QUARTER 2023 OVERVIEW, MARKET OUTLOOK AND STRATEGIC EXECUTION

Brad Barber

Chief Executive Officer

WHERE OTHERS STOP, WE CONTINUE.
CELEBRATING
60
YEARS
ESTD. 1961

H&E EQUIPMENT SERVICES.

Q3 2023 Key Financial Metrics

TOTAL REVENUE

$400.7M

↑ 23.6% YOY

TOTAL EQUIPMENT RENTAL REVENUE

$315.8M

↑ 24.5% YOY

Adjusted EBITDA[1]

$189.1M

↑ 36.2% YOY

PHYSICAL UTILIZATION

70.0%

↓ 330 bps YOY

CHANGE IN FLEET SIZE

$589.9M

↑ 27.6% YOY

STRATEGIC GROWTH AND EXECUTION

- **Revised Fleet Investment**
- **Accelerated Branch Expansion**

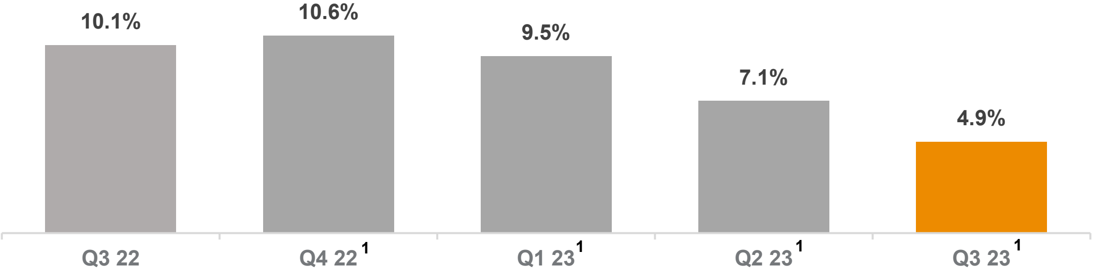
[1] For a reconciliation to GAAP financial measures, see Appendix A beginning on Slide 22.

Q3 2023 Rental Performance

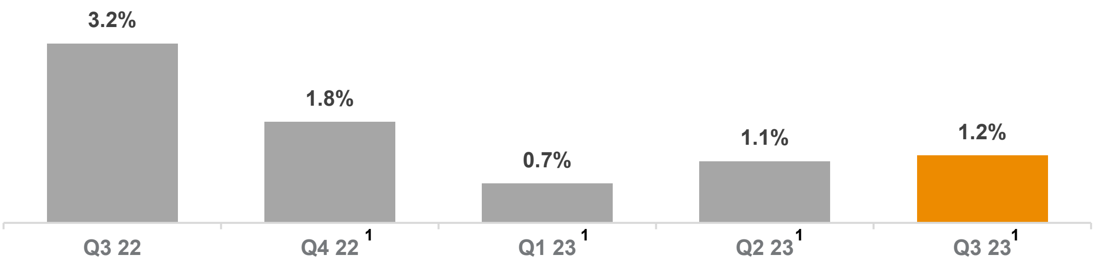
Rental Business Highlights

- Rental revenue increased 25.0% to $280.3 million compared to $224.1 million in Q3 2022.
- Rental gross margins of 53.3% compared to 55.6% in Q3 2022. Q3 2023 results impacted by purchase accounting related to the One Source fleet acquired in October 2022.
- Rental rates increased 4.9% compared to Q3 2022 and improved 1.2% sequentially. Results exclude One Source.
  - YTD 2023 rates up 7.0%.
- Time utilization (based on OEC) was 70.0% vs. 73.3% in Q3 2022.
- Dollar utilization was 41.5% vs. 42.7% in Q3 2022.

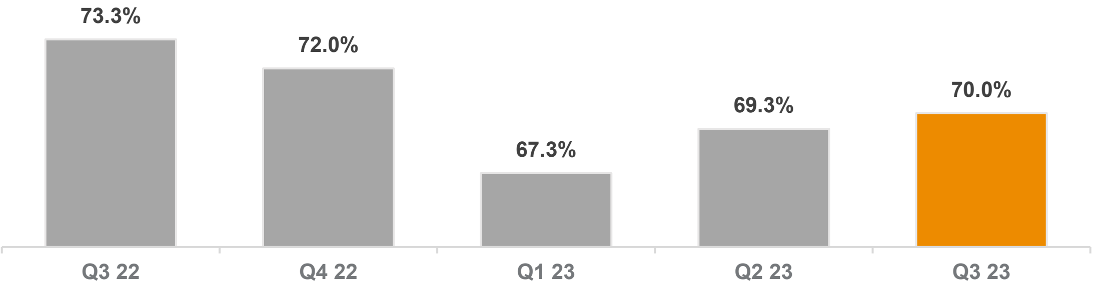
Year-Over-Year Average Rental Rate Trends



Sequential Average Rental Rate Trends



Time Utilization Trends (OEC)

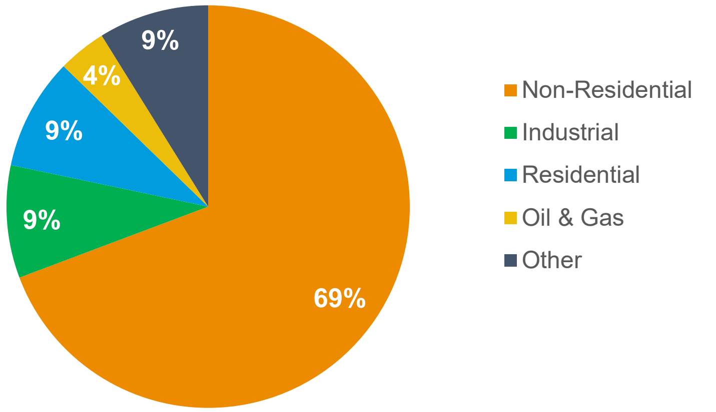


[1] Results exclude One Source.

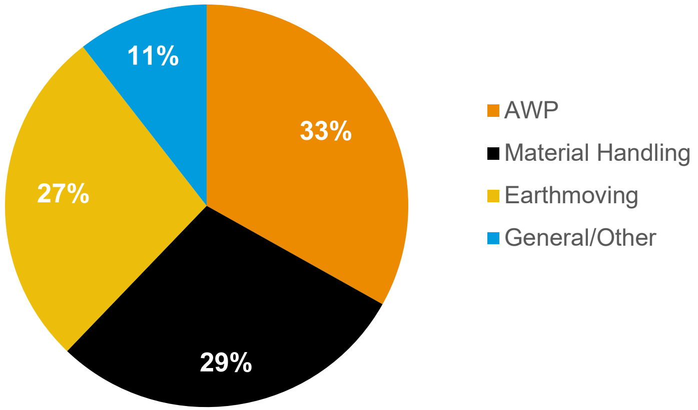
Rise in Nonresidential Construction Projects Fortifies 2024 Industry Outlook

- **Resiliency of nonresidential construction.**
    - Customers confirm healthy project backlog status into 2024.
- **Emergence of mega projects - defined as $500 million plus in construction value.**
    - Approximately $580 billion of project value being bid in 2023 and 2024. (Source: Dodge Construction Network and PEC)
        - 85% of projects fall within H&E operating geography.
    - Substantial equipment requirements and lengthy project completion schedules.
        - Includes solar farms, semiconductor fabrication facilities, LNG export terminals, EV auto and battery manufacturing.
    - Infrastructure Investment and Jobs Act ("IIJA") activity expected to increase.
- **Likely acceleration of rental penetration.**
    - Value proposition of rental compared with equipment ownership.
- **Fortifying industry fundamentals.**

Total Revenues by End Market[1]



Fleet Mix[2]



[1] Company data for LTM September 30, 2023.
[2] As of September 30, 2023.

Achievement of 2023 Strategic Growth Initiatives

- **Comfortably within accelerated branch growth target range.**
  - Five new locations opened in Q3 2023 and a sixth in October.
  - 12 new locations through October 2023 compared to full-year target of 12 to 15 branches.
    - Additional locations expected in Q4 2023.
    - Branch count increase of 36% since 2020, including M&A. CAGR of 11%.
    - Establishing greater density throughout our branch network.

- **2023 gross fleet target expenditures increased for second time in consecutive quarters.**
  - Healthy customer demand and improved availability of certain equipment lines.
  - Excellent fleet management discipline.
  - Revised target range of $650 million to $700 million.

- **Maintain focus on branch expansion, fleet growth and M&A opportunities.**

THIRD QUARTER 2023 FINANCIAL OVERVIEW

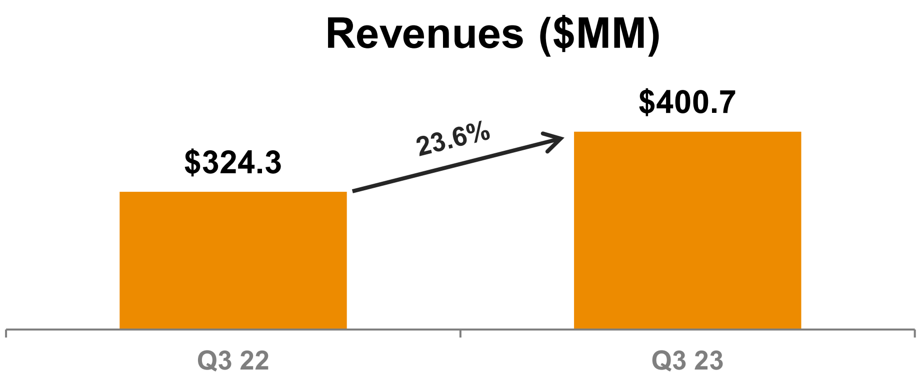
Leslie Magee

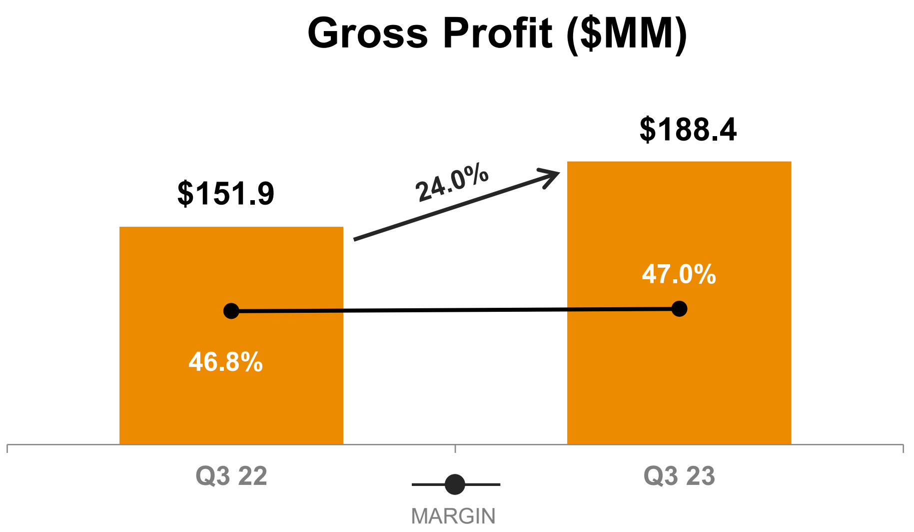
Chief Financial Officer

WHERE OTHERS STOP, WE CONTINUE.
CELEBRATING 60 YEARS
ESTD. 1961

H&E Equipment Services

Q3 2023 Revenues and Gross Profit



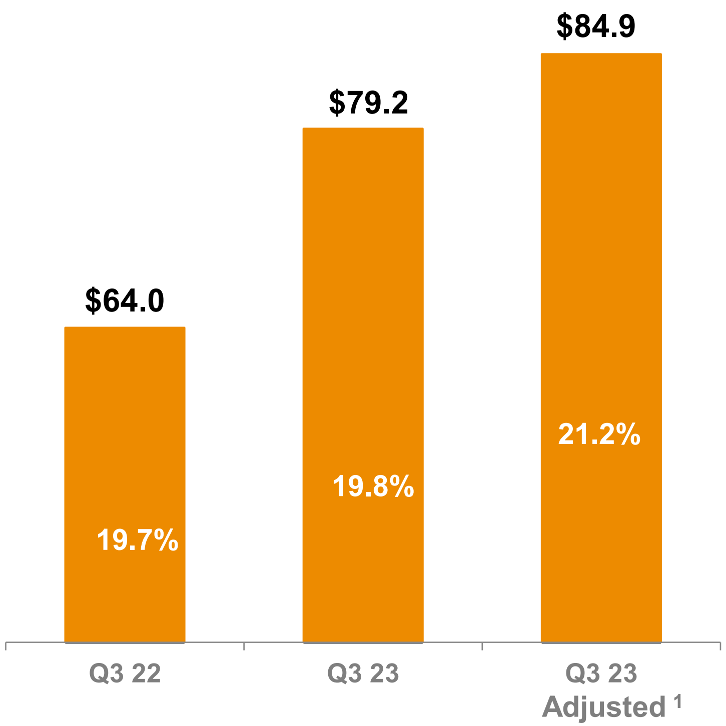


Key Takeaways

- **Revenues increased 23.6%, or $76.4 million, to $400.7 million.**
  - Led by higher revenue from rentals and used equipment sales.
- **Rental revenue increased 25.0% to $280.3 million vs. $224.1 million a year ago.**
  - Fleet Growth of 27.6%, or $589.9 million larger than a year ago.
  - Average rates, excluding One Source, up 4.9% from a year ago; sequential rates up 1.2%.
- **Used equipment sales of $52.7 million, increased 159.6% from $20.3 million.**
  - Disciplined fleet management, capitalized on sustained strength in the used equipment market.
- **New equipment sales decreased 46.2% to $12.6 million compared to $23.5 million a year ago.**
  - Decrease due largely to reduced sales of earthmoving equipment following the December 2022 sale of Komatsu earthmoving distribution business.
- **Gross profit increased $36.5 million, or 24.0%, to $188.4 million.**
  - Gross margin was 47.0% compared to 46.8%, primarily driven by favorable revenue mix and higher gross margins on used equipment sales, partially offset by lower gross margins on rentals which were impacted by purchase accounting related to the One Source fleet acquired in October 2022.
    - Margins by segments Q3 23 vs. Q3 22:
      - Total Equipment Rentals 47.4% vs. 50.5%
        - ➢ Rentals 53.3% vs. 55.6%
      - Used 58.5% vs. 53.7%
        - ➢ Fleet only 58.7% vs. 55.6%
      - New 13.2% vs. 13.8%
      - Parts 27.5% vs. 29.0%; Service 59.3% vs. 63.2%

Q3 2023 Income from Operations

Income from Operations ($MM)

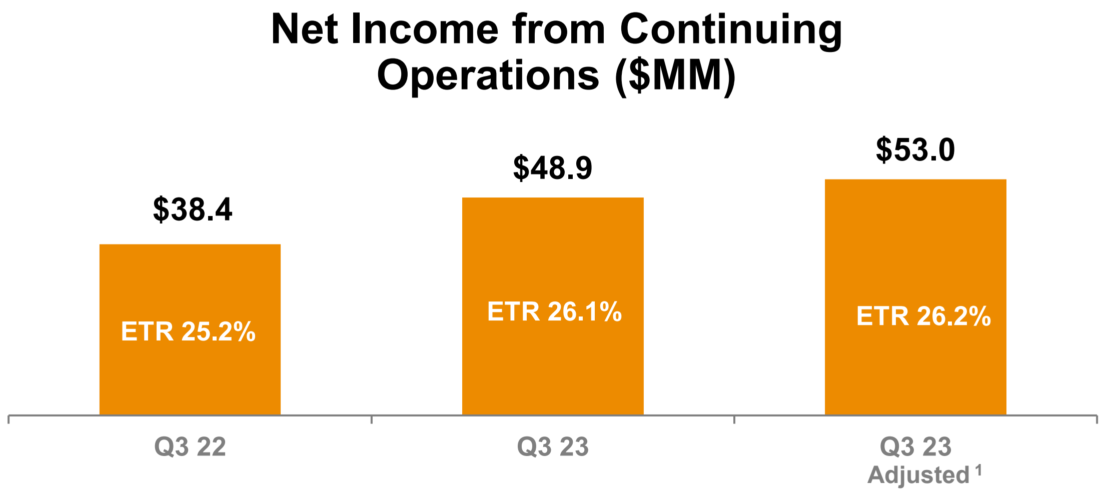


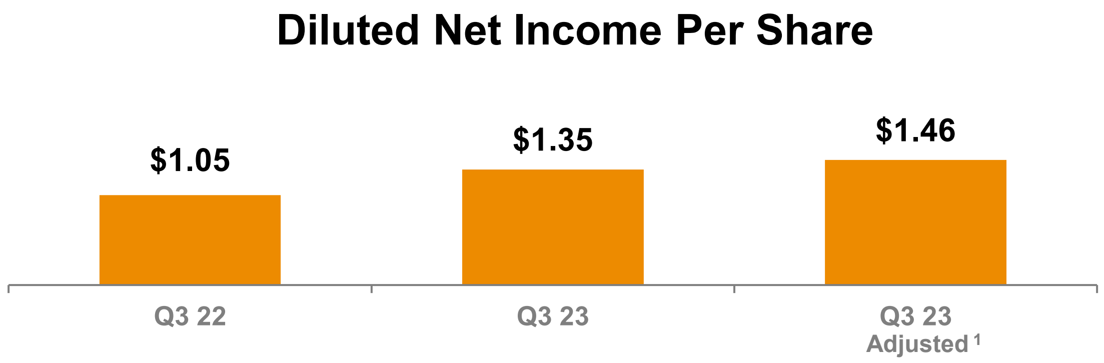
[1] For a reconciliation to GAAP financial measures, see Appendix A beginning on Slide 22.

Key Takeaways

- Income from operations in Q3 23 was $79.2 million compared to $64.0 million a year ago.
- The Q3 23 period included a non-cash impairment charge of $5.7 million.
- Adjusted Q3 23 income from operations was $84.9 million, a 32.7% increase from $64.0 million a year ago.
- Excluding the charge, margins increased to 21.2% in Q3 23 vs. 19.7% in Q3 22. The increase was primarily due to:
  - Favorable revenue mix and higher gross margins on used equipment sales.
  - Lower SG&A as a percent of revenues.
  - Partially offset by lower gross margins on rentals largely resulting from purchase accounting related to the One Source fleet acquired in October 2022.

Q3 2023 Net Income





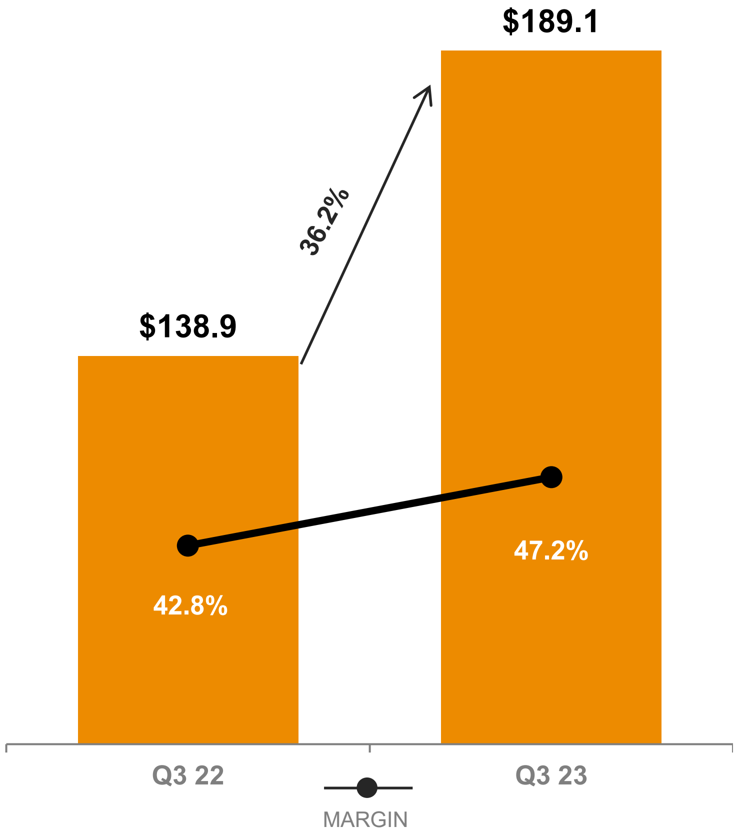
[1] For a reconciliation to GAAP financial measures, see Appendix A beginning on Slide 22.

Key Takeaways

- Net income from continuing operations of $48.9 million compared to $38.4 million in Q3 22.
- Adjusted net income from continuing operations in Q3 23 was $53.0 million.
- Diluted net income per share in Q3 23 was $1.35 compared to $1.05 a year ago.
  - Effective tax rate (“ETR”) was 26.1% vs. 25.2% a year ago.
- Adjusted diluted net income from continuing operations per share in Q3 23 was $1.46.
  - The adjusted effective tax rate was 26.2%.

Q3 2023 Adjusted EBITDA

Adjusted EBITDA [1] ($MM)

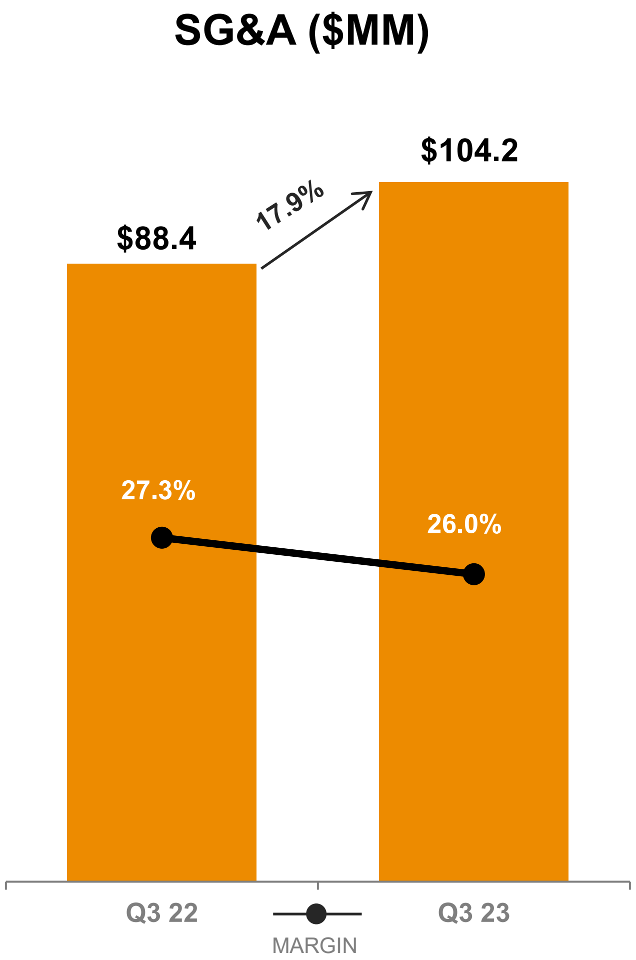


Key Takeaways

- Adjusted EBITDA of $189.1 million in Q3 23 compared to $138.9 million a year ago.
  - Adjusted EBITDA increased 36.2% compared to a 23.6% increase in revenues.
- Margin was 47.2% compared to 42.8% a year ago; increase primarily due to:
  - Improved revenue mix and higher gross margins on used equipment sales.
  - Lower SG&A as a percent of revenues.

[1] For a reconciliation to GAAP financial measures, see Appendix A beginning on Slide 22.

Q3 2023 SG&A Expense



Key Takeaways

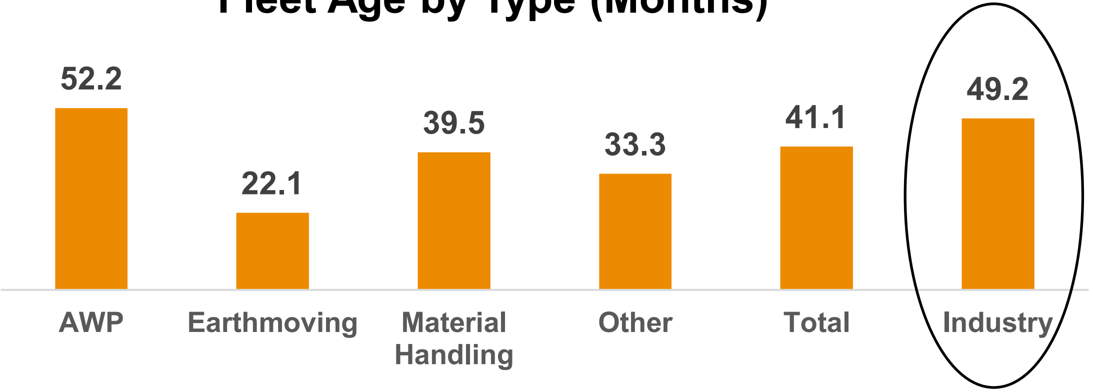
- SG&A was $104.2 million in Q3 23 compared to $88.4 million in Q3 22, an increase of $15.8 million.
  - Branch expansion costs, including acquired branches increased $7.7 million in Q3 23 compared to Q3 22.
  - SG&A as a percentage of revenues was 26.0%, down from 27.3% a year ago.

2023 Fleet and Free Cash Flow Update[1]

Rental Cap-Ex Summary ($MM)[2]

	2017	2018	2019	2020	2021	2022	Nine Mos. Ended Sept. 30, 2022	Nine Mos. Ended Sept. 30, 2023
Gross Rental CapEx[2]	$244.7	$ 440.9	$349.1	$138.8	$436.8	$507.8	$379.5	$595.2
Sale of Rental Equipment	$(96.1)	$(112.0)	$(127.6)	$(141.6)	$(133.9)	$(83.7)	($55.7)	($123.5)
Net Rental CapEx	$148.6	$328.9	$221.5	$(2.8)	$302.9	$424.1	$323.8	$471.7

Fleet Age by Type (Months)



Free Cash Flow Summary ($MM)[3]

	2017	2018	2019	2020	2021	2022	Nine Mos. Ended Sept. 30, 2022	Nine Mos. Ended Sept. 30, 2023
Free Cash Flow[3]	$73.1	$(279.0)	$(6.7)	$307.1	$88.6	$(233.3)	($105.3)	($175.5)

NOTE: Fleet statistics as of September 30, 2023.

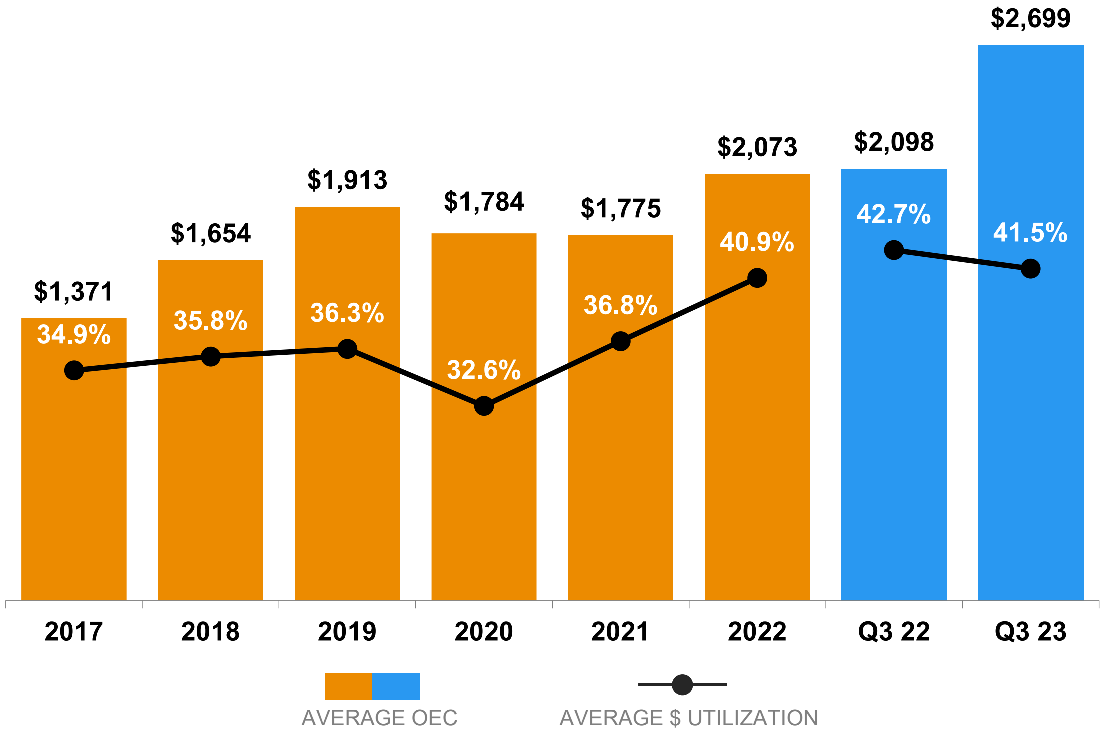
1 Results and information preceding 2020 include both continuing and discontinued operations.

2 Gross rental cap-ex includes amounts transferred from new and used inventory considered non-cash asset purchases for purposes of the Consolidated Statement of Cash Flows. Gross rental cap-ex does not include amounts acquired through acquisitions.

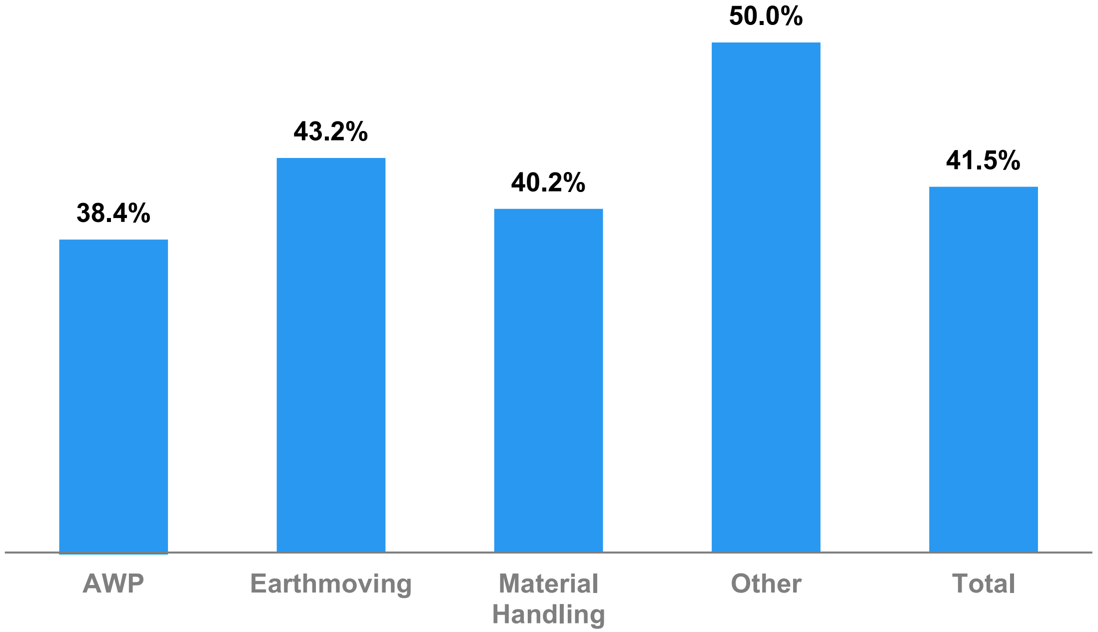
3 We define Free Cash Flow as net cash provided by operating activities less (1) purchases of rental equipment, property and equipment, and acquisition of businesses, net of cash acquired plus (2) proceeds (closing adjustment) from sale of discontinued operations, proceeds from sales of rental equipment and property and equipment. Please refer to Appendix A for a further description and reconciliation of net cash provided by operating activities to this Non-GAAP measure.

2023 Fleet Update

Rental Fleet Statistics[1,2] ($MM)



$ Utilization by Equipment Type[1]



Note: Fleet statistics as of September 30, 2023.
[1] $ Utilization represents rental revenues annualized divided by the average original equipment cost.
[2] All years preceding 2020 are presented as both continuing and discontinued operations.

Capital Structure

Capital Structure ($MM)

9/30/23	
Cash and Cash Equivalents	**$6.9**
Debt:	
Sr. Sec'd Credit Facility (ABL)	**$142.2**
Senior Unsecured Notes[1]	**1,250.0**
Finance Lease Liabilities	**3.1**
Total Debt	**$1,395.3**
Shareholders' Equity	**488.1**
Total Book Capitalization	**$1,883.4**

Credit Statistics[2, 5]

	2017	2018	2019	2020	2021	2022	LTM Q3 2023
Adj. EBITDA[3] /Total Interest Exp.	6.0x	6.4x	6.9x	5.8x	7.3x	9.9x	11.5x
Total Net Debt[4] /Adj. EBITDA[3]	2.4x	2.7x	2.4x	2.6x	2.3x	2.2x	2.1x
Total Debt /Total Capitalization	81.4%	81.4%	79.2%	84.0%	80.5%	75.8%	74.1%

[1] Senior Unsecured Notes does not give effect to $6.1 million of unaccreted discount and $1.4 million of deferred financing costs.

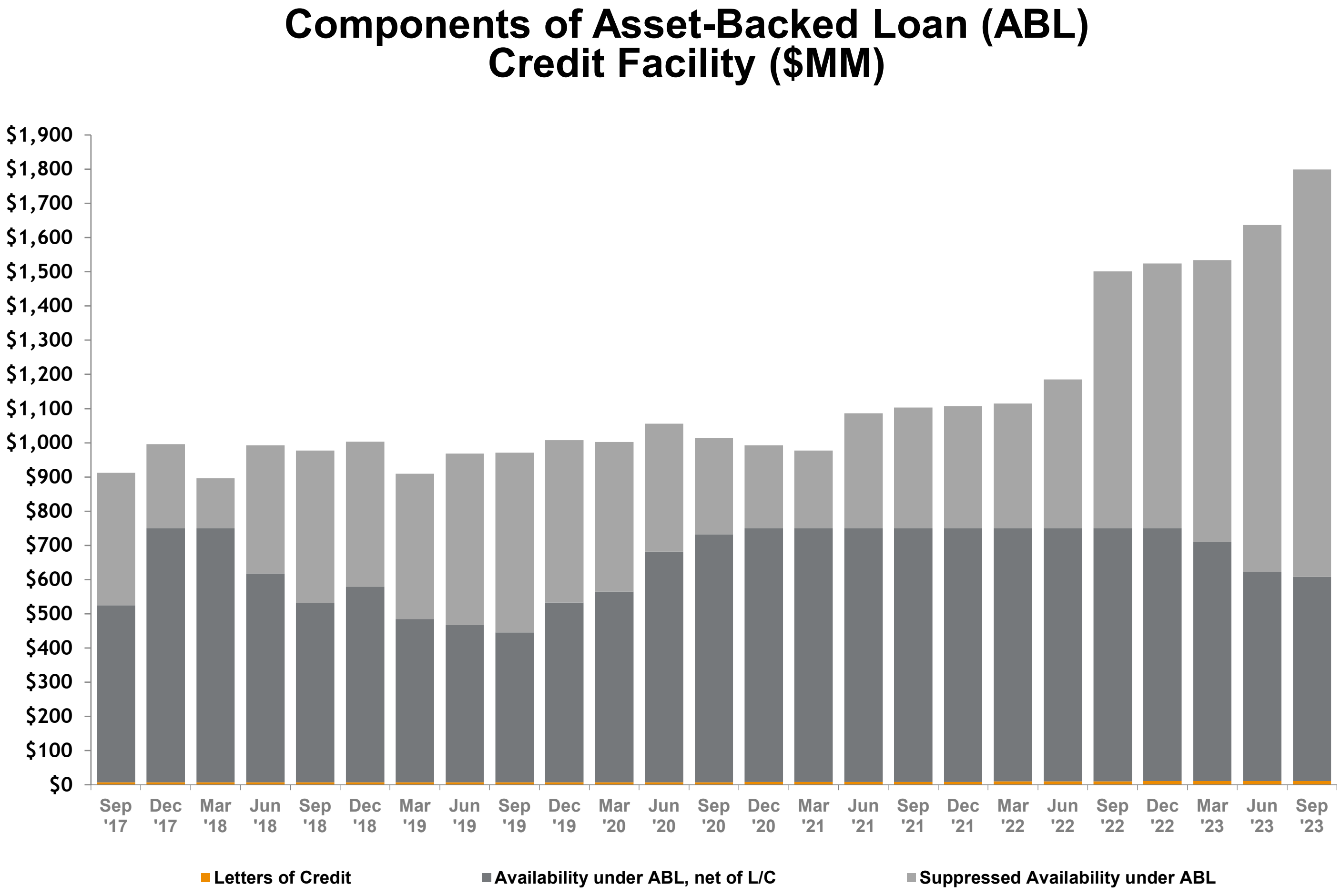
[2] All years preceding 2020 are presented as continuing and discontinued operations.

[3] Excludes the impact of the $25.4 million non-recurring item associated with the premiums paid to repurchase and redeem previously outstanding 7% senior unsecured notes, the write-off of unamortized note discount and deferred transaction costs associated therewith and $5.8 million of merger breakup fee proceeds, net of merger costs, of the termination of the merger agreement with Neff Corporation in the third quarter of 2017; $0.7 million of other merger costs recorded in 2018; $0.4 million in merger costs and a $12.2 million impairment charge recorded in 2019; $0.5 million in merger costs recorded in 2020, a $55.7 million impairment charge in the first quarter of 2020, and the impact of the $44.6 million non-recurring item associated with the premiums paid to repurchase and redeem previously outstanding 5.625% senior unsecured notes, the write-off of unaccreted note discount, unamortized note premium, and deferred costs associated therewith in the fourth quarter of 2020, and $5.7 million goodwill impairment charge in the third quarter of 2023. See Appendix A for a reconciliation of Non-GAAP measures.

[4] Net debt is defined as total debt less cash on hand.

[5] Due to the recurring nature of our acquisition-related operating expenses, we will no longer adjust EBITDA for merger and other costs effective December 31, 2021.

Liquidity Profile



Key Takeaways

- **Liquidity under facility.**
  - $142.2 million outstanding balance under $750 million amended ABL facility on September 30, 2023.
  - $597.2 million of borrowing availability, net of letters of credit, under the ABL on September 30, 2023.
  - Suppressed availability (supporting asset value in excess of $750 million facility size) under ABL borrowing base certificate was $1.2 billion on September 30, 2023.
  - Excess availability under the ABL for purposes of the springing fixed charge covenant was $1.8 billion on September 30, 2023.
  - No covenant concern.
    - Minimum excess availability requirement is $75 million, or 10% of the $750 million amended ABL facility.
    - Cash and cash equivalents balance on September 30, 2023, of $6.9 million.

About H&E

Founded in 1961, H&E Equipment Services, Inc. is one of the largest rental equipment companies in the nation, serving customers across 30 states. The Company's fleet is among the industry's youngest and most versatile with a superior equipment mix comprised of aerial work platforms, earthmoving, material handling, and other general and specialty lines. H&E serves a diverse set of end markets in many high-growth geographies including branches throughout the Pacific Northwest, West Coast, Intermountain, Southwest, Gulf Coast, Southeast, Midwest, and Mid-Atlantic regions.

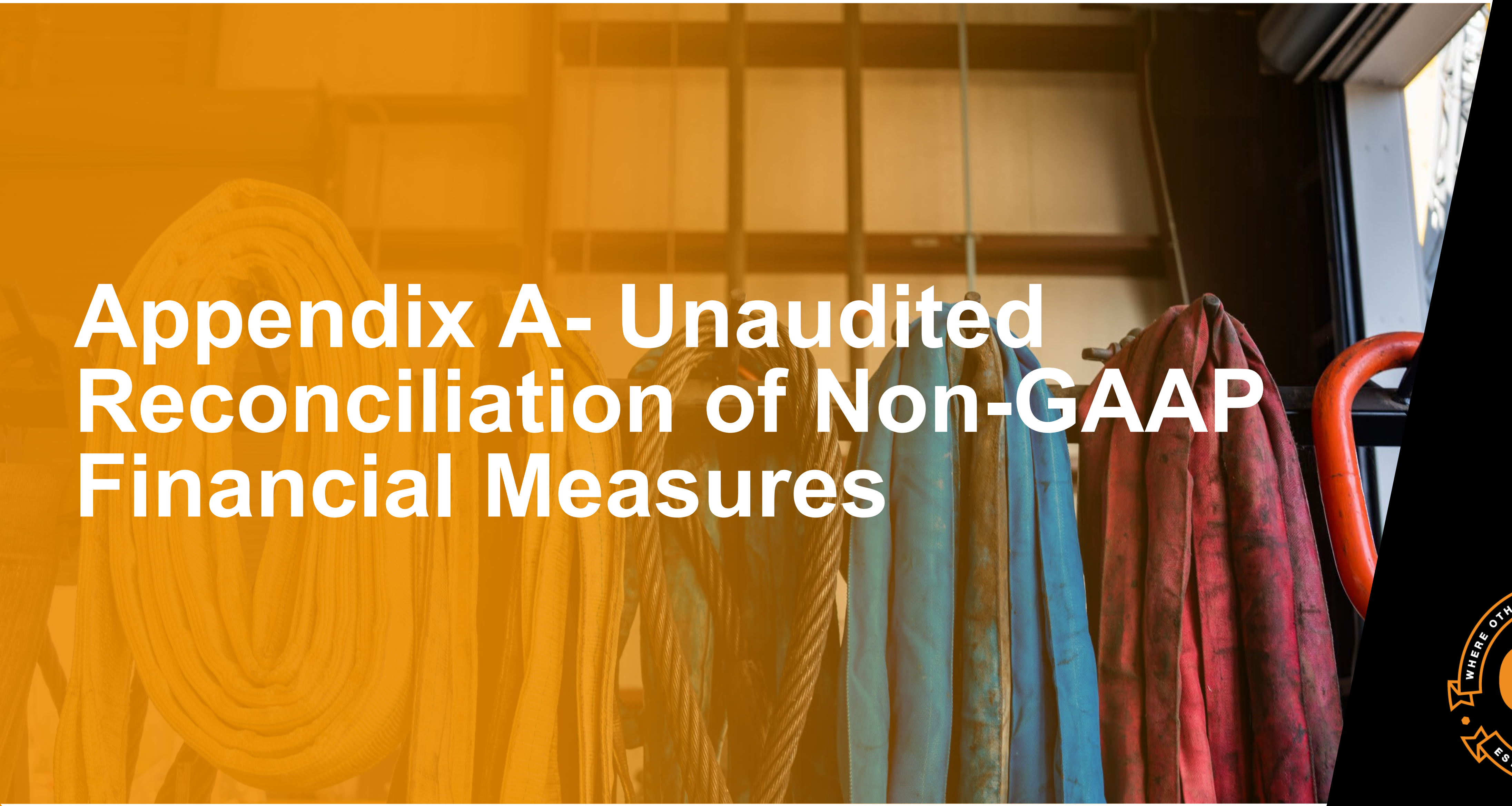
NASDAQ: HEES
investor.he-equipment.com

Contacts

Leslie S. Magee, Chief Financial Officer
lmagee@he-equipment.com

Jeffrey L. Chastain, Vice President of Investor Relations
jchastain@he-equipment.com

Appendix A- Unaudited Reconciliation of Non-GAAP Financial Measures



H&E Equipment Services.

WHERE OTHERS STOP, WE CONTINUE. CELEBRATING 60 YEARS ESTD. 1961

Appendix A

Unaudited Reconciliation of Non-GAAP Financial Measures

EBITDA, Adjusted EBITDA, Adjusted Income from Continuing Operations, Adjusted Net Income, Adjusted Net Income from Continuing Operations per Share, Adjusted Net Income per Share and Free Cash Flow are non-GAAP measures as defined under the rules of the SEC. We define EBITDA as net income (loss) before interest expense, income taxes, depreciation and amortization. For the year ended December 31, 2017, we define Adjusted EBITDA as EBITDA adjusted for merger breakup fees, net of related merger costs, totaling $5.8 million related to the previously proposed acquisition of Neff Corporation and CEC transaction costs; and a non-recurring $25.4 million item associated with the premiums paid to repurchase and redeem previously outstanding 7% senior unsecured notes and the write-off of unamortized note discount and deferred transaction costs associated therewith. We define Adjusted EBITDA for the year ended December 31, 2018, as EBITDA adjusted for $0.7 million of acquisition costs. We define Adjusted EBITDA for the year ended December 31, 2019, as EBITDA adjusted for the $12.2 million goodwill impairment charges recorded in the fourth quarter of 2019 and $0.4 million of merger costs. We define Adjusted EBITDA for the year ended December 31, 2020, as EBITDA adjusted for a non-recurring $44.6 million item associated with the premiums paid to repurchase and redeem previously outstanding 5.625% senior unsecured notes and the write-off of unaccreted note discount, unamortized note premium, deferred transaction costs associated therewith, $55.7 million of goodwill impairment charges and $0.5 million of merger costs. We define Adjusted EBITDA for the nine months ended September 30, 2023, as EBITDA adjusted for the $5.7 million goodwill impairment charge recorded in the third quarter of 2023.

We use EBITDA and Adjusted EBITDA in our business operations to, among other things, evaluate the performance of our business, develop budgets and measure our performance against those budgets. We also believe that analysts and investors use EBITDA and Adjusted EBITDA as supplemental measures to evaluate a company's overall operating performance. However, EBITDA and Adjusted EBITDA have material limitations as analytical tools and you should not consider them in isolation, or as substitutes for analysis of our results as reported under GAAP. We consider them useful tools to assist us in evaluating performance because they eliminate items related to capital structure, taxes and non-cash charges. The items that we have eliminated in determining EBITDA for the periods presented are interest expense, income taxes, depreciation of fixed assets (which includes rental equipment and property and equipment) and amortization of intangible assets and, in the case of Adjusted EBITDA, any other non-recurring items described above applicable to the particular period. However, some of these eliminated items are significant to our business. For example, (i) interest expense is a necessary element of our costs and ability to generate revenue because we incur a significant amount of interest expense related to our outstanding indebtedness; (ii) payment of income taxes is a necessary element of our costs; and (iii) depreciation is a necessary element of our costs and ability to generate revenue because rental equipment is the single largest component of our total assets and we recognize a significant amount of depreciation expense over the estimated useful life of this equipment. Any measure that eliminates components of our capital structure and costs associated with carrying significant amounts of fixed assets on our consolidated balance sheet has material limitations as a performance measure. In light of the foregoing limitations, we do not rely solely on EBITDA and Adjusted EBITDA as performance measures and also consider our GAAP results. EBITDA and Adjusted EBITDA are not measurements of our financial performance under GAAP and should not be considered alternatives to net income, operating income or any other measures derived in accordance with GAAP. Because EBITDA and Adjusted EBITDA may not be calculated in the same manner by all companies, these measures may not be comparable to other similarly titled measures by other companies.

We use Adjusted Income from Continuing Operations, Adjusted Net Income from Continuing Operations, Adjusted Net Income, Adjusted Net Income from Continuing Operations per Share, and Adjusted Net Income per Share ("Adjusted Income Measures") in our business operations to, among other things, analyze our financial performance on a comparative period basis without the effects of significant one-time, non-recurring items. We define the Adjusted Income Measures for the periods presented as Income from Operations, Net Income and Net Income per Share, respectively, adjusted for the impairment of goodwill. Additionally, we believe Adjusted Income Measures, in combination with financial results calculated in accordance with GAAP, provide investors with useful information and additional perspective concerning future profitability. However, Adjusted Income Measures are not measurements of our financial performance under GAAP and, accordingly, should not be considered in isolation or as alternatives to GAAP Income from Operations, Net Income and Net Income per Share. Because Adjusted Income Measures may not be calculated in the same manner by all companies, these measures may not be comparable to other similarly titled measures used by other companies.

The Company uses Free Cash Flow in our business operations to, among other things, evaluate the cash flow available to meet future debt service obligations and working capital requirements. However, this measure should not be considered as an alternative to cash flows from operating activities or any other measures derived in accordance with GAAP as indicators of operating performance or liquidity. Additionally, our definition of Free Cash Flow is limited, in that it does not represent residual cash flows available for discretionary expenditures due to the fact that the measure does not deduct the payments required for debt service and other contractual obligations. Therefore, we believe it is important to view Free Cash Flow as a measure that provides supplemental information to our entire statement of cash flows. Further, the method used by our management to calculate Free Cash Flow may differ from the methods other companies use to calculate their Free Cash Flow.

We have presented in a supplemental schedule the disaggregation of our equipment rental revenues to provide further detail in evaluating the period over period performance of our rental business relative to equipment rental gross profit and equipment rental gross margin and believe these non-GAAP measures may be useful to investors for this reason. However, you should not consider this in isolation, or as substitutes for analysis of our results as reported under GAAP.

For a reconciliation of historical non-GAAP financial measures to the nearest comparable GAAP measures, see the non-GAAP reconciliations included further in this presentation.

Appendix A

EBITDA and Adjusted EBITDA GAAP Reconciliation ($ in thousands)[1]

	2017	2018	2019	2020	2021	2022	Q3 2022	Q3 2023	LTM Q3 2023
Net Income (Loss)	$109,658	$76,623	$87,211	$(46,396)	$60,564	$133,694	$38,376	$48,879	$166,921
Interest expense	54,958	63,707	68,277	61,790	53,758	54,033	13,548	16,145	58,080
Provision (Benefit) for income taxes	(50,314)	28,040	28,650	(13,428)	21,160	47,036	12,953	17,261	59,071
Depreciation	193,245	233,046	272,368	252,681	254,158	296,310	73,000	99,437	370,725
Amortization of intangibles	–	3,320	4,132	3,987	3,970	4,660	993	1,683	6,730
EBITDA	$307,547	$404,736	$460,638	$258,634	$393,610	$535,733	$138,870	$183,405	$661,527
Loss on early extinguishment of debt[2]	25,363	–	–	44,630	_	_	_	–	_
Merger and other[3]	(5,782)	708	416	503	_	_	_	–	_
Impairment of goodwill[2]	–	–	12,184	55,664	–	–	–	5,714	5,714
Adjusted EBITDA	$327,128	$405,444	$473,238	$359,431	$393,610	$535,733	$138,870	$189,119	$667,241

[1] All years preceding 2020 are presented as continuing and discontinued operations.

[2] Adjustments relate to loss from early extinguishment of debt incurred in the third quarter ended September 30, 2017, and the fourth quarter ended December 31, 2020. Adjustment includes goodwill impairment charges in the fourth quarter ended December 31, 2019, in the first quarter ended March 31, 2020, and in the third quarter ended September 30, 2023.

[3] Adjustment includes the net merger breakup fee proceeds associated with the terminated merger agreement with Neff Corporation and subsequent merger and other costs. Due to the recurring nature of our acquisition-related operating expenses, we will no longer adjust for merger and other costs effective with the year ending December 31, 2021.

Appendix A[1]

Free Cash Flow GAAP Reconciliation ($ in thousands)

	2017	2018	2019	2020	2021	2022	Nine Mos. Ended Sept. 30, 2022	Nine Mos. Ended Sept. 30, 2023
Net cash provided by operating activities	$226,199	$247,211	$319,218	$286,016	$259,572	$313,238	$211,202	$276,502
Acquisition of business, net of cash acquired	–	(196,027)	(106,746)	–	–	(135,710)	_	_
Proceeds (closing adjustment) on sale of discontinued operations	–	–	–	–	135,945	(2,256)	($2,256)	_
Purchases of property and equipment	(22,515)	(34,960)	(43,111)	(18,664)	(34,622)	(51,452)	($36,327)	($55,412)
Purchases of rental equipment[2]	(234,209)	(416,600)	(309,654)	(116,363)	(418,082)	(464,434)	($337,156)	($522,596)
Proceeds from sale of property and equipment	7,506	9,261	6,050	14,524	11,884	23,626	$3,561	$2,492
Proceeds from sale of rental equipment	96,143	112,086	127,558	141,594	133,900	83,689	$55,692	$123,480
Free cash flow	$73,124	$(279,029)	$(6,685)	$307,106	$88,597	$(233,299)	($105,284)	($175,534)

[2] Purchases of rental equipment as reflected in the Condensed Consolidated Statement of Cash Flows exclude non-cash assets transferred from new and used inventory to rental. Transfers from new and used inventory to rental are included below and also shown in the supplemental schedule of non-cash investing and financing activities of the Consolidated Statement of Cash Flows. In addition, the amounts as detailed below are included in gross rental cap-ex on Slide 16.

Transfers from New and Used Inventory ($MM)

	2017	2018	2019	2020	2021	2022	Nine Mos. Ended Sept. 30, 2022	Nine Mos. Ended Sept. 30, 2023
Transfers of new and used inventory	$10.5	$24.3	$39.5	$22.4	$18.7	$43.3	$42.3	$72.6

[1] Results and information are presented as continuing and discontinued operations for all years presented.

Appendix A

H&E EQUIPMENT SERVICES, INC.
UNAUDITED RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
(Amounts in thousands)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2023	**2022**	**2023**	**2022**
RENTAL				
Equipment rentals [1]	$ 280,257	$ 224,126	$ 771,056	$ 602,551
Rental other	35,554	29,438	98,222	77,815
Total equipment rentals	315,811	253,564	869,278	680,366
RENTAL COST OF SALES				
Rental depreciation	90,361	65,952	258,146	188,261
Rental expense	40,545	33,543	117,169	93,117
Rental other	35,056	25,989	93,381	70,775
Total rental cost of sales	165,962	125,484	468,696	352,153
RENTAL REVENUES GROSS PROFIT				
Equipment rentals	149,351	124,631	395,741	321,173
Rentals other	498	3,449	4,841	7,040
Total rental revenues gross profit	$ 149,849	$ 128,080	$ 400,582	$ 328,213
RENTAL REVENUES GROSS MARGIN				
Equipment rentals	53.3%	55.6%	51.3%	53.3%
Rentals other	1.4%	11.7%	4.9%	9.0%
Total rental revenues gross margin	47.4%	50.5%	46.1%	48.2%

[1] Pursuant to SEC Regulation S-X, the Company's equipment rental revenues are aggregated and presented in our unaudited condensed consolidated statements of operations as a single line item, "Equipment Rentals." The above table disaggregates the Company's equipment rental revenues for discussion and analysis purposes only.

Appendix A

H&E EQUIPMENT SERVICES, INC.
UNAUDITED RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
(Amounts in thousands)

	Three Months Ended September 30, 2023		
	As Reported	Adjustment	As Adjusted
Gross profit	$ 188,383	–	$ 188,383
Selling, general and administrative expenses	104,218	–	104,218
Impairment of goodwill	(5,714)	5,714	–
Gain on sale of property and equipment, net	763	–	763
Income from continuing operations	79,214	5,714	84,928
Interest expense	(16,145)	–	(16,145)
Other income, net	3,071	–	3,071
Income from continuing operations before provision for income taxes	66,140	5,714	71,854
Provision for income taxes	17,261	1,585	18,846
Net income from continuing operations	$ 48,879	$ 4,129	$ 53,008
Net income	$ 48,879	$ 4,129	$ 53,008
NET INCOME PER SHARE [1]			
Basic - Net income from continuing operations per common share:	$ 1.35	$ 0.11	$ 1.47
Basic - Net income per common share:	$ 1.35	$ 0.11	$ 1.47
Basic - Weighted average common shares outstanding:	36,134	36,134	36,134
Diluted - Net income from continuing operations per common share:	$ 1.35	$ 0.11	$ 1.46
Diluted - Net income per common share	$ 1.35	$ 0.11	$ 1.46
Diluted - Weighted average common shares outstanding:	36,322	36,322	36,322

[1] Because of the method used in calculating per share data, the summation of the above per share data may not necessarily total to the as adjusted per share data..

Appendix A

Regional Branch Map - 132 Locations in 30 States

Intermountain

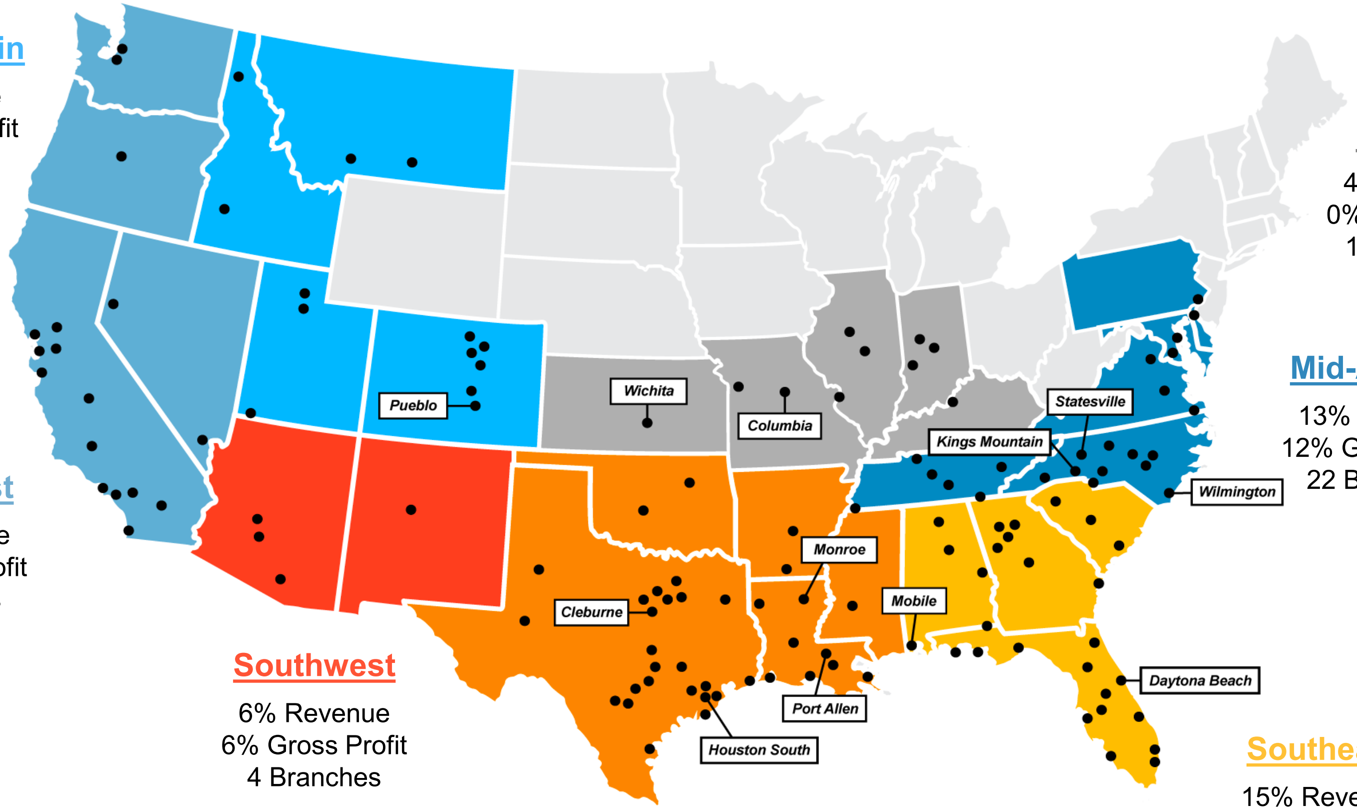
14% Revenue
15% Gross Profit
13 Branches

West Coast

15% Revenue
15% Gross Profit
17 Branches

Southwest

6% Revenue
6% Gross Profit
4 Branches



Midwest

4% Revenue
0% Gross Profit
10 Branches

Mid-Atlantic

13% Revenue
12% Gross Profit
22 Branches

Gulf Coast

33% Revenue
36% Gross Profit
38 Branches

Southeast

15% Revenue
16% Gross Profit
28 Branches

Revenue and gross profit data is as of LTM September 30, 2023.

2023 Branch Expansion To Date

- Five new locations in Q3 23.
  - Sixth added in October.
  - Building branch density in Mid-Atlantic, Southeast, Gulf Coast, and Midwest regions.
- Twelve branch additions through October 2023.
- More openings expected in Q4 23.

THANK YOU!

October 26, 2023

H&E EQUIPMENT SERVICES®