THIRD QUARTER 2021 EARNINGS CONFERENCE

November 2, 2021

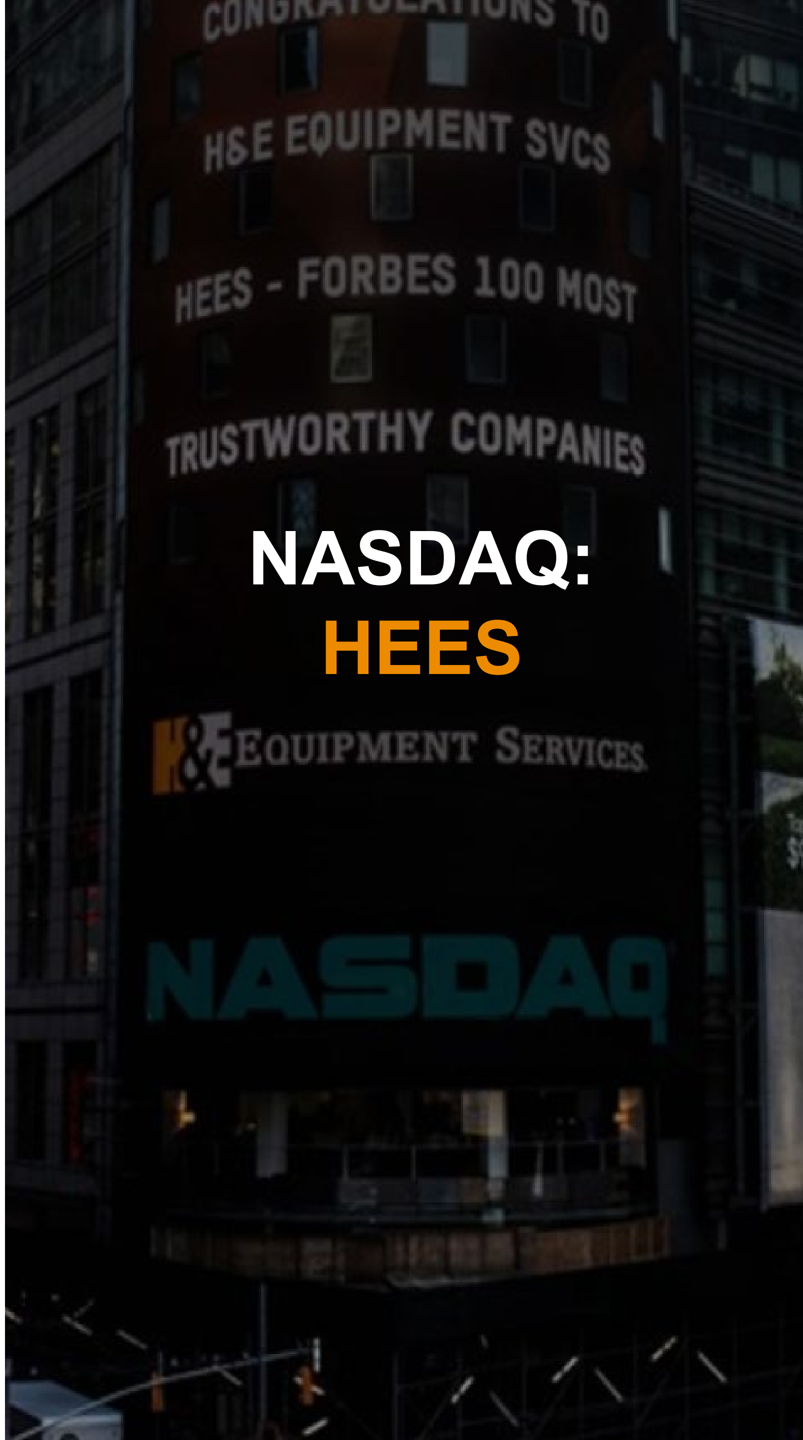
H&E EQUIPMENT SERVICES

Earnings Conference

Third Quarter 2021 Earnings Conference

Brad Barber	CHIEF EXECUTIVE OFFICER
John Engquist	PRESIDENT & CHIEF OPERATING OFFICER
Leslie Magee	CHIEF FINANCIAL OFFICER
Jeff Chastain	VICE PRESIDENT OF INVESTOR RELATIONS

November 2, 2021



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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 the impact of the COVID-19 pandemic, 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 infrastructure projects, supply chain disruptions and other impacts to the business; (2) general economic conditions and construction and industrial activity in the markets where we operate in North America; (3) our ability to accurately forecast trends in our business, and the impact of economic downturns and economic uncertainty on the markets we serve (including as a result of current uncertainty due to COVID-19); (4) trends in oil and natural gas could adversely affect the demand for our services and products; (5) the impact of conditions in the global credit and commodity markets (including as a result of current volatility and uncertainty in credit and commodity markets due to COVID-19) and their effect on construction spending and the economy in general; (6) relationships with equipment suppliers; (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 ability to consummate such acquisitions; (10) our possible inability to integrate any businesses we acquire; (11) competitive pressures; (12) security breaches and other disruptions in our information technology systems; (13) adverse weather events or natural disasters; (14) 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 (15) other factors discussed in our public filings, including the risk factors included in the Company's most recent Annual Report on Form 10-K. 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.

Non-GAAP Financial Measures

This presentation contains certain Non-GAAP measures (EBITDA, Adjusted EBITDA and Free Cash Flow). 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 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 Overview, Market Outlook, Strategic Execution

- Q3 2021 Summary
  - Discontinued and Continuing Operations
- Supplemental Company Data
  - Rental Performance
- Equipment Rental Market
  - End-User Markets and Fleet Mix
- Strategy Implementation and Execution
  - Regional Branch Map

Third Quarter Financial Overview

- Crane Sale Discontinued Operations
- Q3 2021 Continuing Operations
- 2021 Fleet and Free Cash Flow Update
- Capital Structure Update

Question and Answer Session

THIRD QUARTER 2021 OVERVIEW, MARKET OUTLOOK AND STRATEGIC EXECUTION

Brad Barber

Chief Executive Officer

Q3 2021 Highlights

NOTE: During the third quarter of 2021, the Company agreed to sell its crane business, (the “Crane Sale”), with the results of operations of the Crane Sale reported in discontinued operations in the Condensed Consolidated Statements of Operations for all periods presented. Results and information presented in Slide 6 represent continuing and discontinued operations. For the remainder of the presentation, results and information are presented as continuing operations and exclude the Crane Sale unless otherwise noted specifically as discontinued operations.

TOTAL REVENUE

$319.4M

↑ 10.4% YOY

TOTAL RENTAL REVENUE

$201.1M

↑ 21.2% YOY

ADJUSTED EBITDA[1]

$119.1M

↑ 20.6% YOY

PHYSICAL UTILIZATION

71.7%

↑ 790 bps YOY

MANAGING FLEET SIZE

$131.5M

↑ 7.5% YTD

[1] For a reconciliation to GAAP financial measures, see Appendix beginning on Slide 24.

Q3 2021 Highlights[1]

TOTAL REVENUE

$275.4M

↑ 9.3% YOY

TOTAL RENTAL REVENUE

$197.2M

↑ 22.1% YOY

ADJUSTED EBITDA[2]

$112.3M

↑ 24.1% YOY

PHYSICAL UTILIZATION

71.9%

↑ 840 bps YOY

MANAGING FLEET SIZE

$141.4M

↑ 8.4% YTD

STRATEGY EXECUTION

Sale of Crane Business Completed

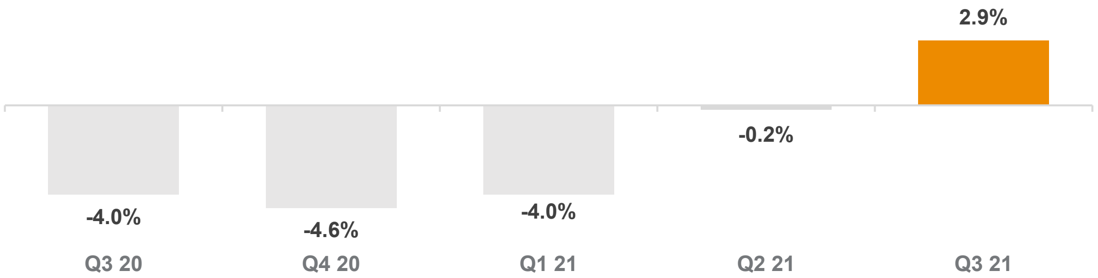
[1] Results and information are presented as continuing operations and exclude the Crane Sale unless otherwise noted specifically as discontinued operations.
[2] For a reconciliation to GAAP financial measures, see Appendix beginning on Slide 24.

Q3 2021 Rental Performance

Rental Business Highlights

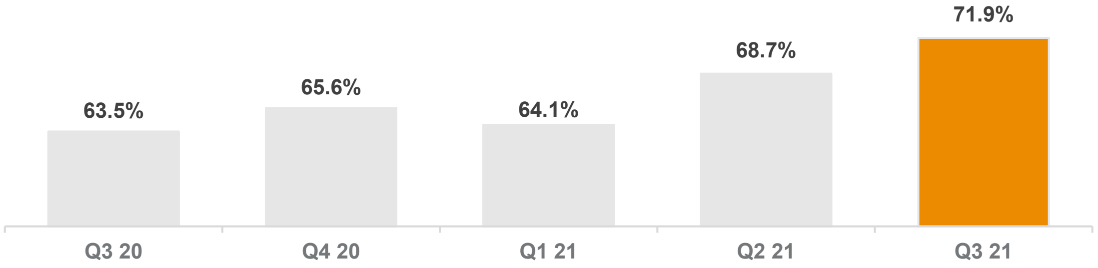
- Rental revenue increased 21.6% to $176.7 million compared to $145.3 million in Q3 2020.
- Rental gross margins were 50.9% compared to 44.3% in Q3 2020.
- Rental rates increased 2.9% over Q3 2020; rates increased 2.6% sequentially.
- Time utilization (based on OEC) was 71.9% vs. 63.5% in Q3 2020.
- Dollar utilization was 38.9% vs. 32.9% in Q3 2020.

Year-Over-Year Average Rental Rate Trends



Sequential Average Rental Rate Trends

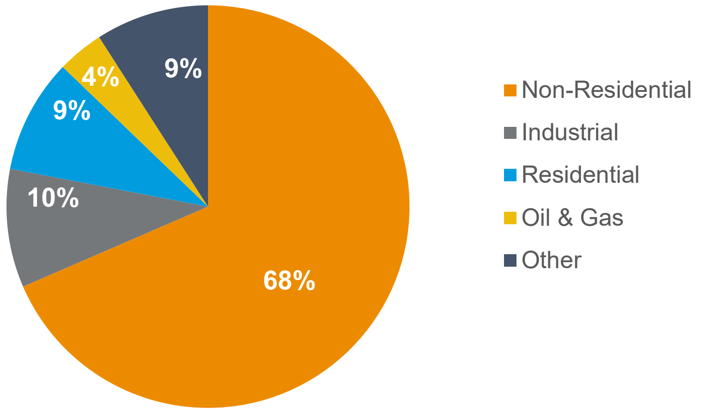
Time Utilization Trends (OEC)



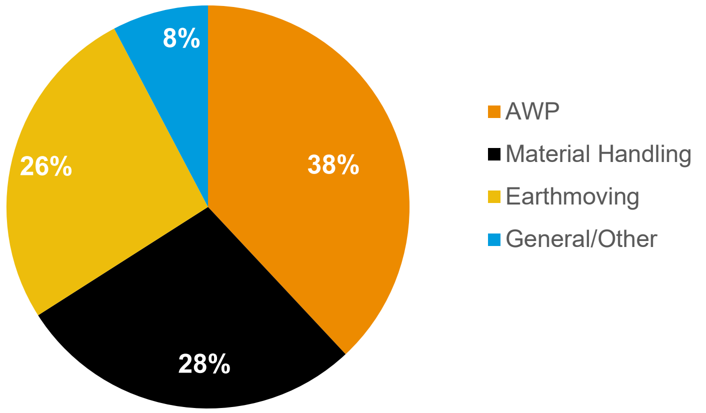
End Markets Strengthen as Recovery Expands

- **Customer demand remains vigorous as non-residential construction activity intensifies.**
  - Improving utilization, rising rates and fleet growth indicative of market strength.
    - Time utilization of fleet up 320 bps sequentially.
    - Rental rates up 450 bps from lows in early 2021[3].
    - OEC growth of 8.4% year-to-date.
- **Industry indicators continue to trend favorably, remaining at near-record levels.**
- **Fortifying our performance.**
  - Excellent operational execution.
  - Growing exposure to non-residential construction.
  - One of industry's youngest rental fleets.
  - Compelling fleet mix and geographic range.

Total Revenues by End Market[1]



Fleet Mix[2]



[1] Company data for LTM September 30, 2021.
[2] As of September 30, 2021.
[3] Source: Rouse Data

Strategic Execution – Exit from Crane Distribution Business

Closed sale on October 1, approximately $130 million in proceeds, subject to adjustments.

- Sale of two earthmoving distribution branches also closed.

Significant steps that advance H&E's strategic transition to a pure-play rental business.

- A pathway to higher and more sustainable revenues and margin appreciation.
- Benefits evident in Q3 21 continuing operations.

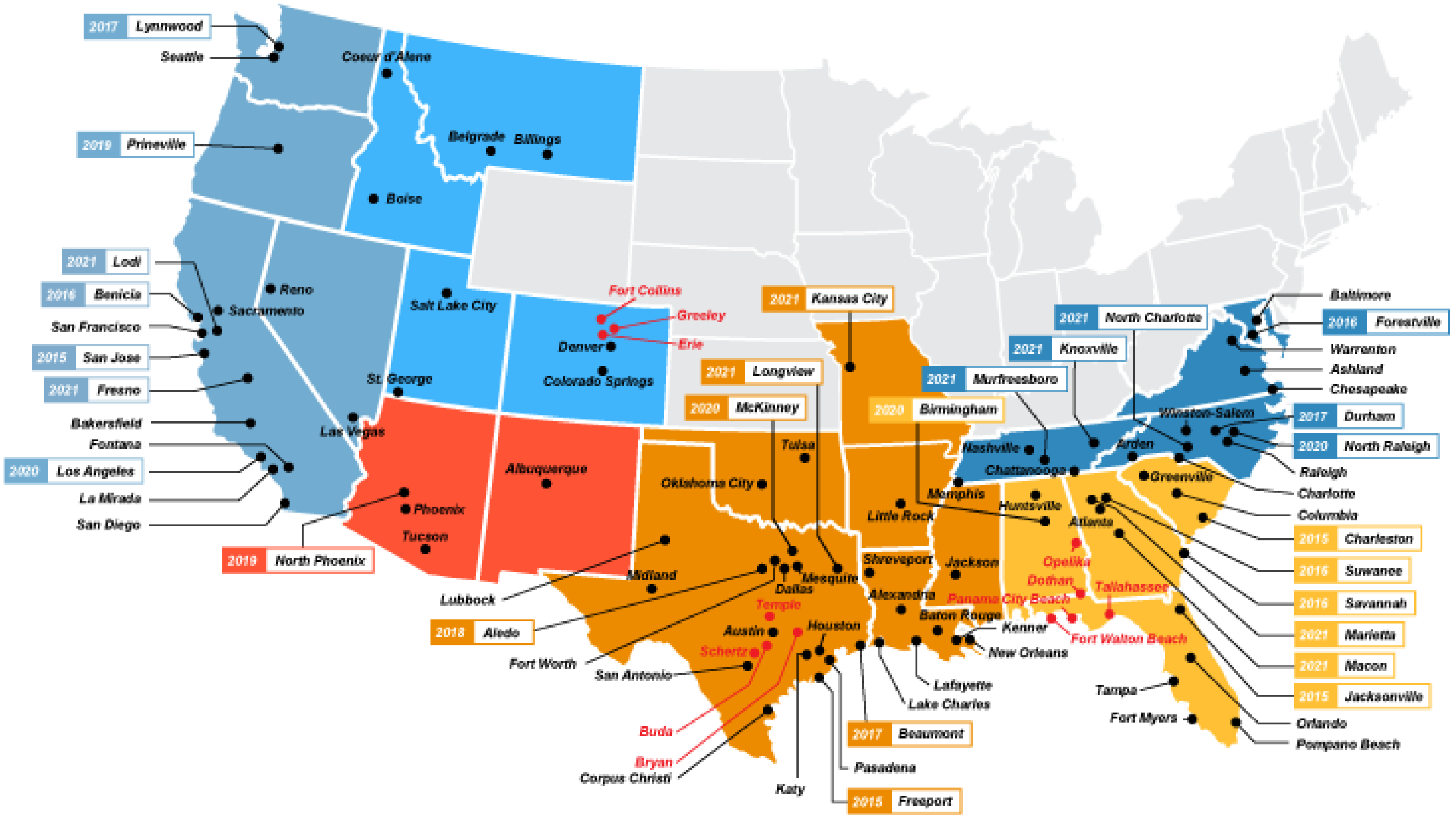
Positioning for a Strong Cyclical Recovery.

- Continued investment in rental fleet.
- Apply conservative balance sheet and ample liquidity to support strategic growth initiatives.
- Further development of national branch network.

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

Capitalizing on 60 Years of Industry Knowledge, Leadership and Ingenuity

Regional Branch Map



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Locations in 24 States

Branch Opening Year and Count	
YTD	9
2020	4
2019	2
2018	1
2017	4
2016	4
2015	4

Acquisitions and Location Count	
2019	
We-Rent-It	4
2018	
Rental Inc	5
CEC	2

West Coast

16% Revenue
16% Gross Profit
16 Branches

Southwest

6% Revenue
6% Gross Profit
4 Branches

Intermountain

16% Revenue
17% Gross Profit
11 Branches

Gulf Coast

38% Revenue
34% Gross Profit
34 Branches

Southeast

13% Revenue
15% Gross Profit
20 Branches

Mid-Atlantic

11% Revenue
12% Gross Profit
16 Branches

Revenue and gross profit data is as of LTM September 30, 2021.

THIRD QUARTER 2021 FINANCIAL OVERVIEW

Leslie Magee

Chief Financial Officer

Recent Strategic Divestments

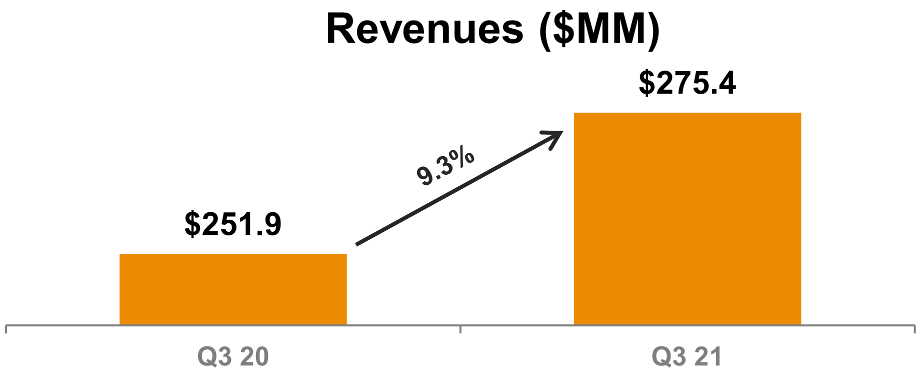
Crane Sale results as reported in income from discontinued operations [1]

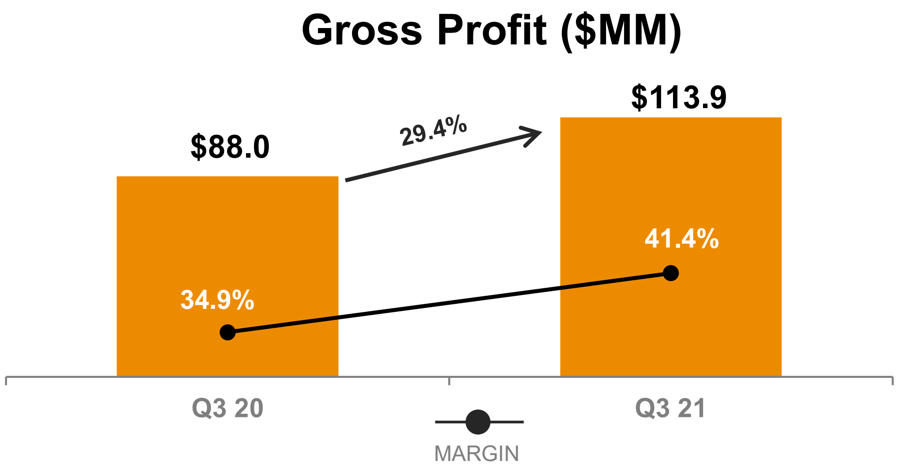
	Three Months Ended September 30, 2021 (In thousands, except percentages)			Nine Months Ended September 30, 2021 (In thousands, except percentages)		
	Continuing and Discontinued Operations	Discontinued Operations (Crane Sale)	Continuing Operations	Continuing and Discontinued Operations	Discontinued Operations (Crane Sale)	Continuing Operations
Revenues	$ 319,367	$ 43,931	$ 275,436	$ 913,575	$ 132,030	$ 781,545
Gross Profit	$ 127,474	$ 13,566	$ 113,908	$ 331,842	$ 34,702	$ 297,140
Gross Profit Margin	39.9%	30.9%	**41.4%**	36.3%	26.3%	**38.0%**
Adj. EBITDA	$ 119,114	$ 6,795	$ 112,319	$ 304,585	$ 20,744	$ 283,841
Adj. EBITDA Margin	37.3%	15.5%	**40.8%**	33.3%	15.7%	**36.3%**

[1] The results of operations of the Crane Sale are reported in discontinued operations in the Condensed Consolidated Statements of Operations for all periods presented. The Company reports financial results of the crane business within all of our segments: equipment rentals, used equipment sales, new equipment sales, parts sales and service revenues. The figures displayed for discontinued operations represent the aggregate of all business segments.

NOTE: On September 17, 2021, the Company sold two earthmoving distribution branches in Arkansas with aggregate revenues of $7.7 million and $27.8 million for the three and nine months ended September 30, 2021, respectively. As a result, a $5.3 million gain is included in gain on sales of P&E in Continuing Adjusted EBITDA margins above.

Q3 2021 Revenues and Gross Profit



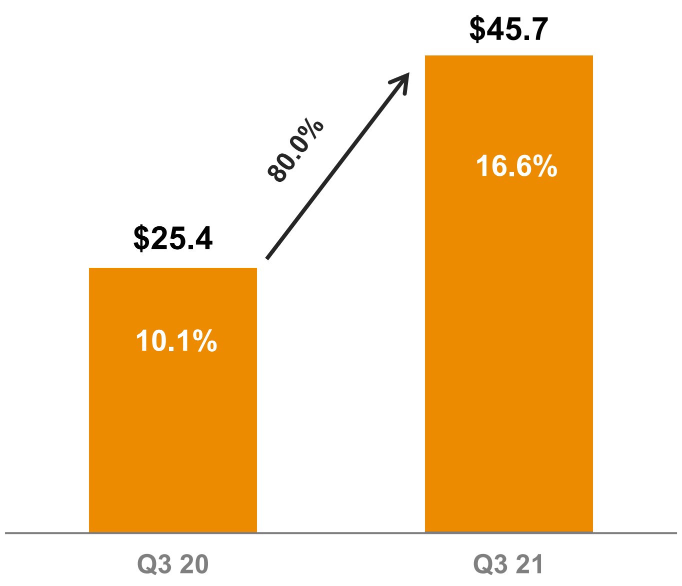


Key Takeaways

- **Revenues increased 9.3%, or $23.5 million.**
  - Led by higher utilization and improving rates in rental segment, partially offset by lower equipment sales.
- **Rental revenue increased 21.6% to $176.7 million vs. $145.3 million a year ago.**
  - Utilization at 71.9% (on an OEC basis), up 840 bps from a year ago.
  - Average rates up 2.9% from a year ago; sequential rates up 2.6%.
  - Fleet Growth – 8.4% larger than prior year end; 5.0% larger than a year ago.
- **Used equipment sales declined 14.2%, or $5.1 million, to $31.1 million.**
  - Decline primarily due to lower sales of earthmoving equipment as a result of strength in rental demand.
- **New equipment sales declined 30.4%, or $8.5 million, to $19.4 million.**
  - Decline led by lower earthmoving and other equipment sales largely due to supply constraints.
- **Gross profit increased 29.4%, or $25.9 million.**
  - Gross margin was 41.4% vs. 34.9% largely driven by higher rental and used equipment margins, and favorable revenue mix.
    - Margins by segments Q3 21 vs. Q3 20:
      - Total Equipment Rentals 45.6% vs. 39.6%
        - ➢ Rentals 50.9% vs. 44.3%
      - Used 37.6% vs. 30.4%
        - ➢ Fleet only 39.7% vs. 31.5%
      - New 12.4% vs. 11.0%
      - Parts 24.5% vs. 26.0%; Service 65.2% vs. 67.5%

Q3 2021 Income from Operations

Income from Operations ($MM)

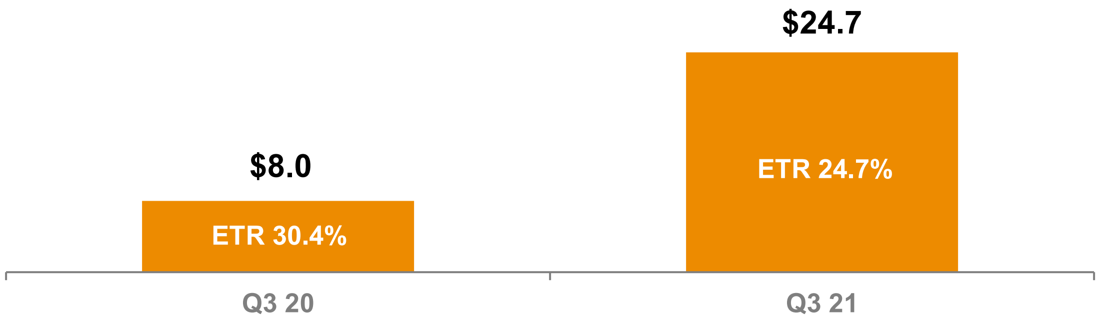


Key Takeaways

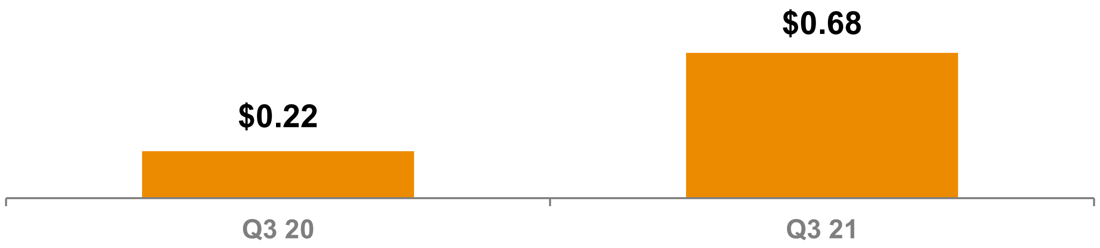
- Income from operations was $45.7 million compared to $25.4 million in Q3 20.
- Included in income from operations was gain on sales of property and equipment of $6.2 million in Q3 21 compared to $2.0 million in Q3 20.
- Margins were 16.6% in Q3 21 vs. 10.1% in Q3 20. The increase was primarily due to the following:
  - 660 bps improvement in rental gross margins.
  - Favorable revenue mix.
  - Higher gain on sales of property and equipment.
  - Partially offset by higher SG&A expenses.

Q3 2021 Net Income

Net Income ($MM)



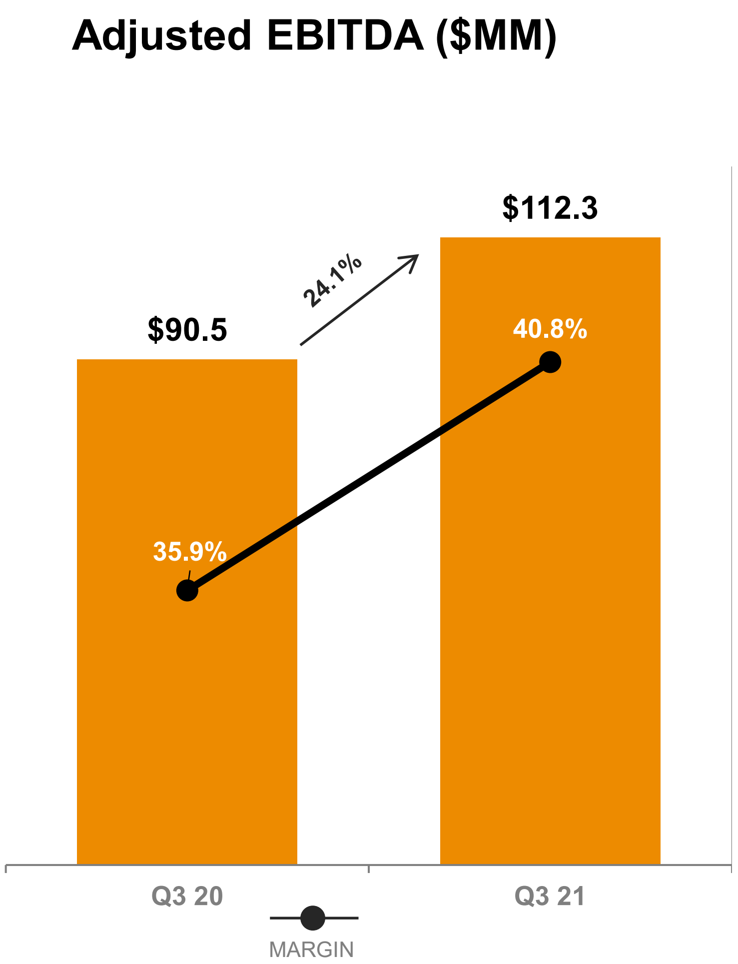
Net Income Per Share



Key Takeaways

- Net income of $24.7 million compared to $8.0 million in Q3 20.
- Diluted net income per share was $0.68 vs. diluted net income per share of $0.22 a year ago.
  - Effective tax rate (“ETR”) was 24.7% vs. 30.4% a year ago.

Q3 2021 Adjusted EBITDA

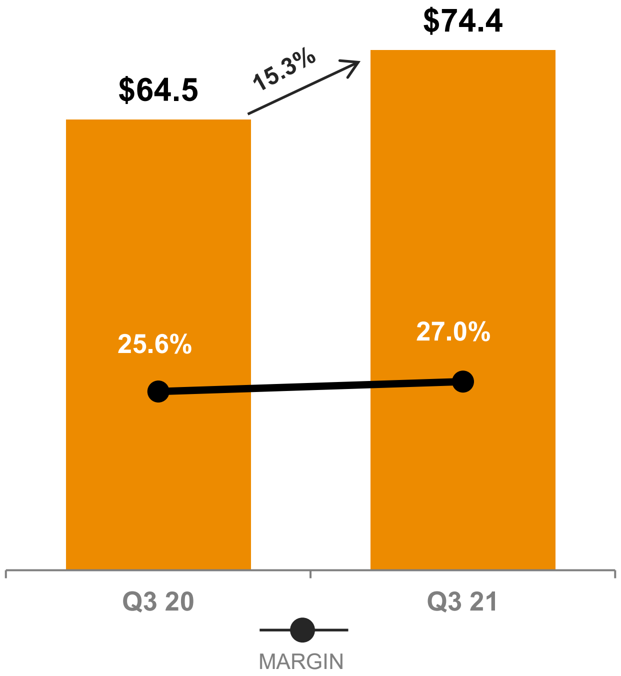


Key Takeaways

- **Results were Adjusted EBITDA of $112.3 million in Q3 21 compared to $90.5 million a year ago.**
  - Adjusted EBITDA increased 24.1% on a 9.3% increase in revenues.
- **Margin was 40.8% compared to 35.9% a year ago; increase primarily due to the following:**
  - Favorable revenue mix.
  - Improvement in rental and other rental margins.
  - Improved margins on used equipment sales.
  - Higher gains on sales of PP&E.
  - Partially offset by higher SG&A expenses.

Q3 2021 SG&A Expense

SG&A ($MM)



Key Takeaways

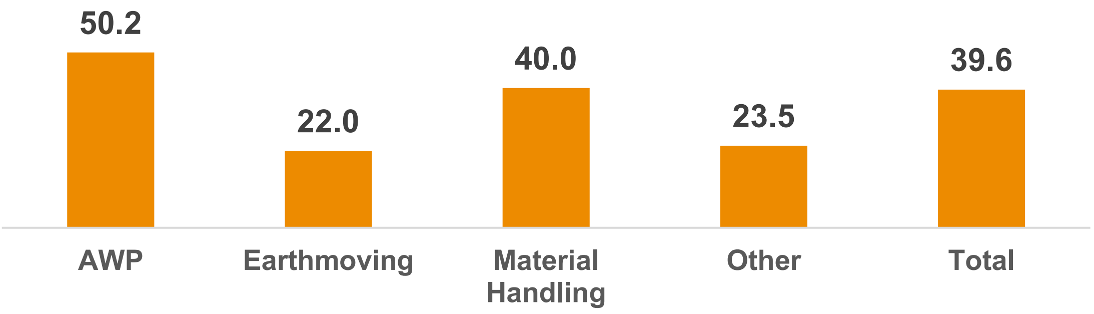
- **SG&A was $74.4 million compared to $64.5 million in Q3 20, a $9.9 million increase.**
  - Increase due primarily to:
    - $9.1 million increase in employee salaries, wages, incentive compensation related to increased profitability, payroll taxes, and related employee benefits.
    - $0.9 million increase in facilities expenses.
    - $0.6 million increase in professional fees.
  - SG&A as a percentage of revenues was 27.0% compared to 25.6% a year ago.
  - Warm starts and Greenfield branch expansion costs were $3.3 million compared to a year ago.

2021 Fleet and Free Cash Flow Update[1]

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

	2015	2016	2017	2018	2019	2020	Nine Mos. Ended Sept. 30, 2020	Nine Mos. Ended Sept. 30, 2021
Gross Rental CapEx[2]	$230.2	$218.2	$244.7	$ 440.9	$349.1	$138.8	$101.7	$357.0
Sale of Rental Equipment	$ (99.5)	$(84.4)	$(96.1)	$(112.0)	$(127.6)	$(141.6)	$(96.8)	$(106.5)
Net Rental CapEx	$130.7	$133.8	$148.6	$328.9	$221.5	$(2.8)	$4.9	$250.5

Fleet Age by Type (Months)



Free Cash Flow Summary ($MM)[3]

	2015	2016	2017	2018	2019	2020	Nine Mos. Ended Sept. 30, 2020	Nine Mos. Ended Sept. 30, 2021
Free Cash Flow[3]	$104.9	$62.6	$73.1	$(279.0)	$(6.7)	$307.1	$227.9	$(43.6)

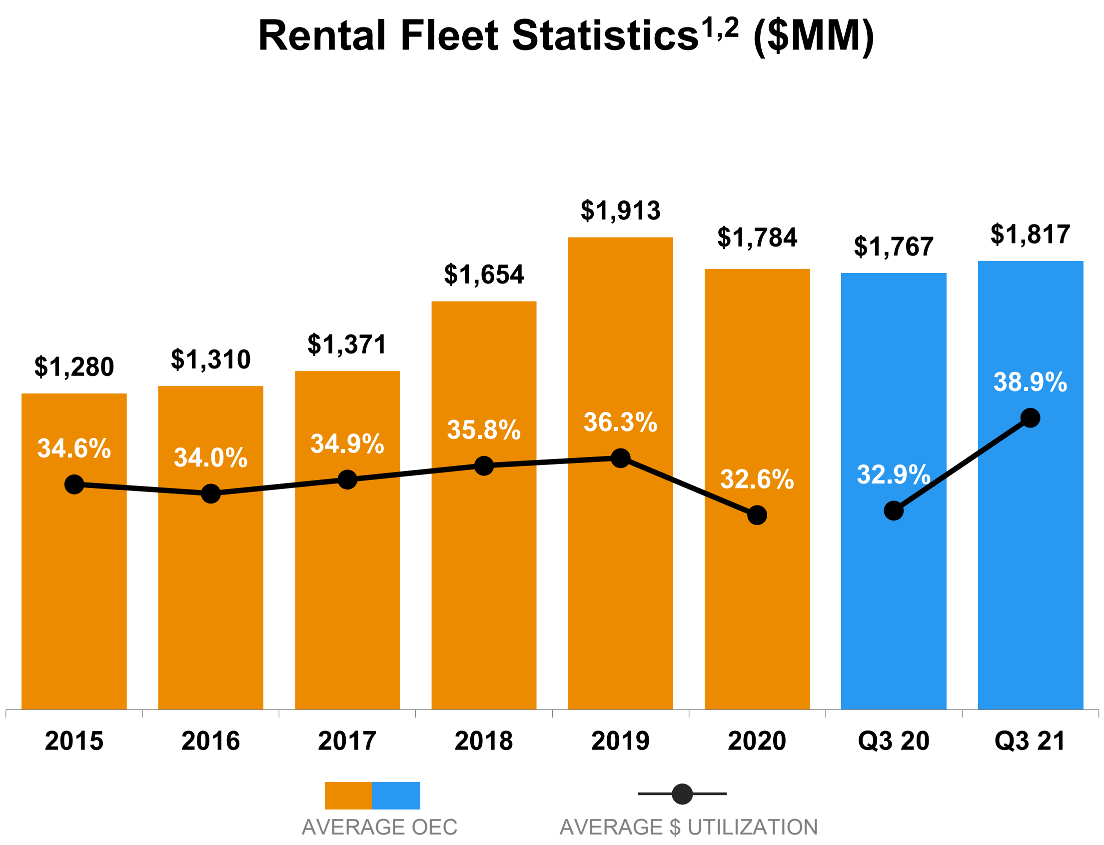
NOTE: Fleet statistics as of September 30, 2021.

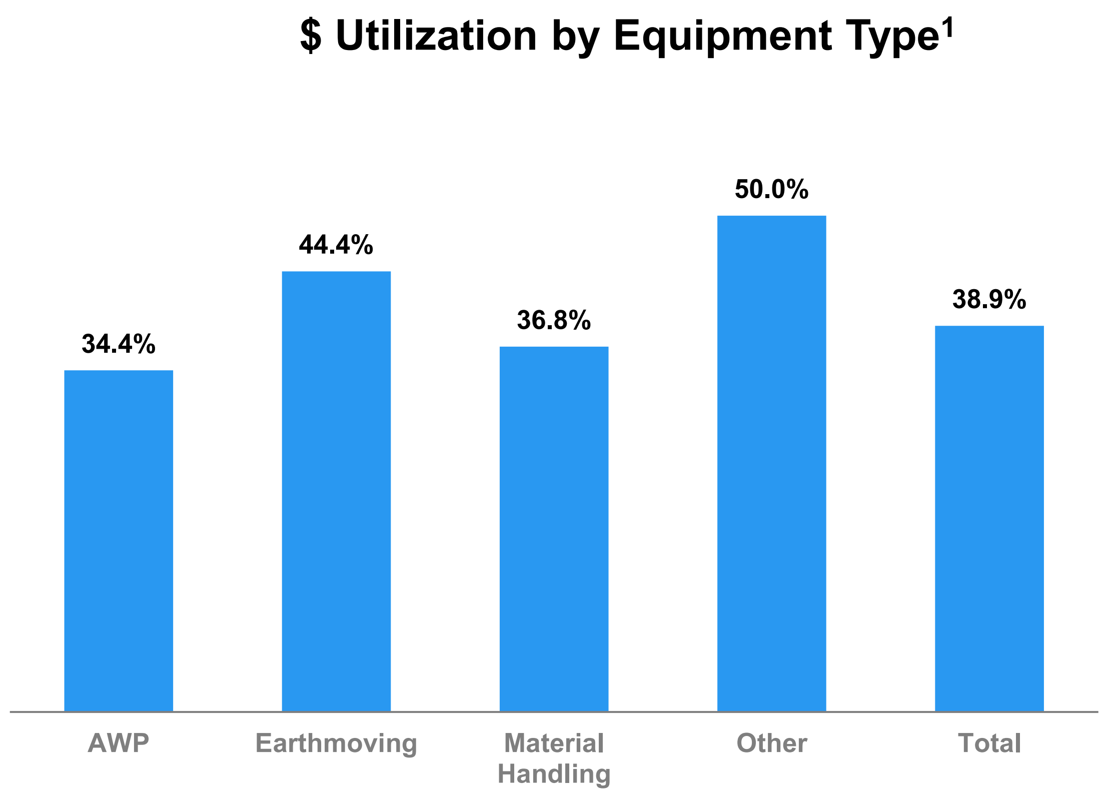
[1] Results and information presented include both continuing and discontinued operations.

[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 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.

2021 Fleet Update





Note: Fleet statistics as of September 30, 2021.

[1] 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)

9/30/21	
Cash	**$235.0**
Debt:	
Sr. Sec'd Credit Facility (ABL)	**$0.0**
Senior Unsecured Notes[1]	**1,250.0**
Finance Lease Liabilities	**0.1**
Total Debt	**$1,250.1**
Shareholders' Equity	**259.4**
Total Book Capitalization	**$1,509.5**

Credit Statistics[2]

	2015	2016	2017	2018	2019	2020	LTM Q3 2021
Adj. EBITDA[3] /Total Interest Exp.	5.9x	5.6x	6.0x	6.4x	6.9x	5.8x	6.8x
Total Net Debt[4] /Adj. EBITDA[3]	2.6x	2.6x	2.4x	2.7x	2.4x	2.6x	2.7x
Total Debt /Total Capitalization	85.1%	84.8%	81.4%	81.4%	79.2%	84.0%	82.8%

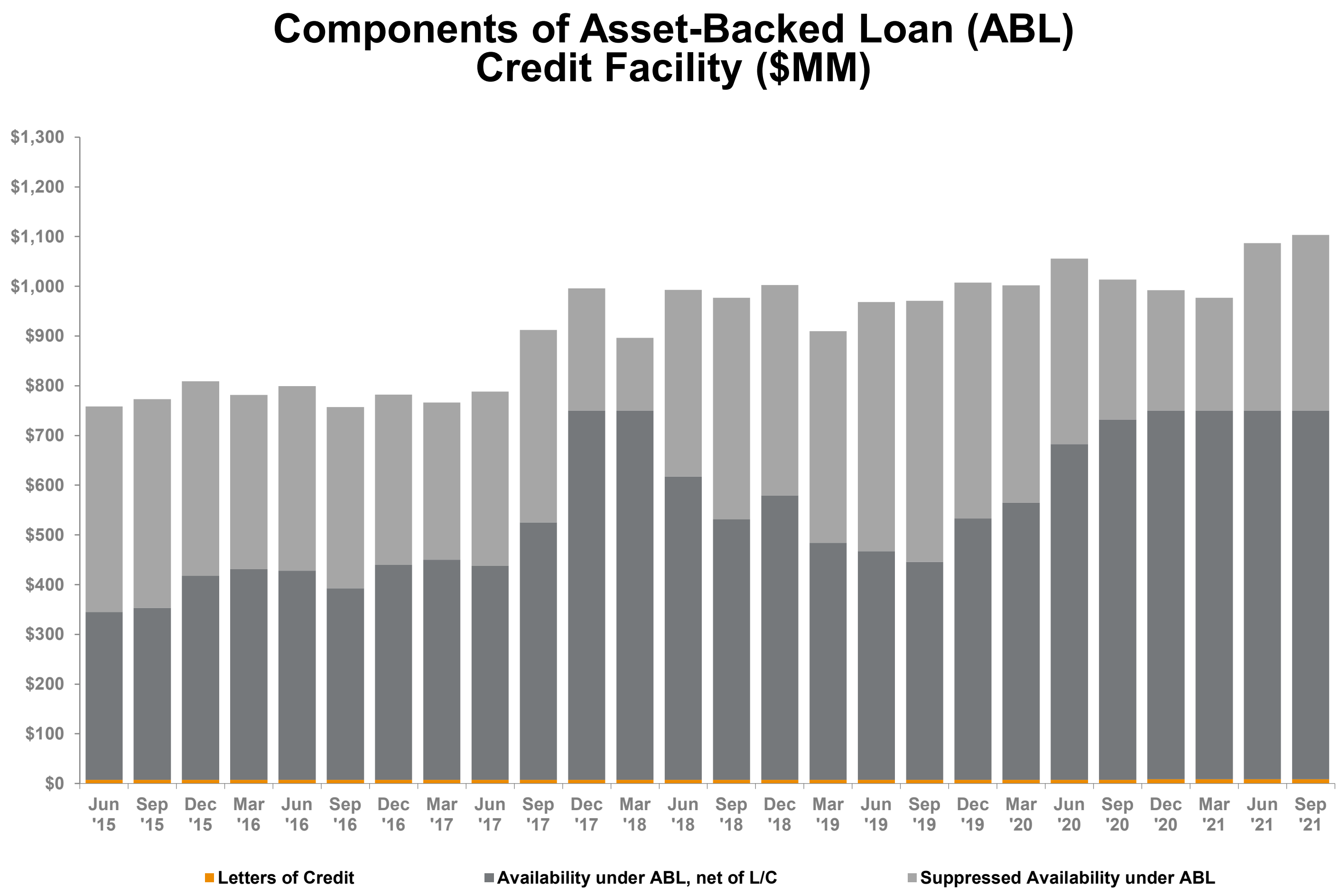
1 Senior Unsecured Notes exclude $8.4 million of unaccreted discount and $1.9 million of deferred financing costs.

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 $55.6 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, deferred costs associated therewith in the fourth quarter of 2020; and $0.3 million in merger and other costs in 2021. See Appendix A for a reconciliation of Non-GAAP measures.

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

Liquidity Profile



Key Takeaways

- **Liquidity under facility.**
  - At September 30, 2021, no outstanding balance under $750 million amended ABL facility.
  - $741.3 million of borrowing availability, net of letters of credit, under the ABL at September 30, 2021.
  - Suppressed availability (supporting asset value in excess of $750 million facility size) under ABL borrowing base certificate was $353.5 million at September 30, 2021.
  - Excess availability under the ABL for purposes of the springing fixed charge covenant was $1.1 billion at September 30, 2021.
  - No covenant concern.
    - Minimum excess availability requirement is $75 million, or 10% of the $750 million amended ABL facility.
    - Cash balance at September 30, 2021 of $235.0 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 24 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 States, Southeast, and Mid-Atlantic regions.

Contacts

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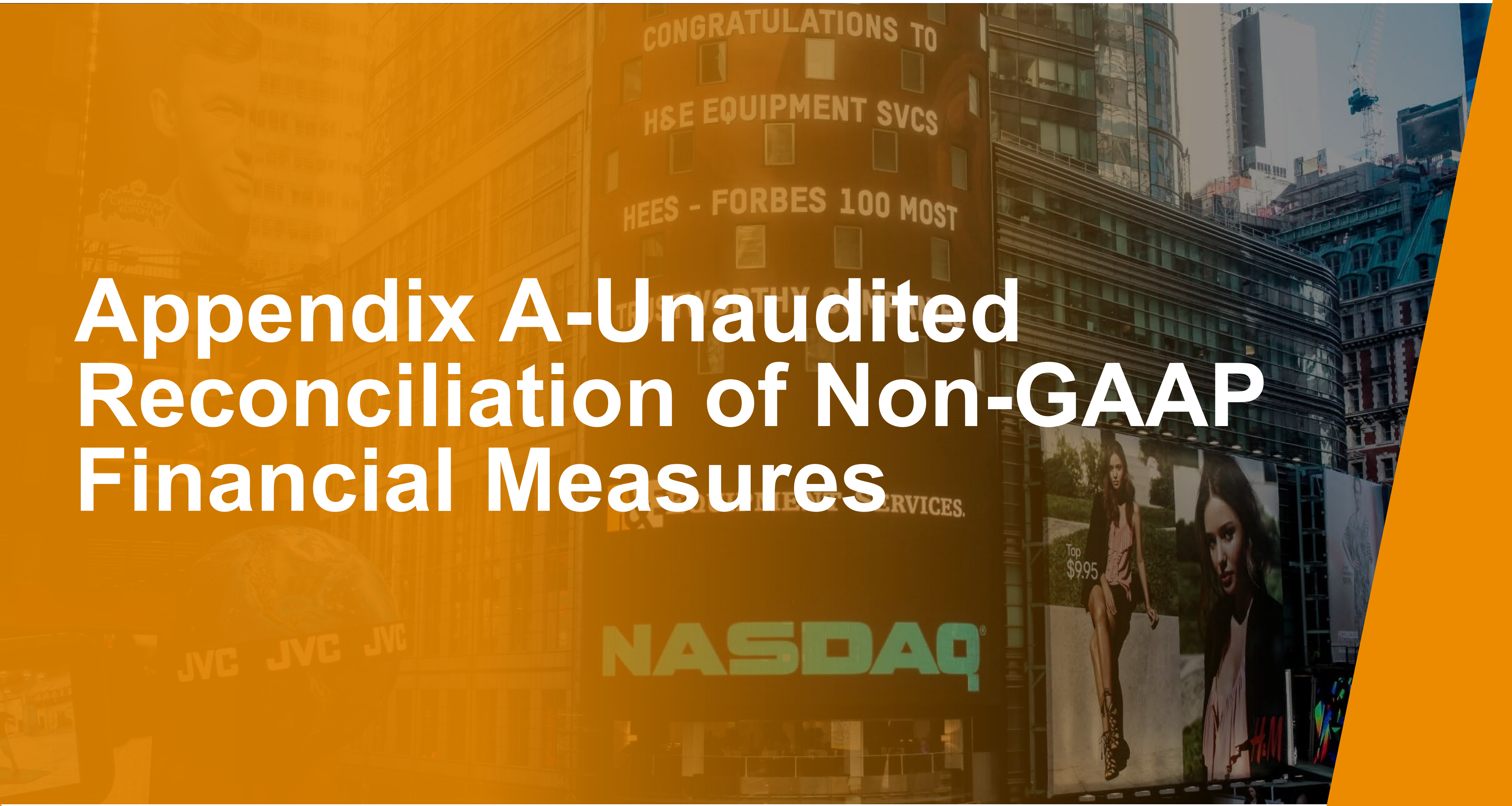
Appendix A-Unaudited Reconciliation of Non-GAAP Financial Measures



Appendix A

Unaudited Reconciliation of Non-GAAP Financial Measures

EBITDA, Adjusted EBITDA 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 three month period ended September 30, 2020, and 2021, as EBITDA adjusted for the $0.2 million and $9 thousand, respectively, of merger and other costs. We define Adjusted EBITDA for the last twelve months ended September 30, 2021, 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 and $0.3 million of merger and other costs.

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 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.

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.

Because EBITDA, Adjusted EBITDA and Free Cash Flow 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 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]

	2015	2016	2017	2018	2019	2020	Q3 2020	Q3 2021	LTM 09/30/21
Net Income (Loss)	$44,305	$37,172	$109,658	$76,623	$87,211	$(46,393)	$7,983	$24,728	$17,504
Interest expense	54,030	53,604	54,958	63,707	68,277	61,790	14,887	13,430	55,599
Provision (Benefit) for income taxes	31,371	21,858	(50,314)	28,040	28,650	(13,428)	3,485	8,119	6,003
Depreciation	186,457	189,697	193,245	233,046	272,368	252,681	62,974	65,040	249,092
Amortization of intangibles	–	–	–	3,320	4,132	3,987	994	993	3,969
EBITDA	$316,163	$302,331	$307,547	$404,736	$460,638	$258,637	$90,323	$112,310	$332,167
Loss on early extinguishment of debt[2]	–	–	25,363	–	–	44,630	–	–	44,630
Merger and other[2]	–	–	(5,782)	708	416	503	150	9	310
Impairment of goodwill[2]	–	–	–	–	12,184	55,664	–	–	–
Adjusted EBITDA	$316,163	$302,331	$327,128	$405,444	$473,238	$359,434	$90,473	$112,319	$377,107

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 also includes the net merger breakup fee proceeds associated with the terminated merger agreement with Neff Corporation and subsequent merger and other costs. Adjustment includes goodwill impairment charges in the fourth quarter ended December 31, 2019 and in the first quarter ended March 31, 2020.

Appendix A[1]

Free Cash Flow GAAP Reconciliation ($ in thousands)

	2015	2016	2017	2018	2019	2020	Nine Mos. Ended Sept. 30, 2020	Nine Mos. Ended Sept. 30, 2021
Net cash provided by operating activities	$206,620	$176,979	$226,199	$247,211	$319,218	$286,015	$217,093	$202,064
Acquisition of business, net of cash acquired	–	–	–	(196,027)	(106,746)	–	–	–
Purchases of property and equipment	(26,797)	(22,895)	(22,515)	(34,960)	(43,111)	(18,664)	(17,283)	(24,723)
Purchases of rental equipment[2]	(178,772)	(179,709)	(234,209)	(416,600)	(309,654)	(116,363)	(81,426)	(338,463)
Proceeds from sale of property and equipment	4,289	3,805	7,506	9,261	6,050	14,524	12,688	11,014
Proceeds from sale of rental equipment	99,521	84,389	96,143	112,086	127,558	141,594	96,797	106,494
Free cash flow	$104,861	$62,569	$73,124	$(279,029)	$(6,685)	$307,106	$227,869	$(43,614)

[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 19.

Transfers from New and Used Inventory ($MM)

	2015	2016	2017	2018	2019	2020	Nine Mos. Ended Sept. 30, 2020	Nine Mos. Ended Sept. 30, 2021
Transfers of new and used inventory	$51.4	$38.5	$10.5	$24.3	$39.5	$22.4	$20.2	$18.5

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

Appendix A

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	**2020**	**2021**	**2020**
RENTAL REVENUES				
Equipment rentals [1]	$ 176,655	$ 145,309	$ 471,012	$ 435,185
Rentals other	20,529	16,152	55,002	46,378
Total equipment rentals	197,184	161,461	526,014	481,563
RENTAL COST OF SALES				
Rental depreciation	58,339	55,972	168,305	170,900
Rental expense	28,326	25,006	80,900	72,570
Rental other	20,510	16,537	55,394	46,883
Total rental cost of sales	107,175	97,515	304,599	290,353
RENTAL REVENUES GROSS PROFIT (LOSS)				
Equipment rentals	89,990	64,331	221,807	191,715
Rentals other	19	(385)	(392)	(505)
Total rental revenues gross profit	90,009	63,946	221,415	191,210
RENTAL REVENUES GROSS MARGIN				
Equipment rentals	50.9%	44.3%	47.1%	44.1%
Rentals other	0.1%	-2.4%	-0.7%	-1.1%
Total rental revenues gross margin	45.6%	39.6%	42.1%	39.7%

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

THANK YOU!

November 2, 2021

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