

H&E Equipment Services, Inc.  
Form 10-K  
February 23, 2017

UNITED STATES

SECURITIES AND EXCHANGE COMMISSION

Washington, D. C. 20549

FORM 10-K

(Mark One)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934  
For the fiscal year ended December 31, 2016

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT  
OF 1934

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission file number 000-51759

H&E EQUIPMENT SERVICES, INC.

(Exact Name of Registrant as Specified in Its Charter)

Delaware  
(State or Other Jurisdiction of  
Incorporation or Organization)

81-0553291  
(IRS Employer  
Identification No.)

7500 Pecue Lane,

Baton Rouge, Louisiana 70809  
(Address of Principal Executive Offices, including Zip Code)

(225) 298-5200  
(Registrant's Telephone Number, Including Area Code)

Securities registered pursuant to Section 12(b) of the Act:

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Title of Each Class	Name of Each Exchange on Which Registered
Common Stock, par value \$0.01 per share	Nasdaq Global Market

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Sections 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (§229.405) is not contained herein, and will not be contained, to the best of the registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act (Check one):

<input type="checkbox"/> Large Accelerated Filer	<input type="checkbox"/> Accelerated Filer
<input type="checkbox"/> Non-Accelerated Filer	<input type="checkbox"/> Smaller Reporting Company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes No

The aggregate market value of the common stock held by non-affiliates of the registrant was approximately \$593,698,073 (computed by reference to the closing sale price of the registrant's common stock on the Nasdaq Global Market on June 30, 2016, the last business day of the registrant's most recently completed second fiscal quarter).

As of February 16, 2017, there were 35,575,555 shares of common stock, par value \$0.01 per share, of the registrant outstanding.

DOCUMENTS INCORPORATED BY REFERENCE

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Portions of the document listed below have been incorporated by reference into the indicated parts of this Form 10-K, as specified in the responses to the item numbers involved.

Part III The registrant's definitive proxy statement, for use in connection with the Annual Meeting of Stockholders, to be filed within 120 days after the registrant's fiscal year ended December 31, 2016.

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## FORWARD-LOOKING STATEMENTS

This Annual Report on Form 10-K 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. Forward-looking statements include statements preceded by, followed by or that include the words “may”, “could”, “would”, “should”, “believe”, “expect”, “anticipate”, “plan”, “estimate”, “target”, “project”, “intend” or similar expressions. These statements include, among others, statements regarding our expected business outlook, anticipated financial and operating results, our business strategy and means to implement the strategy, our objectives, the amount and timing of capital expenditures, the likelihood of our success in expanding our business, financing plans, budgets, working capital needs and sources of liquidity. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. We believe that these risks and uncertainties include, but are not limited to, those described in the “Risk Factors” section of this Annual Report on Form 10-K. These factors should not be construed as exhaustive and should be read with the other cautionary statements in this Annual Report on Form 10-K.

Forward-looking statements are only predictions and are not guarantees of performance. These statements are based on our management’s beliefs and assumptions, which in turn are based on currently available information. Important assumptions relating to the forward-looking statements include, among others, assumptions regarding demand for our products, the expansion of product offerings geographically or through new marketing applications, the timing and cost of planned capital expenditures, competitive conditions and general economic conditions. These assumptions could prove inaccurate. Forward-looking statements also involve known and unknown risks and uncertainties, which could cause actual results to differ materially from those contained in any forward-looking statement. In addition, even if our actual results are consistent with the forward-looking statements contained in this Annual Report on Form 10-K, those results may not be indicative of results or developments in subsequent periods. Many of these factors are beyond our ability to control or predict. Such factors include, but are not limited to, the following:

- general economic conditions and construction and industrial activity in the markets where we operate in North America;
- our ability to forecast trends in our business accurately, and the impact of economic downturns and economic uncertainty on the markets we serve;
- the impact of conditions in the global credit and commodity markets and their effect on construction spending and the economy in general;
- relationships with equipment suppliers;
- increased maintenance and repair costs as we age our fleet and decreases in our equipment’s residual value;
- our indebtedness;
- risks associated with the expansion of our business;
- our possible inability to integrate any businesses we acquire;
- competitive pressures;
- security breaches and other disruptions in our information technology systems;
- adverse weather events or natural disasters;
- compliance with laws and regulations, including those relating to environmental matters and corporate governance matters; and
- other factors discussed under Item 1A - Risk Factors or elsewhere in this Annual Report on Form 10-K.

Except as required by applicable law, including the securities laws of the United States and the rules and regulations of the Securities and Exchange Commission (“SEC”), we are under no obligation to publicly update or revise any forward-looking statements after we file this Annual Report on Form 10-K, whether as a result of any new information, future events or otherwise. Investors, potential investors and other readers are urged 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. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results or performance.



PART I

Item 1. Business

The Company

We are one of the largest integrated equipment services companies in the United States focused on heavy construction and industrial equipment. We rent, sell and provide parts and services support for four core categories of specialized equipment: (1) hi-lift or aerial work platform equipment; (2) cranes; (3) earthmoving equipment; and (4) industrial lift trucks. We engage in five principal business activities in these equipment categories:

- equipment rentals;
- new equipment sales;
- used equipment sales;
- parts sales; and
- repair and maintenance services.

By providing rental, sales, parts, repair and maintenance functions under one roof, we offer our customers a one-stop solution for their equipment needs. This full-service approach provides us with (1) multiple points of customer contact; (2) cross-selling opportunities among our rental, new and used equipment sales, parts sales and services operations; (3) an effective method to manage our rental fleet through efficient maintenance and profitable distribution of used equipment; and (4) a mix of business activities that enables us to operate effectively throughout economic cycles. We believe that the operating experience and extensive infrastructure we have developed throughout our history as an integrated services company provide us with a competitive advantage over rental-focused companies and equipment distributors. In addition, our focus on four core categories of heavy construction and industrial equipment enables us to offer specialized knowledge and support to our customers.

For the year ended December 31, 2016, we generated total revenues of approximately \$978.1 million. The pie charts below illustrate a breakdown of our revenues and gross profit for the year ended December 31, 2016 by business segment (see note 17 to our consolidated financial statements for further information regarding our business segments):

We have operated, through our predecessor companies, as an integrated equipment services company for approximately 56 years and have built an extensive infrastructure that as of February 16, 2017 includes 78 full-service facilities located throughout the West Coast, Intermountain, Southwest, Gulf Coast, Southeast and Mid-Atlantic regions of the United States. Our management, from the corporate level down to the branch store level, has extensive industry experience. We focus our rental and sales activities on, and organize our personnel principally by, our four core equipment categories. We believe this allows us to provide specialized equipment knowledge, improve the effectiveness of our rental and sales forces and strengthen our customer relationships. In addition, we operate our day-to-day business on a branch basis, which we believe allows us to more closely service our customers, fosters management accountability at local levels and strengthens our local and regional relationships.

## Products and Services

**Equipment Rentals.** We rent our heavy construction and industrial equipment to our customers on a daily, weekly and monthly basis. We have a well-maintained rental fleet that, at December 31, 2016, consisted of approximately 28,753 pieces of equipment having an original acquisition cost (which we define as the cost originally paid to manufacturers or the original amount financed under operating leases) of approximately \$1.3 billion and an average age of approximately 33.0 months. Our rental business creates cross-selling opportunities for us in sales and service support activities.

**New Equipment Sales.** We sell new heavy construction and industrial equipment in all four core equipment categories, and are a leading U.S. distributor for nationally recognized suppliers including JLG Industries, Gehl, Genie Industries (Terex), Komatsu, and Doosan/Bobcat. In addition, we are the world's largest distributor of Grove and Manitowoc crane equipment. Our new equipment sales operation is a source of new customers for our parts sales and service support activities, as well as for used equipment sales.

**Used Equipment Sales.** We sell used equipment primarily from our rental fleet, as well as inventoried equipment that we acquire through trade-ins from our customers and selective purchases of high-quality used equipment. For the year ended December 31, 2016, approximately 87.1% of our used equipment sales revenues were derived from sales of rental fleet equipment. Used equipment sales, like new equipment sales, generate parts and services business for us.

**Parts Sales.** We sell new and used parts to customers and also provide parts to our own rental fleet. We maintain an extensive in-house parts inventory in order to provide timely parts and service support to our customers as well as to our own rental fleet. In addition, our parts operations enable us to maintain a high-quality rental fleet and provide additional product support to our end users.

**Service Support.** We provide maintenance and repair services for our customers' owned equipment and to our own rental fleet. In addition to repair and maintenance on an as-needed or scheduled basis, we provide ongoing preventative maintenance services and warranty repairs for our customers. We devote significant resources to training our technical service employees and over time, we have built a full-scale services infrastructure that we believe would be difficult for companies without the requisite resources and lead time to effectively replicate.

In addition to our principal business activities mentioned above, we provide ancillary equipment support activities including transportation, hauling, parts shipping and loss damage waivers.

## Industry Background

Although there has been some consolidation within the industry, including the acquisition of Rental Services Corporation by United Rentals, Inc. ("URI") in 2012 and the currently pending acquisition of NES Rentals by URI, the U.S. construction equipment distribution industry remains highly fragmented and consists mainly of a small number of multi-location regional or national operators and a large number of relatively small, independent businesses serving discrete local markets. The industry is driven by a broad range of economic factors including total U.S. non-residential construction trends, construction machinery demand, demand for rental equipment and additional, region-specific factors. Construction equipment is largely distributed to end users through two channels: equipment rental companies and equipment dealers. Examples of equipment rental companies include URI, Sunbelt Rentals, Neff Rentals and Hertz Equipment Rental. Examples of equipment dealers include Finning and Toromont. Unlike many of these companies, which principally focus on one channel of distribution, we operate substantially in both channels. As an integrated equipment services company, we rent, sell and provide parts and services support. Although many of the historically pure equipment rental companies also provide parts and service support to customers, their service offerings are typically limited and may prove difficult to expand due to the infrastructure, training and resources necessary to develop the breadth of offerings and depth of specialized equipment knowledge that our services and sales staff provides.



## Our Competitive Strengths

Integrated Platform of Products and Services. We believe that our operating experience and the extensive infrastructure we have developed through years of operating as an integrated equipment services company provides us with a competitive advantage over rental-focused companies and equipment distributors. Key strengths of our integrated equipment services platform include:

- ability to strengthen customer relationships by providing a full-range of products and services;
- purchasing power gained through purchases for our new equipment sales and rental operations;
- high quality rental fleet supported by our strong product support capabilities;
- established retail sales network resulting in profitable disposal of our used equipment; and
- mix of business activities that enables us to effectively operate through economic cycles.

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**Complementary, High Margin Parts and Services Operations.** Our parts and services businesses allow us to maintain our rental fleet in excellent condition and to offer our customers high-quality rental equipment. Our after-market parts and services businesses together provide us with a high-margin revenue source that has proven to be relatively stable throughout a range of economic cycles.

**Specialized, High-Quality Equipment Fleet.** Our focus on four core types of heavy construction and industrial equipment allows us to better provide the specialized knowledge and support that our customers demand when renting and purchasing equipment. These four types of equipment are attractive because they have a long useful life, high residual value and generally strong industry demand.

**Well-Developed Infrastructure.** We have built an infrastructure that as of February 16, 2017 included a network of 78 full-service facilities in 22 states, and a workforce that included a highly-skilled group of approximately 459 service technicians and an aggregate of 260 sales people in our specialized rental and equipment sales forces. We believe that our well-developed infrastructure helps us to better serve large multi-regional customers than our historically rental-focused competitors and provides an advantage when competing for lucrative fleet and project management business as well as the ability to quickly capitalize on new opportunities.

**Leading Distributor for Suppliers.** We are a leading U.S. distributor for nationally-recognized equipment suppliers, including JLG Industries, Gehl, Genie Industries (Terex), Komatsu and Doosan/Bobcat. In addition, we are the world's largest distributor of Grove and Manitowoc crane equipment. These relationships improve our ability to negotiate equipment acquisition pricing and allow us to purchase parts at wholesale costs.

**Customized Information Technology Systems.** Our information systems allow us to actively manage our business and our rental fleet. We have a customer relationship management system that provides our sales force with real-time access to customer and sales information. In addition, our enterprise resource planning system enhances our ability to provide more timely and meaningful information to manage our business.

**Experienced Management Team.** Our senior management team is led by John M. Engquist, our Chief Executive Officer, who has approximately 42 years of industry experience. Our senior and regional managers have an average of approximately 23 years of industry experience. Our branch managers have extensive knowledge and industry experience as well.

## Our Business Strategy

Our business strategy includes, among other things, leveraging our integrated business model, managing the life cycle of our rental equipment, further developing our parts and services operations and selectively entering new markets and pursuing acquisitions. However, the timing and extent to which we implement these various aspects of our strategy depend on a variety of factors, many of which are outside our control, such as general economic conditions and construction activity in the United States.

**Leverage Our Integrated Business Model.** We intend to continue to actively leverage our integrated business model to offer a one-stop solution to our customers' varied needs with respect to the four categories of heavy construction and industrial equipment on which we focus. We will continue to cross-sell our services to expand and deepen our customer relationships. We believe that our integrated equipment services model provides us with a strong platform for growth and enables us to effectively operate through economic cycles.

**Managing the Life Cycle of Our Rental Equipment.** We actively manage the size, quality, age and composition of our rental fleet, employing a "cradle through grave" approach. During the life of our rental equipment, we (1) aggressively negotiate on purchase price; (2) use our customized information technology systems to closely monitor and analyze, among other things, time utilization (equipment usage based on customer demand), rental rate trends and pricing optimization and equipment demand; (3) continuously adjust our fleet mix and pricing; (4) maintain fleet quality

through regional quality control managers and our on-site parts and services support; and (5) dispose of rental equipment through our retail sales force. This allows us to purchase our rental equipment at competitive prices, optimally utilize our fleet, cost-effectively maintain our equipment quality and maximize the value of our equipment at the end of its useful life.

**Grow Our Parts and Services Operations.** Our strong parts and services operations are keystones of our integrated equipment services platform and together provide us with a relatively stable high-margin revenue source. Our parts and services operations help us develop strong, ongoing customer relationships, attract new customers and maintain a high quality rental fleet. We intend to further grow this product support side of our business and further penetrate our customer base.

**Enter Carefully Selected New Markets.** We intend to continue our strategy of selectively expanding our network to solidify our presence in attractive and contiguous regions where we operate. We look to add new locations in those markets that offer attractive growth opportunities, high or increasing levels of demand for construction and heavy equipment, and contiguity to our existing markets. Eleven of our current 78 locations have opened since January 1, 2014.

**Make Selective Acquisitions.** The equipment industry is fragmented and includes a large number of relatively small, independent businesses servicing discrete local markets. Some of these businesses may represent attractive acquisition candidates. We intend to evaluate and pursue, on an opportunistic basis, acquisitions which meet our selection criteria, including favorable financing terms, with the objective of increasing our revenues, improving our profitability, entering additional attractive markets and strengthening our competitive position.

## History

Through our predecessor companies, we have been in the equipment services business for approximately 56 years. H&E Equipment Services L.L.C. was formed in June 2002 through the combination of Head & Engquist Equipment, LLC (“Head & Engquist”), a wholly-owned subsidiary of Gulf Wide Industries, L.L.C. (“Gulf Wide”), and ICM Equipment Company L.L.C. (“ICM”). Head & Engquist, founded in 1961, and ICM, founded in 1971, were two leading regional, integrated equipment service companies operating in contiguous geographic markets. In the June 2002 transaction, Head & Engquist and ICM were merged with and into Gulf Wide, which was renamed H&E Equipment Services L.L.C. (“H&E LLC”). Prior to the combination, Head & Engquist operated 25 facilities in the Gulf Coast region, and ICM operated 16 facilities in the Intermountain region of the United States.

Prior to our initial public offering in February 2006, our business was conducted through H&E LLC. In connection with our initial public offering, we converted H&E LLC into H&E Equipment Services, Inc. In order to have an operating Delaware corporation as the issuer for our initial public offering, H&E Equipment Services, Inc. was formed as a Delaware corporation and wholly-owned subsidiary of H&E Holdings, and immediately prior to the closing of our initial public offering, on February 3, 2006, H&E LLC and H&E Holdings merged with and into us (H&E Equipment Services, Inc.), with us surviving the reincorporation merger as the operating company. Effective February 3, 2006, H&E LLC and H&E Holdings no longer existed under operation of law pursuant to the reincorporation merger.

We completed, effective as of February 28, 2006, the acquisition of all the outstanding capital stock of Eagle High Reach Equipment, Inc. (now known as H&E California Holding, Inc.) and all of the outstanding equity interests of its subsidiary, Eagle High Reach Equipment, LLC (now known as H&E Equipment Services (California), LLC) (collectively, “Eagle” or the “Eagle Acquisition”). Prior to the acquisition, Eagle was a privately-held construction and industrial equipment rental company serving the southern California construction and industrial markets out of four branch locations.

We completed, effective as of September 1, 2007, the acquisition of all of the outstanding capital stock of J.W. Burrell, Incorporated (now known as H&E Equipment Services (Mid-Atlantic), Inc.) (“Burrell” or the “Burrell Acquisition”). Prior to the acquisition, Burrell was a privately-held company operating primarily as a distributor in the construction and industrial equipment markets out of 12 locations in four states in the Mid-Atlantic region of the United States.

## Customers

We serve approximately 38,800 customers in the United States, primarily in the West Coast, Intermountain, Southwest, Gulf Coast, Southeast and Mid-Atlantic regions. Our customers include a wide range of industrial and commercial companies, construction contractors, manufacturers, public utilities, municipalities, maintenance contractors and numerous and diverse other large industrial accounts. They vary from small, single machine owners to large contractors and industrial and commercial companies who typically operate under equipment and maintenance budgets. Our branches enable us to closely service local and regional customers, while our well-developed full-service infrastructure enables us to effectively service multi-regional and national accounts. Our integrated strategy enables us to satisfy customer requirements and increase revenues from customers through cross-selling opportunities presented by the various products and services that we offer. As a result, our five reporting segments generally derive their revenue from the same customer base. In 2016, no single customer accounted for more than 1.0% of our total

revenues, and no single customer accounted for more than 10% of our revenue on a segmented basis. Our top ten customers combined accounted for approximately 6.4% of our total revenues in 2016.

#### Sales and Marketing

We have two distinct, focused sales forces; one specializing in equipment rentals and one focused specifically on new and used equipment sales. We believe maintaining separate sales forces for equipment rental and equipment sales is important to our customer service, allowing us to effectively meet the demands of different types of customers.

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Both our rental sales force and equipment sales force are divided into smaller, product focused teams which enhances the development of in-depth product application and technical expertise. To further develop knowledge and experience, we provide our sales forces with extensive training, including frequent factory and in-house training by manufacturer representatives regarding the operational features, operator safety training and maintenance of new equipment. This training is essential, as our sales personnel regularly call on customers' job sites, often assisting customers in assessing their immediate and ongoing equipment needs. In addition, we have a commission-based compensation program for our sales forces.

We maintain a company-wide customer relationship management system. We believe that this comprehensive customer and sales management tool enhances our territory management program by increasing the productivity and efficiency of our sales representatives and branch managers as they are provided real-time access to sales and customer information.

We have developed strategies to identify target customers for our equipment services in all markets. These strategies allow our sales force to identify frequent rental users, function as advisors and problem solvers for our customers and accelerate the sales process in new operations.

While our specialized, well-trained sales force strengthens our customer relationships and fosters customer loyalty, we also promote our business through marketing and advertising, including industry publications, direct mail campaigns, television, the Yellow Pages and our Company website at [www.he-equipment.com](http://www.he-equipment.com).

#### Suppliers

We purchase a significant amount of equipment from the same manufacturers with whom we have distribution agreements. We purchased approximately 46% of our new equipment and rental fleet from three manufacturers (Grove/Manitowoc, Komatsu, and Genie Industries (Terex)) during the year ended December 31, 2016. These relationships improve our ability to negotiate equipment acquisition pricing. We are also a leading U.S. distributor for nationally-recognized equipment suppliers including JLG Industries, Gehl, Genie Industries (Terex), Komatsu, Doosan/Bobcat and Grove/Manitowoc. As an authorized distributor for a wide range of suppliers, we are also able to provide our customers parts and services that in many cases are covered under the manufacturer's warranty. While we believe that we have alternative sources of supply for the equipment we purchase in each of our principal product categories, termination of one or more of our relationships with any of our major suppliers of equipment could have a material adverse effect on our business, financial condition or results of operations if we were unable to obtain adequate or timely rental and sales equipment.

#### Information Technology Systems

We have specialized information systems that track (1) rental inventory utilization statistics; (2) maintenance and repair costs; (3) returns on investment for specific equipment types; and (4) detailed operational and financial information for each piece of equipment. These systems enable us to closely monitor our performance and actively manage our business, and include features that were custom designed to support our integrated services platform. The point-of-sale aspect of our systems enables us to link all of our facilities, permitting universal access to real-time data concerning equipment located at the individual facility locations and the rental status and maintenance history for each piece of equipment. In addition, our systems include, among other features, on-line contract generation, automated billing, applicable sales tax computation and automated rental purchase option calculation. We customized our customer relationship management system to enable us to more effectively manage our sales territories and sales representatives' activity. This customer relationship management system provides sales and customer information, available rental fleet and inventory information, a quote system and other organizational tools to assist our sales forces. We maintain an extensive customer database which allows us to monitor the status and maintenance history of our customers' owned-equipment and enables us to more effectively provide parts and services to meet their needs. All of our critical systems run on servers and other equipment that is current technology and available from major

suppliers and serviceable through existing maintenance agreements.

#### Seasonality

Although our business is not significantly impacted by seasonality, the demand for our rental equipment tends to be lower in the winter months. The level of equipment rental activities is directly related to commercial and industrial construction and maintenance activities. Therefore, equipment rental performance will be correlated to the levels of current construction activities. The severity of weather conditions can have a temporary impact on the level of construction activities.

Equipment sales cycles are also subject to some seasonality with the peak selling period occurring during the spring season and extending through the summer. Parts and services activities are less affected by changes in demand caused by seasonality.

## Competition

The equipment industry is generally comprised of either pure rental equipment companies or manufacturer dealer/distributorship companies. We are an integrated equipment services company and rent, sell and provide parts and services support. Although there has been some consolidation within the equipment industry, including United Rentals' acquisition of Rental Services Corporation in 2012 and United Rentals' pending acquisition of NES Rentals, the equipment industry remains highly fragmented and consists mainly of a small number of multi-location regional or national operators and a large number of relatively small, independent businesses serving discrete local markets. Many of the markets in which we operate are served by numerous competitors, ranging from national and multi-regional equipment rental companies (for example, United Rentals, Sunbelt Rentals, Neff Rentals and Hertz Equipment Rental) or equipment dealers (for example, Finning and Toromont) to small, independent businesses with a limited number of locations.

We believe that participants in the equipment rental industry generally compete on the basis of availability, quality, reliability, delivery and price. In general, large operators enjoy substantial competitive advantages over small, independent rental businesses due to a distinct price advantage. Many rental equipment companies' parts and services offerings are limited and may prove difficult to expand due to the training, infrastructure and management resources necessary to develop the breadth of service offerings and depth of knowledge our service technicians are able to provide. Some of our competitors have significantly greater financial, marketing and other resources than we do.

Traditionally, equipment manufacturers distributed their equipment and parts through a network of independent dealers with distribution agreements. As a result of consolidation and competition, both manufacturers and distributors sought to streamline their operations, improve their costs and gain market share. Our established, integrated infrastructure enables us to compete directly with our competitors on either a local, regional or national basis. We believe customers place greater emphasis on value-added services, teaming with equipment rental and sales companies who can meet all of their equipment, parts and services needs.

## Environmental and Safety Regulations

Our facilities and operations are subject to comprehensive and frequently changing federal, state and local environmental and occupational health and safety laws. These laws regulate (1) the handling, storage, use and disposal of hazardous materials and wastes and, if any, the associated cleanup of properties affected by pollutants; (2) air quality (emissions); and (3) wastewater. We do not currently anticipate any material adverse effect on our business or financial condition or competitive position as a result of our efforts to comply with such requirements. Although we have made and will continue to make capital and other expenditures to comply with environmental requirements, we do not expect to incur material capital expenditures for environmental controls or compliance.

In the future, federal, state or local governments could enact new or more stringent laws or issue new or more stringent regulations concerning environmental and worker health and safety matters, or effect a change in their enforcement of existing laws or regulations, that could affect our operations. Also, in the future, contamination may be found to exist at our facilities or off-site locations where we have sent wastes. There can be no assurance that we, or various environmental regulatory agencies, will not discover previously unknown environmental non-compliance or contamination. We could be held liable for such newly-discovered non-compliance or contamination. It is possible that changes in environmental and worker health and safety laws or liabilities from newly-discovered non-compliance or contamination could have a material adverse effect on our business, financial condition and results of operations.

## Employees

As of December 31, 2016, we had approximately 1,996 employees. Of these employees, 824 are salaried personnel and 1,172 are hourly personnel. Our employees perform the following functions: sales operations, parts operations, rental operations, technical services and office and administrative support. A collective bargaining agreement relating



to two branch locations covers approximately 65 of our employees. We believe our relations with our employees are good, and we have never experienced a work stoppage.

Generally, the total number of employees does not significantly fluctuate throughout the year. However, acquisition activity or the opening of new branches may increase the number of our employees or fluctuations in the level of our business activity could require some staffing level adjustments in response to actual or anticipated customer demand.

#### Available Information

We file electronically with the SEC annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and amendments to those reports filed or furnished pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934. The public may read and copy any materials we have filed with or furnished to the SEC at the SEC's Public Reference Room at 100 F Street,

N.E., Washington, D.C. 20549. The public may obtain information on the operation of the Public Reference Room by calling the SEC at 1-800-SEC-0330. The SEC maintains an Internet site ([www.sec.gov](http://www.sec.gov)) that contains reports, proxy and information statements, and other information regarding issuers that file electronically with the SEC. Copies of our annual report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, ownership reports for insiders and any amendments to these reports filed with or furnished to the SEC are available free of charge through our internet website ([www.he-equipment.com](http://www.he-equipment.com)) as soon as reasonably practicable after filing with the SEC. We use the Investor Relations section of our website as a means of disclosing material non-public information and for complying with our disclosure obligations under Regulation FD. Accordingly, investors should monitor the Investor Relations section of our website, in addition to following press releases, SEC filings and public conference calls and webcasts.

Additionally, we make available free of charge on our internet website:

- our Code of Conduct and Ethics;
- the charter of our Corporate Governance and Nominating Committee;
  - the charter of our Compensation Committee; and
- the charter of our Audit Committee.

#### Item 1A. Risk Factors

Investing in our securities involves a high degree of risk. You should consider carefully the following risk factors and the other information in this Annual Report on Form 10-K, including our consolidated financial statements and related notes, before making any investment decisions regarding our securities. If any of the following risks actually occur, our business, financial condition and operating results could be adversely affected. As a result, the trading price of our securities could decline and you may lose part or all of your investment.

Our business could be adversely affected by declines in construction and industrial activities, or a downturn in the economy in general, which could lead to decreased demand for equipment, depressed equipment rental rates and lower sales prices, resulting in a decline in our revenues, gross margins and operating results.

Our equipment is principally used in connection with construction and industrial activities. Consequently, a downturn in construction or industrial activities, or the economy in general, may lead to a decrease in the demand for equipment or depress rental rates and the sales prices for our equipment. Our business may also be negatively impacted, either temporarily or long-term, by:

- a reduction in spending levels by customers;
- unfavorable credit markets affecting end-user access to capital;
- adverse changes in federal, state and local government infrastructure spending;
- an increase in the cost of construction materials;
- adverse weather conditions which may affect a particular region;
- an increase in interest rates; or
- terrorism or hostilities involving the United States.

Weakness or deterioration in the non-residential construction and industrial sectors caused by these or other factors could have a material adverse effect on our financial position, results of operations and cash flows in the future and may also have a material adverse effect on residual values realized on the disposition of our rental fleet. For example, during fiscal years 2009 and 2010, the economic downturn and related economic uncertainty, combined with weakness in the construction industry and a decrease in industrial activity, resulted in a significant decrease in the demand for our new and used equipment and depressed equipment rental rates, which resulted in decreased revenues and lower gross margins realized on our equipment rentals and on the sale of our new and used inventory during those

periods. More recently, the decline in oil prices and the related downturn in oil industry activities during fiscal years 2014, 2015 and 2016 have resulted in a significant decrease in our new equipment sales, primarily the sale of new cranes, due to lower demand.

The inability to forecast trends accurately may have an adverse impact on our business and financial condition.

An economic downturn or economic uncertainty makes it difficult for us to forecast trends, which may have an adverse impact on our business and financial condition. For example, the economic downturn of 2009 and 2010 — which included, among other things,

significant reductions in available capital and liquidity from banks and other providers of credit, substantial reductions and/or fluctuations in equity and currency values worldwide and concerns that the worldwide economy may enter into a prolonged recessionary period — limited our ability, as well as the ability of our customers and our suppliers, to accurately forecast future product demand trends. More recently, declines in oil and natural gas prices, and uncertainty regarding future price levels, have negatively impacted the exploration, production and construction activity of our customers in those markets. Uncertainty regarding future equipment product demand could cause us to maintain excess equipment inventory and increase our equipment inventory carrying costs. Alternatively, this forecasting difficulty could cause a shortage of equipment for sale or rental that could result in an inability to satisfy demand for our products and a loss of market shares.

Unfavorable conditions or disruptions in the capital and credit markets may adversely impact business conditions and the availability of credit.

Disruptions in the global capital and credit markets as a result of an economic downturn, economic uncertainty, changing or increased regulation, reduced alternatives or failures of significant financial institutions could adversely affect our customers' ability to access capital and could adversely affect our access to liquidity needed for business in the future. Additionally, unfavorable market conditions may depress demand for our products and services or make it difficult for our customers to obtain financing and credit on reasonable terms. Unfavorable market conditions also may cause more of our customers to be unable to meet their payment obligations to us, increasing delinquencies and credit losses. If we are unable to manage credit risk adequately, or if a large number of customers should have financial difficulties at the same time, our credit losses could increase above historical levels and our operating results would be adversely affected. Delinquencies and credit losses generally can be expected to increase during economic slowdowns or recessions. Moreover, our suppliers may be adversely impacted by unfavorable capital and credit markets, causing disruption or delay of product availability. These events could negatively impact our business, financial position, results of operations and cash flows.

In addition, if the financial institutions that have extended line of credit commitments to us are adversely affected by the conditions of the capital and credit markets, they may be unable to fund borrowings under those credit commitments, which could have an adverse impact on our financial condition and our ability to borrow funds, if needed, for working capital, acquisitions, capital expenditures and other corporate purposes.

Our significant indebtedness could adversely affect our financial condition.

We have a significant amount of indebtedness outstanding. As of December 31, 2016, we had total indebtedness of approximately \$794.3 million, consisting of the \$630.0 million aggregate amounts outstanding under our senior unsecured notes, \$162.6 million of outstanding borrowing under our senior secured credit facility (the "Credit Facility") and \$1.7 million of capital lease obligations. As of February 16, 2017, we had borrowing availability under the Credit Facility of \$469.7 million, net of a \$7.7 million outstanding letter of credit.

Our indebtedness could have important consequences. For example, it could:

- increase our vulnerability to general adverse economic and industry conditions;
- require us to dedicate a substantial portion of our cash flow from operations to payments on our indebtedness, thereby reducing the availability of our cash flow to fund working capital, capital expenditures and other general corporate purposes;
- limit our flexibility in planning for, or reacting to, changes in our business and the industry in which we operate;
- place us at a competitive disadvantage compared to our competitors that have less debt; and
- limit our ability to obtain additional financing for working capital, capital expenditures, acquisitions or general corporate purposes.

We expect to use cash flow from operations and borrowings under our Credit Facility to meet our current and future financial obligations, including funding our operations, debt service and capital expenditures. Our ability to make

these payments depends on our future performance, which will be affected by financial, business, economic and other factors, many of which we cannot control. Our business may not generate sufficient cash flow from operations in the future, which could result in our being unable to repay indebtedness, or to fund other liquidity needs. If we do not have enough capital, we may be forced to reduce or delay our business activities and capital expenditures, sell assets, obtain additional debt or equity capital or restructure or refinance all or a portion of our debt, including the senior unsecured notes and our Credit Facility, on or before maturity. We cannot make any assurances that we will be able to accomplish any of these alternatives on terms acceptable to us, or at all. In addition, the terms of existing or future indebtedness, including the agreements governing the senior unsecured notes and the Credit Facility may limit our ability to pursue any of these alternatives.

We may not be able to generate sufficient cash to service all of our indebtedness and may be forced to take other actions to satisfy our obligations under our indebtedness, which may not be successful.

Our ability to make scheduled payments or to refinance our debt obligations depends on our financial and operating performance, which is subject to prevailing economic and competitive conditions and to certain financial, business and other factors beyond our control. We cannot make assurances that we will maintain a level of cash flows from operating activities sufficient to permit us to pay the principal, premium, if any, and interest on our indebtedness. In the absence of such operating results and resources, we could face substantial liquidity problems and might be required to dispose of material assets or operations to meet our debt service and other obligations. The Credit Facility and the indenture governing the senior unsecured notes restrict our ability to dispose of assets and use the proceeds from the disposition. We may not be able to consummate those dispositions or to obtain the proceeds which we could realize from such dispositions. Any proceeds we do receive from a disposition may not be adequate to meet any debt service obligations then due.

If our cash flows and capital resources are insufficient to fund our debt service obligations, we may be forced to reduce or delay capital expenditures, seek additional capital or restructure or refinance our indebtedness. We cannot assure you that we would be able to take any of these actions, that these actions would be successful and permit us to meet our scheduled debt service obligations or that these actions would be permitted under the terms of our existing or future debt agreements, including the Credit Facility or the indenture governing the senior unsecured notes.

If we cannot make scheduled payments on our debt, we will be in default and, as a result:

- our debt holders could declare all outstanding principal and interest to be due and payable;
- the lenders under the Credit Facility could terminate their commitments to lend us money and foreclose against the assets securing our borrowings; and
- we could be forced into bankruptcy or liquidation.

Despite current indebtedness levels, we may still be able to incur more indebtedness, which could further exacerbate the risks described above.

Under the terms of the agreements governing the Credit Facility and the senior unsecured notes, we and our subsidiaries may be able to incur substantial indebtedness in the future.

Additionally, our Credit Facility provides revolving commitments of up to \$602.5 million in the aggregate. As of February 16, 2017, we had \$469.7 million of availability under the Credit Facility, net of a \$7.7 million outstanding letter of credit. If new debt is added to our current debt levels, the risks that we now face relating to our substantial indebtedness could intensify.

The agreements governing the Credit Facility and our senior unsecured notes restrict our ability to engage in certain corporate and financial transactions.

The agreements governing the Credit Facility and the senior unsecured notes contain certain covenants that, among other things, restrict or limit our and our restricted subsidiaries' ability to:

- incur more debt;
- pay dividends and make distributions;
- issue preferred stock of subsidiaries;
- make investments;
- repurchase stock;
- create liens;
- enter into transactions with affiliates;
- enter into sale and lease-back transactions;

- merge or consolidate; and
- transfer and sell assets.

Our ability to borrow under the Credit Facility depends upon compliance with the restrictions contained in the Credit Facility. Events beyond our control could affect our ability to meet these covenants.

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In addition, the Credit Facility requires us to meet certain financial conditions tests. Events beyond our control can affect our ability to meet these financial conditions tests and to comply with other provisions governing the Credit Facility and the senior unsecured notes. Our failure to comply with obligations under the agreements governing the Credit Facility and the senior unsecured notes may result in an event of default under the agreements governing the Credit Facility and the senior unsecured notes, respectively. A default, if not cured or waived, may permit acceleration of this indebtedness and our other indebtedness. We may not be able to remedy these defaults. If our indebtedness is accelerated, we may not have sufficient funds available to pay the accelerated indebtedness and may not have the ability to refinance the accelerated indebtedness on terms favorable to us or at all.

Variable rate indebtedness subjects us to interest rate risk, which could cause our debt service obligations to increase significantly.

Borrowings under the Credit Facility are at variable rates of interest and expose us to interest rate risk. As such, our results of operations are sensitive to movements in interest rates. There are many economic factors outside our control that have in the past and may, in the future, impact rates of interest including publicly announced indices that underlie the interest obligations related to a certain portion of our debt. Factors that impact interest rates include governmental monetary policies, inflation, recession, changes in unemployment, the money supply, international disorder and instability in domestic and foreign financial markets. If interest rates increase, our debt service obligations on the variable rate indebtedness would increase even though the amount borrowed remained the same, and our results of operations would be adversely impacted. Such increases in interest rates could have a material adverse effect on our financial conditions and results of operations.

Our business could be hurt if we are unable to obtain additional capital as required, resulting in a decrease in our revenues and profitability.

The cash that we generate from our business, together with cash that we may borrow under our Credit Facility, may not be sufficient to fund our capital requirements. We may require additional financing to obtain capital for, among other purposes, purchasing equipment, completing acquisitions, establishing new locations and refinancing existing indebtedness. Any additional indebtedness that we incur will make us more vulnerable to economic downturns and limit our ability to withstand competitive pressures. Moreover, we may not be able to obtain additional capital on acceptable terms, if at all. If we are unable to obtain sufficient additional financing in the future, our business could be adversely affected by reducing our ability to increase revenues and profitability.

Our revenue and operating results may fluctuate, which could result in a decline in our profitability and make it more difficult for us to grow our business.

Our revenue and operating results have historically varied from quarter to quarter. Periods of decline could result in an overall decline in profitability and make it more difficult for us to make payments on our indebtedness and grow our business. We expect our quarterly results to continue to fluctuate in the future due to a number of factors, including:

- general economic conditions in the markets where we operate;
- the cyclical nature of our customers' business, particularly our construction customers and customers in the oil and gas industry;
- seasonal sales and rental patterns of our construction customers, with sales and rental activity tending to be lower in the winter months;
  - changes in the size of our rental fleet and/or in the rate at which we sell our used equipment from the fleet;
- an overcapacity of fleet in the equipment rental industry;
- severe weather and seismic conditions temporarily affecting the regions where we operate;
- changes in corporate spending for plants and facilities or changes in government spending for infrastructure projects;
- the effectiveness of integrating acquired businesses and new start-up locations; and



timing of acquisitions and new location openings and related costs.

In addition, we incur various costs when integrating newly acquired businesses or opening new start-up locations, and the profitability of a new location is generally expected to be lower in the initial months of operation.

Fluctuations in the stock market, as well as general economic and market conditions, may impact the market price of our common stock.

The market price of our common stock has been and may continue to be subject to significant fluctuations in response to general economic changes and other factors including, but not limited to:

- variations in our quarterly operating results or results that vary from investor expectations;
  - changes in the strategy and actions taken by our competitors, including pricing changes;
- securities analysts' elections to discontinue coverage of our common stock, changes in financial estimates by analysts or a downgrade of our common stock or of our sector by analysts;
- announcements by us or our competitors of significant contracts, acquisitions, strategic partnerships, joint ventures or capital commitments;
- changes in the price of oil and other commodities;
- investor perceptions of us and the equipment rental and distribution industry; and
- national or regional catastrophes or circumstances and natural disasters, hostilities and acts of terrorism.

Broad market and industry factors may materially reduce the market price of our common stock, regardless of or in a manner that is disproportionate to any related impact on our operating performance. As an example, in the latter half of 2014 the price of oil fell significantly and the price further declined and remained depressed throughout 2015 and 2016, compared to pre-2014 price levels, although the price rebounded somewhat in the latter half of 2016. We believe that this prolonged decline in oil prices and its impact on oil related economic activities is a significant factor in the price decline of our stock during the same period, even though other industrial and construction activities that are also primary drivers of our business generally remained at or above historic levels. In addition, the stock market historically has experienced price and volume fluctuations that often have been unrelated or disproportionate to the operating performance of companies. These fluctuations, as well as general economic and market conditions, including those listed above and others, may harm the market price of our common stock.

We are subject to competition, which may have a material adverse effect on our business by reducing our ability to increase or maintain revenues or profitability.

The equipment rental and retail distribution industries are highly competitive and the equipment rental industry is highly fragmented. Many of the markets in which we operate are served by numerous competitors, ranging from national and multi-regional equipment rental companies to small, independent businesses with a limited number of locations. We generally compete on the basis of availability, quality, reliability, delivery and price. Some of our competitors have significantly greater financial, marketing and other resources than we do, and may be able to reduce rental rates or sales prices. The market downturn and increased competitive pressures in 2009 and 2010 caused us to significantly reduce our rates to maintain market share, resulting in lower operating margins and profitability. We may encounter increased competition from existing competitors or new market entrants in the future, which could have a material adverse effect on our business, financial condition and results of operations.

We may not be able to facilitate our growth strategy by identifying or completing transactions with attractive acquisition candidates, which could limit our revenues and profitability. Future acquisitions may result in significant transaction expenses and we may involve significant costs. We may experience integration and consolidation risks associated with future acquisitions.

An element of our growth strategy is to selectively pursue on an opportunistic basis acquisitions of additional businesses. The success of this element of our growth strategy depends, in part, on selecting strategic acquisition candidates at attractive prices. We cannot assure you that we will be able to identify attractive acquisition candidates or complete the acquisition of any identified candidates at favorable prices and upon advantageous terms and conditions, including financing alternatives. We expect to face competition for acquisition candidates, which may limit the number of acquisition opportunities and lead to higher acquisition costs. We may not have the financial

resources necessary to consummate any acquisitions or the ability to obtain the necessary funds on satisfactory terms. Any future acquisitions may result in significant transaction expenses and risks associated with entering new markets. We may also be subject to claims by third parties related to the operations of these businesses prior to our acquisition and by sellers under the terms of our acquisition agreements.

We may not have sufficient management, financial and other resources to integrate and consolidate any future acquisitions. Any significant diversion of management's attention or any major difficulties encountered in the integration of the businesses we acquire could have a material adverse effect on our business, financial condition or results of operations, which could decrease our profitability and make it more difficult for us to grow our business. Furthermore, general economic conditions or unfavorable global

capital and credit markets could affect the timing and extent to which we successfully acquire new businesses, which could limit our revenues and profitability.

We may not be able to facilitate our growth strategy by identifying and opening attractive start-up locations, which could limit our revenues and profitability.

An element of our growth strategy is to selectively identify and implement start-up locations in order to add new customers. The success of this element of our growth strategy depends, in part, on identifying strategic start-up locations.

We also cannot assure you that we will be able to identify attractive start-up locations. Opening start-up locations may involve significant costs and limit our ability to expand our operations. Start-up locations may involve risks associated with entering new markets and we may face significant competition.

We may not have sufficient management, financial and other resources to successfully operate new locations. Any significant diversion of management's attention or any major difficulties encountered in the locations that we open in the future could have a material adverse effect on our business, financial condition or results of operations, which could decrease our profitability and make it more difficult for us to grow our business. Furthermore, general economic conditions or unfavorable global capital and credit markets could affect the timing and extent to which we open new start-up locations, which could limit our revenues and profitability.

The continued payment of our quarterly dividend is subject to, among other things, the availability of funds and the discretion of our board of directors.

The payment of future dividends and the amount thereof is uncertain, at the sole discretion of our board of directors and considered by the board of directors each quarter. The payment of dividends is dependent upon, among other things, operating cash flow generated by our business, financial requirements for our operations, the execution of our growth strategy, the restrictions and covenants pursuant to our Credit Facility and senior unsecured notes, and the satisfaction of solvency tests imposed by the Delaware General Corporation Law and other applicable law for the declaration and payment of dividends.

We purchase a significant amount of our equipment from a limited number of manufacturers. Termination of one or more of our relationships with any of those manufacturers could have a material adverse effect on our business, as we may be unable to obtain adequate or timely rental and sales equipment.

We purchase most of our rental and sales equipment from leading, nationally-known original equipment manufacturers ("OEMs"). For the year ended December 31, 2016, we purchased approximately 46% of our rental and sales equipment from three manufacturers (Grove/Manitowoc, Komatsu, and Genie Industries (Terex)). Although we believe that we have alternative sources of supply for the rental and sales equipment we purchase in each of our core product categories, termination of one or more of our relationships with any of these major suppliers could have a material adverse effect on our business, financial condition or results of operations if we were unable to obtain adequate or timely rental and sales equipment.

Our suppliers of new equipment may appoint additional distributors, sell directly or unilaterally terminate our distribution agreements, which could have a material adverse effect on our business due to a reduction of, or inability to increase, our revenues.

We are a distributor of new equipment and parts supplied by leading, nationally-known OEMs. Under our distribution agreements with these OEMs, manufacturers retain the right to appoint additional dealers and sell directly to national accounts and government agencies. We have both written and oral distribution agreements with our new equipment suppliers. Under our oral agreements with the OEMs, we operate under our established course of dealing with the

supplier and are subject to the applicable state law regarding such relationship. In most instances, the OEMs may appoint additional distributors, elect to sell to customers directly or unilaterally terminate their distribution agreements with us at any time without cause. Any such actions could have a material adverse effect on our business, financial condition and results of operations due to a reduction of, or an inability to increase, our revenues.

The cost of new equipment that we sell or purchase for use in our rental fleet may increase and therefore we may spend more for such equipment. In some cases, we may not be able to procure new equipment on a timely basis due to supplier constraints.

The cost of new equipment from manufacturers that we sell or purchase for use in our rental fleet may increase as a result of increased raw material costs, including increases in the cost of steel, which is a primary material used in most of the equipment we use, or due to increased regulatory requirements, such as those related to emissions. These increases could materially impact our financial condition or results of operations in future periods if we are not able to pass such cost increases through to our customers.

Our rental fleet is subject to residual value risk upon disposition.

The market value of any given piece of rental equipment could be less than its depreciated value at the time it is sold. The market value of used rental equipment depends on several factors, including:

- the market price for new equipment of a like kind;
- wear and tear on the equipment relative to its age;
- the time of year that it is sold (prices are generally higher during the construction season);
- worldwide and domestic demands for used equipment;
- the supply of used equipment on the market; and
- general economic conditions.

We include in operating income the difference between the sales price and the depreciated value of an item of equipment sold. Although for the year ended December 31, 2016, we sold used equipment from our rental fleet at an average selling price of approximately 152.3% of net book value, we cannot assure you that used equipment selling prices will not decline. Any significant decline in the selling prices for used equipment could have a material adverse effect on our business, financial condition, results of operations or cash flows.

We incur maintenance and repair costs associated with our rental fleet equipment that could have a material adverse effect on our business in the event these costs are greater than anticipated.

As our fleet of rental equipment ages, the cost of maintaining such equipment, if not replaced within a certain period of time, generally increases. Determining the optimal age for our rental fleet equipment is subjective and requires considerable estimates by management. We have made estimates regarding the relationship between the age of our rental fleet equipment, and the maintenance and repair costs, and the market value of used equipment. Our future operating results could be adversely affected because our maintenance and repair costs may be higher than estimated and market values of used equipment may fluctuate.

Security breaches and other disruptions in our information technology systems, including our customer relationship management system, could limit our capacity to effectively monitor and control our operations, compromise our or our customers' and suppliers' confidential information or otherwise adversely affect our operating results or business reputation.

Our information technology systems, some of which are managed by third parties, facilitate our ability to monitor and control our operations and adjust to changing market conditions, including processing, transmitting, storing, managing and supporting a variety of business processes, activities and information. Any disruption in any of these systems, including our customer management system, or the failure of any of these systems to operate as expected could, depending on the magnitude of the problem, adversely affect our operating results by limiting our capacity to effectively monitor and control our operations and adjust to changing market conditions.

Additionally, we collect and store sensitive data, including proprietary business information and the proprietary business information of our customers and suppliers, in data centers and on information technology networks. The secure operation of these information technology networks and the processing and maintenance of this information is critical to our business operations and strategy. Despite security measures and business continuity plans, our information technology networks and infrastructure may be vulnerable to damage, disruptions or shutdowns due to attacks by cyber criminals or breaches due to employee error or malfeasance or other disruptions during the process of upgrading or replacing computer software or hardware, power outages, computer viruses, telecommunication or utility failures, terrorist acts or natural disasters or other catastrophic events. The occurrence of any of these events could compromise our networks, and the information stored there could be accessed, publicly disclosed, lost or stolen. Any such access, disclosure or other loss of information could result in legal claims or proceedings, liability or regulatory penalties under laws protecting the privacy of personal information, disrupt operations, and damage our reputation, which could adversely affect our business. In addition, as security threats continue to evolve we may need to invest

additional resources to protect the security of our systems.

Fluctuations in fuel costs or reduced supplies of fuel could harm our business.

We could be adversely affected by limitations on fuel supplies or significant increases in fuel prices that result in higher costs to us for transporting equipment from one branch to another branch or one region to another region. A significant or protracted disruption of fuel supplies could have an adverse effect on our financial condition and results of operations.

Hurricanes, other adverse weather events, national or regional catastrophes or natural disasters could negatively affect our local economies or disrupt our operations, which could have an adverse effect on our business or results of operations.

Our market areas in the Gulf Coast and Mid-Atlantic regions of the United States are susceptible to hurricanes. Such weather events can disrupt our operations, result in damage to our properties and negatively affect the local economies in which we operate. Future hurricanes could result in damage to certain of our facilities and the equipment located at such facilities, or equipment on rent with customers in those areas. In addition, climate change could lead to an increase in intensity or occurrence of hurricanes or other adverse weather events, including severe winter storms. Future occurrences of these events, as well as regional or national catastrophes or natural disasters, and their effects may adversely impact our business or results of operations.

We are dependent on key personnel. A loss of key personnel could have a material adverse effect on our business, which could result in a decline in our revenues and profitability.

Our senior and regional managers have an average of approximately 23 years of industry experience. Our branch managers have extensive knowledge and industry experience as well. Our success is dependent, in part, on the experience and skills of our management team. Competition for top management talent within our industry is generally significant. If we are unable to fill and keep filled all of our senior management positions, or if we lose the services of any key member of our senior management team and are unable to find a suitable replacement in a timely manner, we may be challenged to effectively manage our business and execute our strategy.

If the Company fails to maintain an effective system of internal controls, the Company may not be able to accurately report financial results or prevent fraud.

Effective internal controls are necessary to provide reliable financial reports and to assist in the effective prevention of fraud. Any inability to provide reliable financial reports or prevent fraud could harm our business. We must annually evaluate our internal procedures to satisfy the requirements of Section 404 of the Sarbanes-Oxley Act of 2002, which requires management and auditors to assess the effectiveness of our internal controls. If we fail to remedy or maintain the adequacy of our internal controls, as such standards are modified, supplemented or amended from time to time, we could be subject to regulatory scrutiny, civil or criminal penalties or shareholder litigation.

In addition, failure to maintain effective internal controls could result in financial statements that do not accurately reflect our financial condition or results of operations. There can be no assurance that we will be able to maintain a system of internal controls that fully complies with the requirements of the Sarbanes-Oxley Act of 2002 or that our management and independent registered public accounting firm will continue to conclude that our internal controls are effective.

We are exposed to various risks related to legal proceedings or claims that could adversely affect our operating results. The nature of our business exposes us to various liability claims, which may exceed the level of our insurance coverage and thereby not fully protect us.

We are a party to lawsuits in the normal course of our business. Litigation in general can be expensive, lengthy and disruptive to normal business operations. Moreover, the results of complex legal proceedings are difficult to predict. Responding to lawsuits brought against us, or legal actions that we may initiate, can often be expensive and time-consuming. Unfavorable outcomes from these claims and/or lawsuits could adversely affect our business, results of operations, or financial condition, and we could incur substantial monetary liability and/or be required to change our business practices.

Our business exposes us to claims for personal injury, death or property damage resulting from the use of the equipment we rent or sell and from injuries caused in motor vehicle accidents in which our delivery and service



personnel are involved and other employee related matters. Additionally, we could be subject to potential litigation associated with compliance with various laws and governmental regulations at the federal, state or local levels, such as those relating to the protection of persons with disabilities, employment, health, safety, security and other regulations under which we operate.

We carry comprehensive insurance, subject to deductibles, at levels we believe are sufficient to cover existing and future claims made during the respective policy periods. However, we may be exposed to multiple claims that do not exceed our deductibles, and, as a result, we could incur significant out-of-pocket costs that could adversely affect our financial condition and results of operations. In addition, the cost of such insurance policies may increase significantly upon renewal of those policies as a result of general rate increases for the type of insurance we carry as well as our historical experience and experience in our industry. Although we have not experienced any material losses that were not covered by insurance, our existing or future claims may exceed the coverage level of our insurance, and such insurance may not continue to be available on economically reasonable terms, or at all. If we are required to pay significantly higher premiums for insurance, are not able to maintain insurance coverage at affordable rates or if we must pay amounts

in excess of claims covered by our insurance, we could experience higher costs that could adversely affect our financial condition and results of operations.

Our future operating results and financial position could be negatively affected by impairment charges to our goodwill or other long-lived assets.

When we acquire a business, we record goodwill as the excess of the consideration transferred plus the fair value of any non-controlling interest in the acquiree at the acquisition date over the fair values of the identifiable net assets acquired. At December 31, 2016, we had goodwill of approximately \$31.2 million. In accordance with Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (“ASC”) 350, Intangibles–Goodwill & Other (“ASC 350”), we test goodwill for impairment on October 1 of each year, and on an interim date if factors or indicators become apparent that would require an interim test.

If economic conditions deteriorate and result in significant declines in operating results and/or significant declines in the Company’s stock price, or if there are significant downward revisions in the present value of our estimated future cash flows, additional impairments to one or more reporting units could occur in future periods, and such impairments could be material. A downward revision in the present value of estimated future cash flows could be caused by a number of factors, including, among others, adverse changes in the business climate, negative industry or economic trends, decline in performance in our industry sector, or a decline in market multiples for competitors. Our estimates regarding future cash flows are inherently uncertain and changes in our underlying assumptions and the impact of market conditions on those assumptions could materially affect the determination of fair value and/or goodwill impairment. Future events and changing market conditions may impact our assumptions as to revenues, costs or other factors that may result in changes in our estimates of future cash flows. We can provide no assurance that a material impairment charge will not occur in a future period. Such a charge could negatively affect our results of operations and financial position. We will continue to monitor on an ongoing basis the recoverability of the carrying value of our goodwill and other long-lived assets (see “Critical Accounting Policies and Estimates” in Part II, Item 7).

Labor disputes could disrupt our ability to serve our customers and/or lead to higher labor costs.

We currently have approximately 65 employees in Utah, a significant territory in our geographic footprint, who are covered by a collective bargaining agreement and approximately 1,931 employees who are not represented by unions or covered by collective bargaining agreements. Various unions periodically seek to organize certain of our nonunion employees. Union organizing efforts or collective bargaining negotiations could potentially lead to work stoppages and/or slowdowns or strikes by certain of our employees, which could adversely affect our ability to serve our customers. Further, settlement of actual or threatened labor disputes or an increase in the number of our employees covered by collective bargaining agreements can have unknown effects on our labor costs, productivity and flexibility.

We have operations throughout the United States, which exposes us to multiple state and local regulations. Changes in applicable law, regulations or requirements, or our material failure to comply with any of them, can increase our costs and have other negative impacts on our business.

Our 78 branch locations in the United States are located in 22 different states, which exposes us to a host of different state and local regulations. These laws and requirements address multiple aspects of our operations, such as worker safety, consumer rights, privacy, employee benefits and more, and can often have different requirements in different jurisdictions. Changes in these requirements, or any material failure by our branches to comply with them, could increase our costs, affect our reputation, limit our business, drain management’s time and attention or otherwise, generally impact our operations in adverse ways.

We could be adversely affected by environmental and safety requirements, which could force us to increase significant capital and other operational costs and may subject us to unanticipated liabilities.

Our operations, like those of other companies engaged in similar businesses, require the handling, use, storage and disposal of certain regulated materials. As a result, we are subject to the requirements of federal, state and local environmental and occupational health and safety laws and regulations. We may not be in complete compliance with all such requirements at all times. We are subject to potentially significant civil or criminal fines or penalties if we fail to comply with any of these requirements. We have made and will continue to make capital and other expenditures in order to comply with these laws and regulations. However, the requirements of these laws and regulations are complex, change frequently, and could become more stringent in the future. It is possible that these requirements will change or that liabilities will arise in the future in a manner that could have a material adverse effect on our business, financial condition and results of operations.

Environmental laws also impose obligations and liability for the cleanup of properties affected by hazardous substance spills or releases. These liabilities can be imposed on the parties generating or disposing of such substances or the operator of the affected property, often without regard to whether the owner or operator knew of, or was responsible for, the presence of hazardous substances.

Accordingly, we may become liable, either contractually or by operation of law, for remediation costs even if a contaminated property is not presently owned or operated by us, or if the contamination was caused by third parties during or prior to our ownership or operation of the property. Given the nature of our operations (which involve the use of petroleum products, solvents and other hazardous substances for fueling and maintaining our equipment and vehicles), there can be no assurance that prior site assessments or investigations have identified all potential instances of soil or groundwater contamination. Future events, such as changes in existing laws or policies or their enforcement, or the discovery of currently unknown contamination, may give rise to additional remediation liabilities, which may be material.

Item 1B. Unresolved Staff Comments

None.

Item 2. Properties

As of February 16, 2017, we had a network of 78 full-service facilities, serving approximately 38,800 customers across 22 states in the West Coast, Intermountain, Southwest, Gulf Coast, Southeast and Mid-Atlantic regions of the United States. In our facilities, we rent, display and sell equipment, including tools and supplies, and provide maintenance and basic repair work. Of the 78 total facilities, we own 11 of our locations and lease 67 locations. Our leases typically provide for varying terms and renewal options. The following table provides data on our locations and the number of multiple branch locations in each city is indicated by parentheses:

City/State	Leased/Owned	City/State	Leased/Owned
Alabama (2)		Montana (2)	
Birmingham	Leased	Belgrade	Leased
Huntsville	Leased	Billings	Leased
Arizona (2)		New Mexico (1)	
Phoenix	Owned	Albuquerque	Leased
Tucson	Owned	Nevada (2)	
Arkansas (2)		Las Vegas	Leased
Little Rock	Owned	Reno	Leased
Springdale	Owned	North Carolina (4)	
California (9)		Arden	Leased
Bakersfield	Leased	Charlotte	Leased
Benicia	Leased	Raleigh	Leased
Fontana	Leased	Winston-Salem	Leased
La Mirada	Leased	Oklahoma (2)	
Sacramento	Leased	Oklahoma City	Leased
San Diego	Leased	Tulsa	Leased
San Jose	Leased	South Carolina (3)	
Santa Fe Springs	Owned	Charleston	Leased
Union City	Leased	Columbia	Leased
Colorado (2)		Greenville	Leased
Colorado Springs	Leased	Tennessee (3)	
Denver	Owned	Chattanooga	Leased
Florida (5)		Memphis	Leased
Fort Myers	Leased	Nashville	Leased
Jacksonville	Leased	Texas (15)	
Orlando	Leased	Austin	Leased
Pompano Beach	Leased	Beaumont	Leased
Tampa	Leased	Corpus Christi	Leased
Georgia (3)		Dallas(2)	Leased(1) Owned(1)
Atlanta	Leased	Fort Worth	Leased
Savannah	Leased	Freeport	Leased
Suwannee	Leased	Houston(2)	Leased(2)
Idaho (2)		Katy	Leased
Boise	Leased	Lubbock	Leased
Coeur d'Alene	Leased	Mesquite	Leased
Louisiana (9)		Midland	Leased
Alexandria	Leased	Pasadena	Leased
Baton Rouge	Owned	San Antonio	Leased
Belle Chasse	Leased	Utah (2)	
Kenner	Owned	Salt Lake City	Leased

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Lafayette	Leased	St. George	Leased
Lake Charles	Leased	Virginia (4)	
New Orleans	Leased	Ashland	Owned
Shreveport(2)	Leased(2)	Chesapeake	Leased
Maryland (2)		Roanoke	Owned
Baltimore	Leased	Warrenton	Leased
Forestville	Leased	Washington(1)	
Mississippi (1)		Seattle	Leased
Jackson	Leased		

Each facility location has a branch manager who is responsible for day-to-day operations. In addition, branch operating facilities are typically staffed with approximately 10 to 100 people, who may include technicians, salespeople, rental operations staff and parts specialists. While facility offices are typically open five days a week, we provide 24 hour, seven day per week service.

Our corporate headquarters employs approximately 292 people. Our corporate headquarters facility is on 3.1 acres of company-owned land where we occupy a total of approximately 42,550 square feet.

#### Item 3. Legal Proceedings

From time to time, we are involved in various claims and legal actions arising in the ordinary course of our business. In the opinion of management, after consultation with legal counsel, the ultimate disposition of these various matters will not have a material adverse effect on the Company's consolidated financial position, results of operations or liquidity.

#### Item 4. Mine Safety Disclosures

Not applicable.

## PART II

## Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities

## Market Information

Our common stock, par value \$0.01 per share, trades on the Nasdaq Global Market ("Nasdaq") under the symbol "HEES." The following table sets forth, for the quarterly periods indicated, the high and low sales prices per share for our common stock as reported by Nasdaq for the years ended December 31, 2016 and 2015.

	High	Low
Year ended December 31, 2016		
First quarter	\$18.15	\$10.12
Second quarter	20.83	16.72
Third quarter	20.05	14.82
Fourth quarter	24.29	12.72
Year ended December 31, 2015		
First quarter	\$28.56	\$17.40
Second quarter	28.22	19.83
Third quarter	21.19	13.47
Fourth quarter	21.48	15.58

## Holders

On February 16, 2017, we had 145 stockholders of record of our common stock. This does not include beneficial owners of our common stock whose stock is held in nominee or "street" name through brokers.

## Dividends

During the years ended December 31, 2016 and 2015, the Company paid quarterly cash dividends totaling \$1.10 per share and \$1.05 per share, respectively, or approximately \$39.1 million and \$37.1 million, respectively. The Company intends to continue to pay regular quarterly cash dividends; however, the declaration of any subsequent dividends is discretionary and will be subject to a final determination by the Board of Directors each quarter after its review of, among other things, business and market conditions.

## Securities Authorized for Issuance Under Equity Compensation Plans

For certain information concerning securities authorized for issuance under our equity compensation plan, see Item 12 — Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters.



## Performance Graph

The Performance Graph below compares the cumulative total stockholder return on H&E Equipment Services, Inc.'s common stock beginning on December 31, 2011 and for each subsequent quarter period end through and including December 31, 2016, with the cumulative returns of the Russell 2000 Index and an industry peer group selected by us. The peer group we selected is comprised of the following companies: United Rentals, Inc., Toromont Industries, Ltd., Finning International, Inc., and The Ashtead Group, PLC. In our recent Annual Reports on Form 10-K for prior years, we have included within our peer group, Hertz Global Holdings, which previously owned Herc Holdings Inc., parent company of Herc Rentals Inc., Hertz's equipment rental business. On July 1, 2016, Herc Holdings Inc. was separated from Hertz Global Holdings, Inc. and became an independent, publicly-traded corporation. Accordingly, we have not included Herc Holdings Inc. or Hertz Global Holdings, Inc. from our industry peer group in the five-year Performance Graph below.

The Performance Graph comparison assumes \$100 was invested in our common stock and in each of the other indices described above on December 31, 2011. Dividend reinvestment has been assumed and returns have been weighted to reflect relative stock market capitalization. The stock performance shown on the graph below is not necessarily indicative of future price performance.

	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	12/31/16
H&E Equipment Services, Inc.	\$ 100.00	\$ 172.15	\$ 338.47	\$ 325.10	\$ 213.38	\$ 304.03
Russell 2000 Index	100.00	116.35	161.52	169.43	161.95	196.45
Peer Group	100.00	145.93	221.74	277.43	218.48	292.99

This stock performance information is “furnished” and shall not be deemed to be “soliciting material” or subject to Rule 14A of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), shall not be deemed “filed” for purposes of Section 18 of the Exchange Act or otherwise subject to the liabilities of that section, and shall not be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, whether made before or after the date of this Annual Report on Form 10-K and irrespective of any general incorporation by reference language in any such filing, except to the extent that we specifically incorporate this information by reference.

#### Issuer Purchases of Equity Securities

On October 12, 2016, 2,982 shares of non-vested stock that were issued in 2015 vested at \$15.69 per share. The holder of those vested shares returned 965 shares of common stock to the Company during the quarter ended December 31, 2016 as payment for their withholding taxes. This resulted in an addition of 965 shares to treasury stock.

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Item 6. Selected Financial Data

The following table sets forth our selected historical consolidated financial data as of the dates and for the periods indicated. The selected historical consolidated statement of income data and other financial data for the years ended December 31, 2016, 2015 and 2014 and balance sheet data as of December 31, 2016 and 2015 have been derived from our audited consolidated financial statements included elsewhere in this Annual Report on Form 10-K. The selected historical consolidated statement of income data and other financial data for the years ended December 31, 2013 and 2012 and balance sheet data as of December 31, 2014, 2013 and 2012 have been derived from our audited consolidated financial information not included herein. Our historical results are not necessarily indicative of future performance or results of operations. You should read the consolidated historical financial data together with our consolidated financial statements and related notes included in Item 8 of this Annual Report on Form 10-K and with Item 7—Management’s Discussion and Analysis of Financial Condition and Results of Operations.

	For the Year Ended December 31,				
	2016	2015	2014	2013	2012
	(Amounts in thousands, except per share amounts)				
Statement of income data <sup>(1)</sup> :					
Revenues:					
Equipment rentals	\$445,227	\$443,024	\$404,110	\$338,935	\$288,641
New equipment sales	196,688	238,172	328,036	294,768	241,721
Used equipment sales	96,910	118,338	123,173	141,560	104,563
Parts sales	109,147	111,133	113,732	103,174	99,621
Services revenues	64,673	63,954	61,292	56,694	56,554
Other	65,492	65,210	60,069	52,625	46,215
Total revenues	978,137	1,039,831	1,090,412	987,756	837,315
Cost of revenues:					
Rental depreciation	162,415	162,089	146,055	121,948	102,966
Rental expense	71,694	71,950	61,916	55,338	50,052
New equipment sales	175,556	212,235	289,526	262,887	214,197
Used equipment sales	66,738	81,338	84,936	100,693	73,988
Parts sales	78,966	80,830	81,106	74,241	72,323
Services revenues	21,839	21,693	21,507	21,034	21,977
Other	65,318	63,964	57,428	49,779	44,510
Total cost of revenues	642,526	694,099	742,474	685,920	580,013
Gross profit (loss):					
Equipment rentals	211,118	208,985	196,139	161,649	135,623
New equipment sales	21,132	25,937	38,510	31,881	27,524
Used equipment sales	30,172	37,000	38,237	40,867	30,575
Parts sales	30,181	30,303	32,626	28,933	27,298
Services revenues	42,834	42,261	39,785	35,660	34,577
Other	174	1,246	2,641	2,846	1,705
Total gross profit	335,611	345,732	347,938	301,836	257,302
Selling, general and administrative expenses <sup>(2)</sup>	228,129	220,226	206,480	189,062	169,653
Gain from sales of property and equipment, net	3,285	2,737	2,286	2,549	1,592
Income from operations	110,767	128,243	143,744	115,323	89,241
Other income (expense):					
Interest expense <sup>(3)</sup>	(53,604 )	(54,030 )	(52,353 )	(51,404 )	(35,541 )
Loss on early extinguishment of debt <sup>(4)</sup>	—	—	—	—	(10,180 )
Other, net	1,867	1,463	1,293	1,228	928
Total other expense, net	(51,737 )	(52,567 )	(51,060 )	(50,176 )	(44,793 )

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Income before income taxes	59,030	75,676	92,684	65,147	44,448
Income tax provision	21,858	31,371	37,545	21,007	15,612
Net income	\$37,172	\$44,305	\$55,139	\$44,140	\$28,836
Net income per common share:					
Basic	\$1.05	\$1.26	\$1.57	\$1.26	\$0.83
Diluted	\$1.05	\$1.25	\$1.56	\$1.26	\$0.82
Weighted average common shares outstanding:					
Basic	35,393	35,272	35,159	35,041	34,890
Diluted	35,480	35,343	35,249	35,146	34,978
Dividends declared per common share outstanding	\$1.10	\$1.05	\$0.50	\$—	\$7.00

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	For the Year Ended December 31,				
	2016	2015	2014	2013	2012
	(Amounts in thousands)				
<b>Other financial data:</b>					
Depreciation and amortization <sup>(5)</sup>	\$ 189,697	\$ 186,457	\$ 166,514	\$ 138,903	\$ 116,513
<b>Statement of cash flows:</b>					
Net cash provided by operating activities	176,978	206,620	158,318	138,652	41,023
Net cash used in investing activities	(114,410)	(101,759)	(296,643)	(179,590)	(212,990)
Net cash provided by (used in) financing activities	(62,045 )	(113,563)	136,579	49,651	156,646

	As of December 31,				
	2016	2015	2014	2013	2012
	(Amounts in thousands)				
<b>Balance sheet data:</b>					
Cash	\$7,683	\$7,159	\$15,861	\$17,607	\$8,894
Rental equipment, net	893,816	893,393	889,706	688,710	583,349
Goodwill	31,197	31,197	31,197	31,197	32,074
Deferred financing costs, net <sup>(6)</sup>	1,964	2,777	2,850	2,638	3,370
Total assets <sup>(6)</sup>	1,241,611	1,299,511	1,356,990	1,088,289	940,720
Total debt <sup>(6)</sup>	792,057	814,070	888,918	731,233	679,552
Stockholders' equity	142,765	142,588	133,367	94,812	48,636

- (1) See note 17 to the consolidated financial statements discussing segment information.
- (2) Stock-based compensation expense included in selling, general and administrative expenses for the years ended December 31, 2016, 2015, 2014, 2013 and 2012 totaled \$3.0 million, \$2.7 million, \$2.6 million, \$2.6 million and \$1.9 million, respectively.
- (3) Interest expense for the periods presented is comprised of cash-pay interest (interest recorded on debt and other obligations requiring periodic cash payments) and non-cash pay interest (comprised of amortization of deferred financing costs and accretion (amortization) of note discount (premium)).
- (4) As more fully discussed in note 8 to the consolidated financial statements, in the third quarter of 2012 the Company recorded a one-time loss on the early extinguishment of debt of approximately \$10.2 million, or approximately \$6.6 million after-tax.
- (5) Excludes amortization of deferred financing costs and accretion (amortization) of note discount (premium), which are included in interest expense.
- (6) The line items for Total debt, Total assets, and Deferred financing costs, net, have been retrospectively adjusted to reflect the Company's adoption of Accounting Standards Update No. 2015-03, Simplifying the Presentation of Debt Issuance Costs, which was adopted on January 1, 2016 (see Recent Accounting Pronouncements on page 46 for more information). Total debt represents the carrying amounts for the periods presented, under the Credit Facility, senior unsecured notes and capital leases.

## Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations

The following discussion summarizes the financial position of H&E Equipment Services, Inc. and its subsidiaries as of December 31, 2016, and its results of operations for the year ended December 31, 2016, and should be read in conjunction with the Selected Financial Data and our consolidated financial statements and the accompanying notes thereto included elsewhere in this Annual Report on Form 10-K. The following discussion contains, in addition to historical information, forward-looking statements that include risks and uncertainties (see discussion of "Forward-Looking Statements" included elsewhere in this Annual Report on Form 10-K). Our actual results may differ materially from those anticipated in these forward-looking statements as a result of certain factors, including those factors set forth under Item 1A—Risk Factors of this Annual Report on Form 10-K.

### Background

As one of the largest integrated equipment services companies in the United States focused on heavy construction and industrial equipment, we rent, sell and provide parts and services support for four core categories of specialized equipment: (1) hi-lift or aerial work platform equipment; (2) cranes; (3) earthmoving equipment; and (4) industrial lift trucks. By providing equipment rental, sales, on-site parts, repair and maintenance functions under one roof, we are a one-stop provider for our customers' varied equipment needs. This full service approach provides us with multiple points of customer contact, enables us to maintain a high quality rental fleet, as well as an effective distribution channel for fleet disposal and provides cross-selling opportunities among our new and used equipment sales, rental, parts sales and services operations.

As of February 16, 2017, we operated 78 full-service facilities throughout the Intermountain, Southwest, Gulf Coast, West Coast, Southeast and Mid-Atlantic regions of the United States. Our work force includes distinct, focused sales forces for our new and used equipment sales and rental operations, highly skilled service technicians, product specialists and regional managers. We focus our sales and rental activities on, and organize our personnel principally by, our four core equipment categories. We believe this allows us to provide specialized equipment knowledge, improve the effectiveness of our rental and sales force and strengthen our customer relationships. In addition, we have branch managers for each location who are responsible for managing their assets and financial results. We believe this fosters accountability in our business and strengthens our local and regional relationships.

Through our predecessor companies, we have been in the equipment services business for approximately 56 years. H&E Equipment Services L.L.C. ("H&E LLC") was formed in June 2002 through the business combination of Head & Engquist Equipment, LLC ("Head & Engquist"), a wholly-owned subsidiary of Gulf Wide Industries, L.L.C. ("Gulf Wide"), and ICM Equipment Company L.L.C. ("ICM"). Head & Engquist, founded in 1961, and ICM, founded in 1971, were two leading regional, integrated equipment service companies operating in contiguous geographic markets. In the June 2002 transaction, Head & Engquist and ICM were merged with and into Gulf Wide, which was renamed H&E LLC. Prior to the combination, Head & Engquist operated 25 facilities in the Gulf Coast region, and ICM operated 16 facilities in the Intermountain region of the United States.

Prior to our initial public offering in February 2006, our business was conducted through H&E LLC. In connection with our initial public offering, we converted H&E LLC into H&E Equipment Services, Inc. In order to have an operating Delaware corporation as the issuer for our initial public offering, H&E Equipment Services, Inc. was formed as a Delaware corporation and wholly-owned subsidiary of H&E Holdings L.L.C. ("H&E Holdings"), and immediately prior to the closing of our initial public offering, on February 3, 2006, H&E LLC and H&E Holdings merged with and into H&E Equipment Services, Inc., which survived the reincorporation merger as the operating company. Effective February 3, 2006, H&E LLC and H&E Holdings no longer existed under operation of law pursuant to the reincorporation merger.

### Business Segments

We have five reportable segments because we derive our revenues from five principal business activities: (1) equipment rentals; (2) new equipment sales; (3) used equipment sales; (4) parts sales; and (5) repair and maintenance services. These segments are based upon how we allocate resources and assess performance. In addition, we also have non-segmented revenues and costs that relate to equipment support activities.

•**Equipment Rentals.** Our rental operation primarily rents our four core types of construction and industrial equipment. We have a well-maintained rental fleet and our own dedicated sales force, focused by equipment type. We actively manage the size, quality, age and composition of our rental fleet based on our analysis of key measures such as time utilization (which we analyze as equipment usage based on: (1) a percentage of original equipment cost, and (2) the number of rental equipment units available for rent), rental rate trends and targets, rental equipment dollar utilization and maintenance and repair costs, which we closely monitor. We maintain fleet quality through regional quality control managers and our parts and services operations.

- New Equipment Sales.** Our new equipment sales operation sells new equipment in all of our four core product categories. We have a retail sales force focused by equipment type that is separate from our rental sales force. Manufacturer purchase terms and pricing are managed by our product specialists.
- Used Equipment Sales.** Our used equipment sales are generated primarily from sales of used equipment from our rental fleet, as well as from sales of inventoried equipment that we acquire through trade-ins from our equipment customers and through selective purchases of high quality used equipment. Used equipment is sold by our dedicated retail sales force. Our used equipment sales are an effective way for us to manage the size and composition of our rental fleet and provide a profitable distribution channel for disposal of rental equipment.
- Parts Sales.** Our parts business sells new and used parts for the equipment we sell and also provides parts to our own rental fleet. To a lesser degree, we also sell parts for equipment produced by manufacturers whose products we neither rent nor sell. In order to provide timely parts and services support to our customers as well as our own rental fleet, we maintain an extensive parts inventory.
- Services.** Our services operation provides maintenance and repair services for our customers' equipment and to our own rental fleet at our facilities as well as at our customers' locations. As the authorized distributor for numerous equipment manufacturers, we are able to provide service to that equipment that will be covered under the manufacturer's warranty.

Our non-segmented revenues and costs relate to equipment support activities that we provide, such as transportation, hauling, parts freight and damage waivers, and are not generally allocated to reportable segments.

You can read more about our business segments under Item 1—Business and in note 17 of the consolidated financial statements in this Annual Report on Form 10-K.

#### Revenue Sources

We generate all of our total revenues from our five business segments and our non-segmented equipment support activities. Equipment rentals and new equipment sales account for more than half of our total revenues. For the year ended December 31, 2016, approximately 45.5% of our total revenues were attributable to equipment rentals, 20.1% of our total revenues were attributable to new equipment sales, 9.9% were attributable to used equipment sales, 11.2% were attributable to parts sales, 6.6% were attributable to our services revenues and 6.7% were attributable to non-segmented other revenues.

The pie charts below illustrate a breakdown of our revenues and gross profit for the year ended December 31, 2016 by business segment (see note 17 to our consolidated financial statements for further information regarding our business segments):



The equipment that we sell, rent and service is principally used in the construction industry, as well as by companies for commercial and industrial uses such as plant maintenance and turnarounds, as well as in the petrochemical and energy sectors. As a result, our total revenues are affected by several factors including, but not limited to, the demand for and availability of rental equipment, rental rates and other competitive factors, the demand for new and used equipment, the level of construction and industrial activities, spending levels by our customers, adverse weather conditions and general economic conditions. For a discussion of the impact of seasonality on our revenues, see “Seasonality” below.

**Equipment Rentals.** Our rental operation primarily rents our four core types of construction and industrial equipment. We have a well-maintained rental fleet and our own dedicated sales force, focused by equipment type. We actively manage the size, quality, age and composition of our rental fleet based on our analysis of key measures such as time utilization (which we analyze as equipment usage based on: (1) a percentage of original equipment cost, and (2) the number of rental equipment units available for rent), rental rate trends and targets, rental equipment dollar utilization and maintenance and repair costs, which we closely monitor. We maintain fleet quality through regional quality control managers and our parts and services operations. We recognize revenue from equipment rentals in the period earned on a straight-line basis, over the contract term, regardless of the timing of the billing to customers.

**New Equipment Sales.** We seek to optimize revenues from new equipment sales by selling equipment through a professional in-house retail sales force focused by product type. While sales of new equipment are impacted by the availability of equipment from the manufacturer, we believe our status as a leading distributor for some of our key suppliers improves our ability to obtain equipment. New equipment sales are an important component of our integrated model due to customer interaction and service contact and new equipment sales also lead to future parts and services revenues. We recognize revenue from the sale of new equipment at the time of delivery to, or pick-up by, the customer and when all obligations under the sales contract have been fulfilled and collectibility is reasonably assured.

**Used Equipment Sales.** We generate the majority of our used equipment sales revenues by selling equipment from our rental fleet. The remainder of our used equipment sales revenues comes from the sale of inventoried equipment that we acquire through trade-ins from our equipment customers and selective purchases of high-quality used equipment. Our policy is not to offer specified price trade-in arrangements on equipment for sale. Sales of our rental fleet equipment allow us to manage the size, quality, composition and age of our rental fleet, and provide us with a profitable distribution channel for the disposal of rental equipment. We recognize revenue for the sale of used equipment at the time of delivery to, or pick-up by, the customer and when all obligations under the sales contract have been fulfilled and collectibility is reasonably assured.

**Parts Sales.** We generate revenues from the sale of new and used parts for equipment that we rent or sell, as well as for other makes of equipment. Our product support sales representatives are instrumental in generating our parts revenues. They are product specialists and receive performance incentives for achieving certain sales levels. Most of our parts sales come from our extensive in-house parts inventory. Our parts sales provide us with a relatively stable revenue stream that is generally less sensitive to the economic cycles that tend to affect our rental and equipment sales operations. We recognize revenues from parts sales at the time of delivery to, or pick-up by, the customer and when all obligations under the sales contract have been fulfilled and collectibility is reasonably assured.

**Services.** We derive our services revenues from maintenance and repair services to customers for their owned equipment. In addition to repair and maintenance on an as-needed or scheduled basis, we also provide ongoing preventative maintenance services to industrial customers. Our after-market service provides a high-margin, relatively stable source of revenue through changing economic cycles. We recognize services revenues at the time services are rendered and collectibility is reasonably assured.

Our non-segmented other revenues relate to equipment support activities that we provide, such as transportation, hauling, parts freight and damage waivers, and are not generally allocated to reportable segments. We recognize non-segmented other revenues at the time of billing and after the related services have been provided.

## Principal Costs and Expenses

Our largest expenses are the costs to purchase the new equipment we sell, the costs associated with the used equipment we sell, rental expenses, rental depreciation and costs associated with parts sales and services, all of which are included in cost of revenues. For the year period ended December 31, 2016, our total cost of revenues was approximately \$642.5 million. Our operating expenses consist principally of selling, general and administrative expenses. For the year ended December 31, 2016, our selling, general and administrative expenses were \$228.1 million. In addition, we have interest expense related to our debt instruments. Operating expenses and all other income and expense items below the gross profit line of our consolidated statements of income are not generally allocated to our reportable segments.

We are also subject to federal and state income taxes. Future income tax examinations by state and federal agencies could result in additional income tax expense based on probable outcomes of such matters.

Cost of Revenues:

**Rental Depreciation.** Depreciation of rental equipment represents the depreciation costs attributable to rental equipment. Estimated useful lives vary based upon type of equipment. Generally, we depreciate cranes and aerial work platforms over a ten year estimated useful life, earthmoving over a five year estimated useful life with a 25% salvage value, and industrial lift trucks over a seven year estimated useful life. Attachments and other smaller type equipment are depreciated over a three year estimated useful life. We periodically evaluate the appropriateness of remaining depreciable lives assigned to rental equipment.

**Rental Expense.** Rental expense represents the costs associated with rental equipment, including, among other things, the cost of servicing and maintaining our rental equipment, property taxes on our fleet and other miscellaneous costs of rental equipment.

**New Equipment Sales.** Cost of new equipment sold primarily consists of the equipment cost of the new equipment that is sold, net of any amount of credit given to the customer towards the equipment for trade-ins.

**Used Equipment Sales.** Cost of used equipment sold consists of the net book value of rental equipment for used equipment sold from our rental fleet, the equipment costs for used equipment we purchase for sale or the trade-in value of used equipment that we obtain from customers in equipment sales transactions.

**Parts Sales.** Cost of parts sales represents costs attributable to the sale of parts directly to customers.

**Services Support.** Cost of services revenues represents costs attributable to service provided for the maintenance and repair of customer-owned equipment and equipment then on-rent by customers.

**Non-Segmented Other.** These expenses include costs associated with providing transportation, hauling, parts freight, and damage waiver including, among other items, drivers' wages, fuel costs, shipping costs, and our costs related to damage waiver policies.

Selling, General and Administrative Expenses:

Our selling, general and administrative ("SG&A") expenses include sales and marketing expenses, payroll and related benefit costs, including stock compensation expense, insurance expenses, legal and professional fees, rent and other occupancy costs, property and other taxes, administrative overhead, depreciation associated with property and equipment (other than rental equipment) and amortization expense associated with intangible assets. These expenses are not generally allocated to our reportable segments.

Interest Expense:

Interest expense for the periods presented represents the interest on our outstanding debt instruments, including aggregate amounts outstanding under our revolving senior secured credit facility (the "Credit Facility"), senior unsecured notes due 2022 and our capital lease obligations, as well as our extinguished senior unsecured notes due 2016 (the "Old Notes") for the periods during which such Old Notes were outstanding. Interest expense also includes interest on our outstanding manufacturer flooring plans payable which are used to finance inventory and rental equipment purchases. Non-cash interest expense related to the amortization cost of deferred financing costs and the accretion/amortization of note discount/premium are also included in interest expense.

Principal Cash Flows

We generate cash primarily from our operating activities and, historically, we have used cash flows from operating activities, manufacturer floor plan financings and available borrowings under the Credit Facility as the primary

sources of funds to purchase inventory and to fund working capital and capital expenditures, growth and expansion opportunities (see also “Liquidity and Capital Resources” below). Our management of our working capital is closely tied to operating cash flows, as working capital can be significantly impacted by, among other things, our accounts receivable activities, the level of new and used equipment inventories, which may increase or decrease in response to current and expected demand, and the size and timing of our trade accounts payable payment cycles.

## Rental Fleet

A substantial portion of our overall value is in our rental fleet equipment. The net book value of our rental equipment at December 31, 2016 was \$893.8 million, or approximately 72.0% of our total assets. Our rental fleet as of December 31, 2016 consisted of 28,753 units having an original acquisition cost (which we define as the cost originally paid to manufacturers or the original amount financed under operating leases) of approximately \$1.3 billion. As of December 31, 2016, our rental fleet composition was as follows (dollars in millions):

	Units	% of Total	Original Acquisition Cost	% of Original Acquisition Cost	Average Age in Months
Hi-Lift or Aerial Work Platforms	19,320	67.2 %	\$ 825.4	61.9 %	35.8
Cranes	350	1.2 %	122.5	9.2 %	48.7
Earthmoving	3,179	11.1 %	285.5	21.4 %	23.4
Industrial Lift Trucks	904	3.1 %	31.0	2.3 %	29.6
Other	5,000	17.4 %	69.2	5.2 %	28.0
Total	28,753	100.0 %	\$ 1,333.6	100.0 %	33.0

Determining the optimal age and mix for our rental fleet equipment is subjective and requires considerable estimates and judgments by management. We constantly evaluate the mix, age and quality of the equipment in our rental fleet in response to current economic and market conditions, competition and customer demand. The mix and age of our rental fleet, as well as our cash flows, are impacted by sales of equipment from the rental fleet, which are influenced by used equipment pricing at the retail and secondary auction market levels, and the capital expenditures to acquire new rental fleet equipment. In making equipment acquisition decisions, we evaluate current economic and market conditions, competition, manufacturers' availability, pricing and return on investment over the estimated useful life of the specific equipment, among other things. As a result of our in-house service capabilities and extensive maintenance program, we believe our rental fleet is well-maintained.

The original acquisition cost of our gross rental fleet increased by approximately \$47.4 million, or 3.7%, for the year ended December 31, 2016. The average age of our rental fleet equipment increased by approximately 1.6 months for the year ended December 31, 2016.

Our average rental rates for the year ended December 31, 2016 were approximately 0.6% lower than the year ended December 31, 2015 (see further discussion on rental rates in "Results of Operations" below).

The rental equipment mix among our four core product lines for the year ended December 31, 2016 was largely consistent with that of the prior year comparable period as a percentage of total units available for rent and as a percentage of original acquisition cost.

## Principal External Factors that Affect our Businesses

We are subject to a number of external factors that may adversely affect our businesses. These factors, and other factors, are discussed below and under the heading "Forward-Looking Statements," and in Item 1A—Risk Factors in this Annual Report on Form 10-K.

- Economic downturns. The demand for our products is dependent on the general economy, the stability of the global credit markets, the industries in which our customers operate or serve, and other factors. Downturns in the general economy or in the construction and manufacturing industries, as well as adverse credit market conditions, can cause demand for our products to materially decrease.

- Spending levels by customers. Rentals and sales of equipment to the construction industry and to industrial companies constitute a significant portion of our total revenues. As a result, we depend upon customers in these businesses and their ability and willingness to make capital expenditures to rent or buy specialized equipment. Accordingly, our business is impacted by fluctuations in customers' spending levels on capital expenditures and by the availability of credit to those customers.

- Adverse weather. Adverse weather in a geographic region in which we operate may depress demand for equipment in that region. Our equipment is primarily used outdoors and, as a result, prolonged adverse weather conditions may prohibit our customers from continuing their work projects. Adverse weather also has a seasonal impact in parts of our Intermountain region, particularly in the winter months.

- Regional and Industry-Specific Activity and Trends. Expenditures by our customers may be impacted by the overall level of construction activity in the markets and regions in which they operate, the price of oil and other commodities and other

general economic trends impacting the industries in which our customers and end users operate. As our customers adjust their activity and spending levels in response to these external factors, our rentals and sales of equipment to those customers will be impacted. For example, high levels of industrial activity in our Gulf Coast and Intermountain regions have been a meaningful driver of recent growth in our revenues. However, the recent decline in oil and natural gas prices, and uncertainty regarding future price levels, caused some of our customers in those markets to adjust their activity and spending levels during 2014, 2015 and continuing into 2016.

We believe that our integrated business tempers the effects of downturns in a particular segment. For a discussion of seasonality, see “Seasonality” on page 44 of this Annual Report on Form 10-K.

#### Critical Accounting Policies and Estimates

We prepare our consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. The application of many accounting principles requires us to make assumptions, estimates and/or judgments that affect the reported amounts of assets, liabilities, revenues and expenses in our consolidated financial statements. We base our estimates and judgments on historical experience and other assumptions that we believe are reasonable under the circumstances. These assumptions, estimates and/or judgments, however, are often subjective and they and our actual results may change based on changing circumstances or changes in our analyses. If actual amounts are ultimately different from our estimates, the revisions are included in our results of operations for the period in which the actual amounts first become known. We believe the following critical accounting policies could potentially produce materially different results if we were to change underlying assumptions, estimates and/or judgments. See also note 2 to our consolidated financial statements for a summary of our significant accounting policies.

**Revenue Recognition.** Our revenue recognition policies vary by reporting segment. Under current accounting guidance, our policy is to recognize revenue from equipment rentals in the period earned on a straight-line basis, over the contract term, regardless of the timing of the billing to customers. A rental contract term can be daily, weekly or monthly. Because the term of the contracts can extend across financial reporting periods, we record unbilled rental revenue and deferred rental revenue at the end of reporting periods so rental revenue earned is appropriately stated in the periods presented. We recognize revenue from new equipment sales, used equipment sales and parts sales at the time of delivery to, or pick-up by, the customer and when all obligations under the sales contract have been fulfilled and collectibility is reasonably assured. We recognize services revenues at the time services are rendered. We recognize other revenues for support services at the time we generate an invoice including the charge for such completed services. See also the “Recent Accounting Pronouncements” discussion below on page 47 for new accounting guidance related to revenue from contracts with customers.

**Allowance for Doubtful Accounts.** We maintain an allowance for doubtful accounts that reflects our estimate of the amount of our receivables that we will be unable to collect. We develop our estimate of this allowance based on our historical experience with specific customers, our understanding of our current economic circumstances and our own judgment as to the likelihood of ultimate payment. Our largest exposure to doubtful accounts is in our rental operations. We perform credit evaluations of customers and establish credit limits based on reviews of our customers’ current credit information and payment histories. We believe our credit risk is somewhat mitigated by our geographically diverse customer base and our credit evaluation procedures. During the year, we write-off customer account balances when we have exhausted reasonable collection efforts and determined that the likelihood of collection is remote. Such write-offs are charged against our allowance for doubtful accounts. Bad debt expense as a percentage of total revenues for the years ended December 31, 2016, 2015 and 2014 were approximately 0.3% in each year. The actual rate of future credit losses, however, may not be similar to past experience. Our estimate of doubtful accounts could change based on changing circumstances, including changes in the economy or in the particular circumstances of individual customers. Accordingly, we may be required to increase or decrease our allowance for doubtful accounts.

Useful Lives of Rental Equipment and Property and Equipment. We depreciate rental equipment and property and equipment over their estimated useful lives (generally three to ten years), after giving effect to an estimated salvage value ranging from 0% to 25% of cost. The useful life of rental equipment is determined based on our estimate of the period the asset will generate revenues, and the salvage value is determined based on our estimate of the minimum value we could realize from the asset after such period. We periodically review the assumptions utilized in computing rates of depreciation. We may be required to change these estimates based on changes in our industry or other changing circumstances. If these estimates change in the future, we may be required to recognize increased or decreased depreciation expense for these assets.



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The amount of depreciation expense we record is highly dependent upon the estimated useful lives and the salvage values assigned to each category of rental equipment. Generally, we assign estimated useful lives to our rental fleet ranging from a three-year life, five-year life with a 25% salvage value, seven-year life and a ten-year life. Depreciation expense on our rental fleet for the year ended December 31, 2016 was \$162.4 million. For the year ended December 31, 2016, the estimated impact of a change in estimated useful lives for each category of equipment by two years was as follows:

	Hi-Lift or		Industrial			Total
	Aerial Work	Platform Cranes	Earth- moving	Lift Trucks	Other	
Impact of 2-year change in useful life on results of operations for the year ended December 31, 2016	(\$ in millions)					
Depreciation expense for the year ended						
December 31, 2016	\$83.2	\$ 14.0	\$ 46.5	\$ 5.0	\$13.7	\$162.4
Increase of 2 years in useful life	66.5	10.6	29.8	3.6	14.0	124.5
Decrease of 2 years in useful life	99.7	15.9	69.5	6.4	13.7	205.2

For purposes of the sensitivity analysis above, we elected not to decrease the useful lives of other equipment, which are primarily three-year estimated useful life assets; rather, we have held the depreciation expense constant at the actual amount of depreciation expense. We believe that decreasing the life of the other equipment by two years is an unreasonable estimate and would potentially lead to the decision to expense, rather than capitalize, a significant portion of the subject asset class. In general terms, a one-year increase in the estimated life across all classes of our rental equipment will give rise to an approximate decrease in our annual depreciation expense of approximately \$19.0 million. Additionally, a one-year decrease in the estimated life across all classes of our rental equipment (with the exception of other equipment as discussed above) will give rise to an approximate increase in our annual depreciation expense of approximately \$21.3 million.

Another significant assumption used in our calculation of depreciation expense is the estimated salvage value assigned to our earthmoving equipment. Based on our recent experience, we have used a 25% factor of the equipment's original cost to estimate its salvage value. This factor is highly subjective and subject to change upon future actual results at the time we dispose of the equipment. A change of 5%, either increase or decrease, in the estimated salvage value would result in a change in our annual depreciation expense of approximately \$2.8 million.

**Purchase Price Allocation.** We have made significant acquisitions in the past and we may make additional acquisitions in the future that meet our selection criteria that solidify our presence in the contiguous regions where we operate with an objective of increasing our revenues, improving our profitability, entering additional attractive markets and strengthening our competitive position. Pursuant to Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 350 ("ASC 350"), Intangibles-Goodwill and Other, we record as goodwill the excess of the consideration transferred plus the fair value of any non-controlling interest in the acquiree at the acquisition date over the fair values of the identifiable net assets acquired. Such fair market value assessments require judgments and estimates that can be affected by various factors over time, which may cause final amounts to differ materially from

original estimates. For acquisitions completed through December 31, 2016, adjustments to fair value assessments have been recorded to goodwill over the purchase price allocation period (typically not exceeding 12 months).

With the exception of goodwill, long-lived fixed assets generally represent the largest component of our acquisitions. Typically, the long-lived fixed assets that we acquire are primarily comprised of rental fleet equipment. Historically, virtually all of the rental equipment that we have acquired through purchase business combinations has been classified as “To be Used,” rather than as “To be Sold.” Equipment that we acquire and classify as “To be Used” is recorded at fair value, as determined by replacement cost of such equipment. Any significant inventories of new and used equipment acquired in the transaction are valued at fair value, less cost to sell.

In addition to long-lived fixed assets, we also acquire other assets and assume liabilities. These other assets and liabilities typically include, but are not limited to, parts inventory, accounts receivable, accounts payable and other working capital items. Because of their short-term nature, the fair values of these assets and liabilities generally approximate the carrying values reflected on the acquired entities balance sheets. However, when appropriate, we adjust these carrying values for factors such as collectibility and existence. The intangible assets that we have acquired generally consist primarily of the goodwill recognized. Depending upon the applicable purchase agreement and the particular facts and circumstances of the business acquired, we may identify other intangible assets, such as trade names or trademarks, non-compete agreements and customer-related intangibles (specifically, customer relationships). A trademark has a fair value equal to the present value of the royalty income attributable to it. The royalty income attributable to a trademark represents the hypothetical cost savings that are derived from owning the trademark instead of paying royalties to license the trademark from another owner. When specifically negotiated by the parties in the applicable purchase agreements, we base the value of non-compete agreements on the amounts assigned to them in the purchase agreements as these

amounts represent the amounts negotiated in an arm's length transaction. When not negotiated by the parties in the applicable purchase agreements, the fair value of non-compete agreements is estimated based on an income approach since their values are representative of the current and future revenue and profit erosion protection they provide. Customer relationships are generally valued based on an excess earnings or income approach with consideration to projected cash flows. We use an independent third party valuation firm to assist us with estimating the fair values of our acquired intangible assets.

Goodwill. We have made acquisitions in the past that included the recognition of goodwill. Pursuant to ASC 350, goodwill is the excess of the consideration transferred plus the fair value of any non-controlling interest in the acquiree at the acquisition date over the fair values of the identifiable net assets acquired. We evaluate goodwill for impairment annually or more frequently if triggering events occur or other impairment indicators arise which might impair recoverability.

Application of the goodwill impairment test requires judgment, including: the identification of reporting units; assignment of assets and liabilities to reporting units; assignment of goodwill to reporting units; determination of the fair value of each reporting unit; and an assumption as to the form of the transaction in which the reporting unit would be acquired by a market participant (either a taxable or nontaxable transaction). Impairment of goodwill is evaluated at the reporting unit level. A reporting unit is defined as an operating segment (i.e., before aggregation or combination), or one level below an operating segment (i.e., a component). A component of an operating segment is a reporting unit if the component constitutes a business for which discrete financial information is available and segment management regularly reviews the operating results of that component. Pursuant to ASC 350 and ASC 280, Segment Reporting, and other relevant guidance, we have identified two components within our Rental operating segment (Equipment Rentals Component 1 and Equipment Rentals Component 2) and have determined that each of our other four operating segments (New Equipment, Used Equipment, Parts, and Service segments) represents a reporting unit, resulting in six total reporting units.

As of December 31, 2016, our goodwill was comprised of the following carrying values of three reporting units (amounts in thousands):

	Carrying Value
	at December 31,
Reporting Unit	2016
Equipment Rentals Component 2	\$ 18,700
Used Equipment Sales	6,137
Parts Sales	6,360
Total Goodwill	\$ 31,197

ASC 350 allows entities to first use a qualitative approach to test goodwill for impairment. ASC 350 permits an entity to first perform a qualitative assessment to determine whether it is more likely than not (a likelihood of greater than 50%) that the fair value of a reporting unit is less than its carrying value. If it is concluded that this is the case, the currently prescribed two-step goodwill test must be performed. Otherwise, the two-step goodwill impairment test is not required. Considerable judgment is required by management in using the qualitative approach under ASC 350 to determine whether it is more likely than not that the fair value of a reporting unit is less than its carrying value.

ASC 350 suggests that a qualitative assessment may become less relevant over time. In other words, the longer it has been since the last quantitative assessment, the more difficult it could be for a company to conclude that it is not more likely than not that the fair value of a reporting unit is less than its carrying amount. Given the length of time since the prior determination of our reporting units' fair values, we did not perform a qualitative assessment as of October 1, 2016, but proceeded to Step 1 of the test and determined that the fair values of the three reporting units above exceed their respective carrying values and Step 2 of the goodwill test was not required.

During fiscal years 2014 and 2015, we performed, as of October 1 of each year, a qualitative assessment and determined that it is more likely than not that the fair value of each of our reporting units is not less than its carrying value and, therefore, did not perform the prescribed two-step goodwill impairment test. We considered various factors in performing the qualitative test, including macroeconomic conditions, industry and market considerations, the overall financial performance of our reporting units, the Company's stock price and the excess amount or "cushion" between our reporting unit's fair value and carrying value as indicated on our most recent quantitative assessment. Based upon improving macroeconomic conditions, positive trends within our industry and market and continuing positive operating results in comparison to prior periods and our internal forecasts, as well as consideration of the cushion between the reporting unit's fair value and carrying value from our prior quantitative analysis, we determined that it is more likely than not that the fair value of our reporting units exceeds their respective carrying values at the October 1, 2015 and 2014 valuation dates and there was no goodwill impairment at October 1, 2015 and 2014.

If the two-step goodwill test must be performed, we determine whether the fair value of our goodwill reporting units is greater than their carrying value. If the fair value of the reporting unit exceeds the carrying value of the net assets assigned to that reporting unit, goodwill is not impaired. However, if the fair value of a reporting unit is less than its carrying value, then the second step of the impairment test is performed to determine the implied fair value of goodwill. If the carrying value of a reporting unit's goodwill exceeds its implied fair value, then we record an impairment loss for the excess amount.

For purposes of performing the first step of the impairment test described above, we estimate the fair value of our reporting units using a discounted cash flow analysis and/or by applying various market multiples. The principal factors used in the discounted cash flow analysis are our internal projected results of operations, weighted average cost of capital ("WACC") and terminal value assumptions.

Our internal projected results of operations serve as key inputs for developing our cash flow projections for a planning period of twelve years. Beyond this period, we also determine an assumed long-term growth rate representing the expected rate at which a reporting unit's earnings stream is expected to grow. These rates are used to calculate the terminal value of our reporting units and are added to the cash flows projected during the twelve year planning period. The WACC is an estimate of the overall after-tax rate of return required by equity and debt holders of a business enterprise and represents the expected cost of new capital likely to be used by market participants. The WACC is used to discount our combined future cash flows.

The inputs and variables used in determining the fair value of a reporting unit require management to make certain assumptions regarding the impact of operating and macroeconomic changes, as well as estimates of future cash flows. Our estimates regarding future cash flows are based on historical experience and projections of future operating performance, including revenues, margins and operating expenses. These estimates involve risk and are inherently uncertain. Changes in our estimates and assumptions could materially affect the determination of fair value and/or the amount of goodwill impairment to be recognized. However, we believe that our estimates and assumptions are reasonable and represent our most likely future operating results based upon current information available. Future deterioration in the macroeconomic environment, adverse changes within our industry, further deterioration in our common stock price, downward revisions to our projected cash flows based on new information, or other factors, some of which are beyond our ability to control, could result in a future impairment charge that could materially impact our future results of operations and financial position in the reporting period identified.

**Long-lived Assets.** Our long-lived assets principally consist of rental equipment and property and equipment. We review our long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In reviewing for impairment, the carrying value of such assets is compared to the estimated undiscounted future cash flows expected from the use of the assets and their eventual disposition. If such cash flows are not sufficient to support the asset's recorded value, an impairment charge is recognized to reduce the carrying value of the asset to its estimated fair value. The determination of future cash flows as well as the estimated fair value of long-lived and intangible assets involves significant estimates and judgment on the part of management. Our estimates and assumptions may prove to be inaccurate due to factors such as changes in economic conditions, changes in our business prospects or other changing circumstances.

**Inventories.** We state our new and used equipment inventories at the lower of cost or market by specific identification. Parts and supplies are stated at the lower of the weighted average cost or market. We maintain allowances for damaged, slow-moving and unmarketable inventory to reflect the difference between the cost of the inventory and the estimated market value. Changes in product demand may affect the value of inventory on hand and may require higher inventory allowances. Uncertainties with respect to inventory valuation are inherent in the preparation of financial statements. See also the "Recent Accounting Pronouncements" discussion below on page 46 for new accounting guidance related to the measurement of inventories.

Reserves for Claims. We are exposed to various claims relating to our business, including those for which we provide self-insurance. Claims for which we self-insure up to specified retention limits include: (1) workers compensation claims; (2) general liability claims by third parties for injury or property damage caused by our equipment or personnel; (3) automobile liability claims; and (4) employee health insurance claims. These types of claims may take a substantial amount of time to resolve and, accordingly, the ultimate liability associated with a particular claim, including claims incurred but not reported as of a period-end reporting date, may not be known for an extended period of time. Our methodology for developing self-insurance reserves is based on management estimates and independent third party actuarial estimates. Our estimation process considers, among other matters, the cost of known claims over time, cost inflation and incurred but not reported claims. These estimates may change based on, among other things, changes in our claim history or receipt of additional information relevant to assessing the claims. Further, these estimates may prove to be inaccurate due to factors such as adverse judicial determinations or other claim settlements at higher than estimated amounts. Accordingly, we may be required to increase or decrease our reserve levels.

Income Taxes. The Company files a consolidated federal income tax return with its wholly-owned subsidiaries. The Company is a C-Corporation under the provisions of the Internal Revenue Code. We utilize the asset and liability approach to measure deferred tax assets and liabilities based on temporary differences existing at each balance sheet date using currently enacted tax rates in accordance

with ASC 740, Income Taxes (“ASC 740”). ASC 740 takes into account the differences between financial statement treatment and tax treatment of certain transactions. Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect of a change in tax rate is recognized as income or expense in the period that includes the enactment date of that tax rate.

In accordance with ASC 740, the Company recognizes the effect of an income tax position only if it is more likely than not (a likelihood of greater than 50%) that such position will be sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. The Company recognizes both interest and penalties related to uncertain tax positions in net other income (expense).

Our deferred tax calculation requires management to make certain estimates about future operations. Deferred tax assets are reduced by a valuation allowance when, in the opinion of management, it is more likely than not that some portion or all of the deferred tax assets will not be realized.

Our U.S. federal tax returns for 2013 and subsequent years remain subject to examination by tax authorities. We are also subject to examination in various state jurisdictions for 2012 and subsequent years.

## Results of Operations

The tables included in the period-to-period comparisons below provide summaries of our revenues and gross profits for our business segments and non-segmented revenues for the years ended December 31, 2016, 2015 and 2014. The period-to-period comparisons of our financial results are not necessarily indicative of future results.

### Year Ended December 31, 2016 Compared to the Year Ended December 31, 2015

#### Revenues.

			Total	Total		
	For the Year Ended		Dollar	Percentage		
	December 31, 2016	2015	Increase (Decrease)	Increase (Decrease)		
(in thousands, except percentages)						
<b>Segment revenues:</b>						
Equipment rentals	\$445,227	\$443,024	\$ 2,203	0.5	%	
New equipment sales	196,688	238,172	(41,484 )	(17.4	)%	
Used equipment sales	96,910	118,338	(21,428 )	(18.1	)%	
Parts sales	109,147	111,133	(1,986 )	(1.8	)%	
Services revenues	64,673	63,954	719	1.1	%	
Non-Segmented other revenues	65,492	65,210	282	0.4	%	
Total revenues	\$978,137	\$1,039,831	\$(61,694 )	(5.9	)%	

**Total Revenues.** Our total revenues were \$978.1 million for the year ended December 31, 2016 compared to approximately \$1.04 billion for the year ended December 31, 2015, a decrease of \$61.7 million, or 5.9%. Revenues for our reportable segments and non-segmented other revenues are further discussed below.

**Equipment Rental Revenues.** Our revenues from equipment rentals for the year ended December 31, 2016 increased \$2.2 million, or 0.5%, to \$445.2 million from \$443.0 million in 2015. Rental revenues from earthmoving equipment increased approximately \$3.3 million, while rental revenues from aerial work platform equipment increased \$3.1 million. Other equipment rentals revenues increased \$2.5 million, while lift truck rental revenues increased \$0.4 million. Partially offsetting these increases in equipment rental revenues was a \$7.1 million decrease in crane rental revenues. Our average rental rates for the year ended December 31, 2016 decreased 0.6% compared to the year ended December 31, 2015.

Rental equipment dollar utilization (annual rental revenues divided by the average original rental fleet equipment costs) for the year ended December 31, 2016 decreased 0.6% to 34.0% from 34.6% in 2015. The decrease in comparative rental equipment dollar utilization was the result of a decrease in rental equipment time utilization, combined with a 0.6% decline in average rental rates. Rental equipment time utilization as a percentage of original equipment cost was 69.7% for the year ended December 31, 2016 compared to approximately 70.9% for the year ended December 31, 2015, a decrease of 1.2%. The decrease in equipment rental time



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utilization based on original equipment cost is largely reflective of multiple significant rain and flooding events in the Company's Louisiana, Texas and Arkansas markets during 2016 combined with lower utilization in the Company's oil and gas markets. Rental equipment time utilization based on the number of rental equipment units available for rent was 67.0% for the year ended December 31, 2016, compared to approximately 67.9% in the same period the prior year, a decrease of 0.9%.

**New Equipment Sales Revenues.** Our new equipment sales for the year ended December 31, 2016 decreased \$41.5 million, or 17.4%, to \$196.7 million from \$238.2 million in 2015 as new crane sales decreased \$50.5 million. The decrease in new crane sales was due primarily to decreased demand for new cranes among the Company's customers operating in the oil and gas markets. Sales of new other equipment decreased \$5.2 million and sales of new aerial work platform equipment decreased \$0.8 million. Partially offsetting these decreases in new equipment sales were a \$14.7 million increase in new earthmoving equipment sales and a \$0.3 million increase in new lift truck sales.

**Used Equipment Sales Revenues.** Our used equipment sales decreased \$21.4 million, or 18.1%, to \$96.9 million for the year ended December 31, 2016, from \$118.3 million for the same period in 2015. Sales of used cranes decreased \$14.3 million and sales of used aerial work platform equipment decreased \$7.3 million. Used other equipment sales decreased \$1.3 million and used earthmoving equipment sales decreased \$0.1 million, respectively. Partially offsetting these decreases was an increase in sales of used lift trucks of \$1.6 million. The overall decrease in used equipment sales is largely due to a decrease in sales of used equipment from the Company's rental equipment fleet in the current year period compared to last year.

**Parts Sales Revenues.** Our parts sales revenues decreased \$2.0 million, or 1.8%, to \$109.1 million for the year ended December 31, 2016 from \$111.1 million for the same period in 2015. The decrease in parts revenues was driven primarily by lower crane and earthmoving parts sales revenues.

**Services Revenues.** Our services revenues for the year ended December 31, 2016 increased \$0.7 million, or 1.1%, to \$64.7 million from \$64.0 million in the same period last year. The increase was primarily due to higher services revenue related to aerial work platform equipment and earthmoving equipment.

**Non-Segmented Other Revenues.** Our non-segmented other revenues consisted primarily of equipment support activities including transportation, hauling, parts freight and damage waiver charges. For the year ended December 31, 2016, our other revenues were \$65.5 million, an increase of approximately \$0.3 million, or 0.4%, from \$65.2 million in 2015. The increase was primarily due to an increase in damage waiver income.

**Gross Profit.**

			Total Dollar	Total Percentage
	For the Year Ended		Change	Change
	December 31, 2016	2015	Increase (Decrease)	Increase (Decrease)
	(in thousands, except percentages)			
<b>Segment Gross Profit:</b>				
Equipment rentals	\$211,118	\$208,985	\$ 2,133	1.0 %
New equipment sales	21,132	25,937	(4,805 )	(18.5 )%
Used equipment sales	30,172	37,000	(6,828 )	(18.5 )%

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Parts sales	30,181	30,303	(122 )	(0.4 )%
Services revenues	42,834	42,261	573	1.4 %
Non-Segmented revenues	174	1,246	(1,072 )	(86.0 )%
Total gross profit	\$335,611	\$345,732	\$ (10,121 )	(2.9 )%

Total Gross Profit. Our total gross profit was \$335.6 million for the year ended December 31, 2016 compared to \$345.7 million for the year ended December 31, 2015, a decrease of \$10.1 million, or 2.9%. Total gross profit margin for the year ended December 31, 2016 was approximately 34.3%, an increase of 1.1% from the 33.2% gross profit margin for the same period in 2015. Gross profit and gross margin for all reportable segments and non-segmented other revenues are further described below.

Equipment Rentals Gross Profit. Our gross profit from equipment rentals for the year ended December 31, 2016 increased \$2.1 million, or 1.0%, to \$211.1 million from \$209.0 million in 2015. The increase in equipment rentals gross profit was the result of a \$2.2 million increase in rental revenues for the year ended December 31, 2016 and a \$0.2 million decrease in rental expenses, which was partially offset by a \$0.3 million increase in equipment rental depreciation expense. Gross profit margin on equipment rentals for the year ended December 31, 2016 was approximately 47.4% compared to 47.2% for the same period in 2015, an increase of 0.2%.

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Depreciation expense was 36.5% of equipment rental revenues for the year ended December 31, 2016 compared to 36.6% for the same period in 2015, a decrease of 0.1%. As a percentage of equipment rental revenues, rental expenses were 16.1% for the year ended December 31, 2016 compared to approximately 16.3% for the same period last year, a decrease of 0.2%.

**New Equipment Sales Gross Profit.** Our new equipment sales gross profit for the year ended December 31, 2016 decreased \$4.8 million, or 18.5%, to \$21.1 million compared to \$25.9 million for the same period in 2015 on a decrease in total new equipment sales of \$41.5 million. Gross profit margin on new equipment sales for the year ended December 31, 2016 was 10.7%, a decrease of 0.2% from 10.9% in the same period in 2015, as a result of the mix of new equipment sold.

**Used Equipment Sales Gross Profit.** Our used equipment sales gross profit for the year ended December 31, 2016 decreased \$6.8 million, or 18.5%, to \$30.2 million from \$37.0 million in the same period in 2015 on a decrease in used equipment sales of \$21.4 million. Gross profit margin on used equipment sales for the year ended December 31, 2016 was 31.1%, down 0.2% from 31.3% for the same period last year, primarily as a result of the mix of used equipment sold. Our used equipment sales from the rental fleet, which comprised approximately 87.1% and 84.1% of our used equipment sales for the years ended December 31, 2016 and 2015, respectively, were approximately 152.4% and 154.5% of net book value for the years ended December 31, 2016 and 2015, respectively.

**Parts Sales Gross Profit.** For the year ended December 31, 2016, our parts sales revenue gross profit decreased \$0.1 million, or 0.4%, to \$30.2 million from \$30.3 million for the same period in 2015 on a \$2.0 million decrease in parts sales revenues. Gross profit margin on parts sales for the year ended December 31, 2016 was 27.7%, an increase of 0.4% from 27.3% in the same period in 2015, as a result of improved crane parts margins.

**Services Revenues Gross Profit.** For the year ended December 31, 2016, our services revenues gross profit increased \$0.6 million, or 1.4%, to \$42.8 million from \$42.3 million for the same period in 2015 on a \$0.7 million increase in services revenues. Gross profit margin on services revenues for the year ended December 31, 2016 was 66.2%, up 0.1% from 66.1% in the same period in 2015.

**Non-Segmented Other Revenues Gross Profit.** Our non-segmented other revenues gross profit decreased \$1.1 million, or 86.0%, to \$0.2 million for the year ended December 31, 2016 from approximately \$1.3 million for the same period in 2015 on a \$0.3 million increase in non-segmented other revenues. Gross margin for the year ended December 31, 2016 was 0.3% compared to a gross margin of 1.9% in the same period last year, a decrease of 1.6%, primarily reflective of higher costs and lower margins on hauling revenues.

**Selling, General and Administrative Expenses.** SG&A expenses increased \$7.9 million, or 3.6%, to \$228.1 million for the year ended December 31, 2016 compared to \$220.2 million for the year ended December 31, 2015. The increase in SG&A expenses was attributable to several factors. Employee salaries, wages, payroll taxes and related employee benefit expenses increased approximately \$3.7 million, primarily as a result of a larger workforce compared to the same period last year and higher employer health insurance costs. Facility costs increased \$2.8 million, comprised primarily of additional rent expense related to new branches opened since the fourth quarter of last year. Legal and other professional services increased \$1.9 million and depreciation expense increased \$1.0 million. Property taxes increased \$0.7 million. Partially offsetting these increases was a \$1.9 million decrease in employee education, training and related travel costs. Bad debt expense decreased \$0.4 million. Of the \$7.9 million increase in SG&A expenses, approximately \$6.3 million was attributable to branches opened since December 31, 2014 with less than 12 full months of comparable operations in either or both of the years ended December 31, 2015 and 2016. As a percentage of total revenues, SG&A expenses were 23.3% for the year ended December 31, 2016, an increase of 2.1% from 21.2% for the same period last year, primarily as a result of the current year decrease in total revenues (driven primarily by the decrease in new and used equipment sales revenues) combined with the increase in costs noted above.

Other Income (Expense). For the year ended December 31, 2016, our net other expenses decreased \$0.8 million to \$51.7 million compared to approximately \$52.5 million for the same period in 2015. Interest expense was \$53.6 million for the year ended December 31, 2016 compared to \$54.0 million for the same period in 2015, a decrease of \$0.4 million. The decrease in interest expense is due to lower average borrowings under the Company's Senior Secured Credit Facility and lower average amounts outstanding on manufacturer flooring plans payable during the current year compared to last year. Miscellaneous other income was \$1.9 million for the year ended December 31, 2016 compared to \$1.5 million last year, an increase of \$0.4 million.

Income Taxes. We recorded income tax expense of approximately \$21.9 million for the year ended December 31, 2016 compared to income tax expense of approximately \$31.4 million for the year ended December 31, 2015. Our effective income tax rate was approximately 37.0% for the year ended December 31, 2016 compared to 41.5% for the same period last year, a decrease of 4.5%. The decrease in our effective tax rate is primarily due to a decrease in our blended state income tax rate, realized in the fourth quarter of the current year, resulting from changes in apportionment factors and state statutory income tax rates. Based on available evidence, both positive and negative, we believe it is more likely than not that our federal deferred tax assets at December 31, 2016 are fully realizable through future reversals of existing taxable temporary differences and future taxable income, and are not subject to any

limitations. For the year ended December 31, 2016, a valuation allowance of \$0.2 million was created for certain state net operating losses expiring soon that may not be utilized.

Year Ended December 31, 2015 Compared to the Year Ended December 31, 2014

Revenues.

	For the Year Ended December 31, 2015      2014		Total Dollar Increase	Total Percentage Increase	
(in thousands, except percentages)					
<b>Segment revenues:</b>					
Equipment rentals	\$443,024	\$404,110	\$38,914	9.6	%
New equipment sales	238,172	328,036	(89,864)	(27.4)	)%
Used equipment sales	118,338	123,173	(4,835)	(3.9)	)%
Parts sales	111,133	113,732	(2,599)	(2.3)	)%
Services revenues	63,954	61,292	2,662	4.3	%
Non-Segmented other revenues	65,210	60,069	5,141	8.6	%
Total revenues	\$1,039,831	\$1,090,412	\$(50,581)	(4.6)	)%

Total Revenues. Our total revenues were approximately \$1.0 billion for the year ended December 31, 2015 compared to \$1.1 billion for the year ended December 31, 2014, a decrease of approximately \$50.6 million, or 4.6%. Revenues for our reportable segments and non-segmented other revenues are further discussed below.

Equipment Rental Revenues. Our revenues from equipment rentals for the year ended December 31, 2015 increased \$38.9 million, or 9.6%, to \$443.0 million from \$404.1 million in 2014, as a result of continued strong end user demand in our construction and industrial markets. Rental revenues from aerial work platforms increased approximately \$18.5 million, while rental revenues from earthmoving equipment increased \$17.0 million. Other equipment rentals revenues increased \$2.7 million, while crane and lift truck rental revenues increased \$0.5 million and \$0.2 million, respectively. Our average rental rates for the year ended December 31, 2015 increased 1.3% compared to the year ended December 31, 2014.

Rental equipment dollar utilization (annual rental revenues divided by the average original rental fleet equipment costs) for the year ended December 31, 2015 decreased 1.2% to 34.6% from 35.8% in 2014. The decrease in comparative rental equipment dollar utilization was the result of a decrease in rental equipment time utilization, which was partially offset by the 1.3% increase in average rental rates. Rental equipment time utilization as a percentage of original equipment cost was approximately 70.9% for the year ended December 31, 2015 compared to 72.2% for the year ended December 31, 2014, a decrease of approximately 2.3%. The decrease in equipment rental time utilization based on original equipment cost is largely reflective of extreme winter weather in the first quarter of 2015 and unusually inclement weather conditions in the second quarter of 2015 in many of our regions, combined with decreased rental activity among the Company's customers operating in the oil and gas markets during 2015. Rental equipment time utilization based on the number of rental equipment units available for rent was 67.9% for the year ended December 31, 2015 compared to 66.9% in the same 2014 period, an increase of approximately 1.0%.

New Equipment Sales Revenues. Our new equipment sales for the year ended December 31, 2015 decreased approximately \$89.9 million, or 27.4%, to \$238.2 million from \$328.0 million in 2014, largely as a result of an \$81.6 million decrease in new crane sales. The decrease in new crane sales is due primarily to decreased demand for new cranes among the Company's customers operating in the oil and gas markets. Sales of new aerial work platform

equipment decreased \$7.8 million and sales of new earthmoving equipment decreased \$5.1 million, while sales of new lift trucks decreased \$0.4 million. Partially offsetting these decreases in new equipment sales was an increase of \$5.0 million in new other equipment revenues.

Used Equipment Sales Revenues. Our used equipment sales decreased approximately \$4.8 million, or 3.9%, to \$118.3 million for the year ended December 31, 2015, from \$123.2 million for the same period in 2014. Sales of used cranes decreased \$3.5 million and sales of used aerial work platform equipment decreased \$1.6 million. Used earthmoving equipment and used lift trucks revenues decreased \$0.9 million and \$0.7 million, respectively. Partially offsetting these decreases was an increase in sales of used other equipment of \$1.9 million. The overall decrease in used equipment sales for the year is largely due to the Company having a younger fleet compared to 2014, in particular during the first half of the current year, resulting in less equipment being at an age at which it is typically sold in the normal fleet life cycle.

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**Parts Sales Revenues.** Our parts sales revenues decreased \$2.6 million, or 2.3%, to \$111.1 million for the year ended December 31, 2015 from \$113.7 million for the same period in 2014. The decrease in parts revenues was driven primarily by lower demand for crane parts.

**Services Revenues.** Our services revenues for the year ended December 31, 2015 increased \$2.7 million, or 4.3%, to \$64.0 million from \$61.3 million in 2014. The increase in services revenues was due to higher demand for equipment services compared to the prior year.

**Non-Segmented Other Revenues.** Our non-segmented other revenues consisted primarily of equipment support activities including transportation, hauling, parts freight and damage waiver charges. For the year ended December 31, 2015, our other revenues were \$65.2 million, an increase of approximately \$5.1 million, or 8.6%, from \$60.1 million in 2014. The increase was primarily due to an increase in hauling revenues and higher damage waiver income associated with our increased equipment rental activity.

**Gross Profit.**

	For the Year Ended		Total		
	December 31,		Total	Percentage	
	2015	2014	Dollar	Change	
			Change	Change	
	2015	2014	Increase	Increase	
	(in thousands, except percentages)				
<b>Segment Gross Profit:</b>					
Equipment rentals	\$208,985	\$196,139	\$12,846	6.5	%
New equipment sales	25,937	38,510	(12,573)	(32.6)	)%
Used equipment sales	37,000	38,237	(1,237)	(3.2)	)%
Parts sales	30,303	32,626	(2,323)	(7.1)	)%
Services revenues	42,261	39,785	2,476	6.2	%
Non-Segmented revenues	1,246	2,641	(1,395)	(52.8)	)%
Total gross profit	\$345,732	\$347,938	\$(2,206)	(0.6)	)%

**Total Gross Profit.** Our total gross profit was \$345.7 million for the year ended December 31, 2015 compared to \$347.9 million for the year ended December 31, 2014, a decrease of \$2.2 million, or 0.6%. Total gross profit margin for the year ended December 31, 2015 was approximately 33.2%, an increase of 1.3% from the 31.9% gross profit margin for the same period in 2014. Gross profit and gross margin for all reportable segments and non-segmented other revenues are further described below.

**Equipment Rentals Gross Profit.** Our gross profit from equipment rentals for the year ended December 31, 2015 increased approximately \$12.8 million, or 6.5%, to \$209.0 million from \$196.1 million in 2014. The increase in equipment rentals gross profit was the result of a \$38.9 million increase in rental revenues for the year ended December 31, 2015, which was partially offset by a \$10.1 million increase in rental expenses and a \$16.0 million increase in rental equipment depreciation expense. The increase in rental expenses and rental equipment depreciation expense was due to a larger average fleet size during 2015 compared to 2014, especially in the first three quarters of 2015. Gross profit margin on equipment rentals for the year ended December 31, 2015 was 47.2%, down 1.3% from 48.5% for the same period in 2014, as a result of higher rental expenses and an increase in depreciation expenses. As a

percentage of equipment rental revenues, rental expenses were 16.3% for the year ended December 31, 2015 compared to 15.3% in 2014, an increase of 1.0%. This percentage increase was primarily attributable to the larger fleet size noted above and to a lesser extent, a higher percentage of rental expenses as a percentage of rental revenues in our oil and gas markets due to lower comparative rental revenues in those markets. Depreciation expense was 36.6% of equipment rental revenues for the year ended December 31, 2015 compared to 36.2% for the same period in 2014, up 0.4%, as a result of the larger fleet size.

**New Equipment Sales Gross Profit.** Our new equipment sales gross profit for the year ended December 31, 2015 decreased \$12.6 million, or 32.6%, to \$25.9 million compared to \$38.5 million for the same period in 2014 on a decrease in total new equipment sales of \$89.9 million. Gross profit margin on new equipment sales for the year ended December 31, 2015 was 10.9%, a decrease of 0.8% from 11.7% in the same period in 2014, as a result of the mix of new equipment sold and lower gross margins on new crane and earthmoving equipment sales.

**Used Equipment Sales Gross Profit.** Our used equipment sales gross profit for the year ended December 31, 2015 decreased approximately \$1.2 million, or 3.2%, to \$37.0 million from \$38.2 million in the same period in 2014 on a decrease in used equipment sales of \$4.8 million. Gross profit margin on used equipment sales for the year ended December 31, 2015 was 31.3%, up approximately 0.3% from 31.0% for the same period in 2014, primarily as a result of higher margins on sales of used aerial work platform equipment. Our used equipment sales from the rental fleet, which comprised approximately 84.1% and 82.3% of our used



equipment sales for the years ended December 31, 2015 and 2014, respectively, were approximately 154.5% and 154.3% of net book value for the years ended December 31, 2015 and 2014, respectively.

**Parts Sales Gross Profit.** For the year ended December 31, 2015, our parts sales revenue gross profit decreased \$2.3 million, or 7.1%, to \$30.3 million from \$32.6 million for the same period in 2014 on a \$2.6 million decrease in parts sales revenues. Gross profit margin on parts sales for the year ended December 31, 2015 was 27.3%, a decrease of 1.4% from 28.7% in the same period in 2014, as a result of the mix of parts sold.

**Services Revenues Gross Profit.** For the year ended December 31, 2015, our services revenues gross profit increased \$2.5 million, or 6.2%, to \$42.3 million from \$39.8 million for the same period in 2014 on a \$2.7 million increase in services revenues. Gross profit margin on services revenues for the year ended December 31, 2015 was 66.1%, up 1.2% from 64.9% in the same period in 2014, as a result of our services revenues mix.

**Non-Segmented Other Revenues Gross Profit.** Our non-segmented other revenues gross profit decreased \$1.4 million, or 52.8%, to \$1.2 million for the year ended December 31, 2015 from \$2.6 million for the same period in 2014 on a \$5.1 million increase in non-segmented other revenues. Gross margin for the year ended December 31, 2015 was 1.9% compared to a gross margin of 4.4% in 2014, a decrease of 2.5%, primarily reflective of higher costs and lower margins on hauling revenues, which were impacted by higher equipment transfer costs in the current period, especially in the first six months of 2015, compared to the year ended December 31, 2014.

**Selling, General and Administrative Expenses.** SG&A expenses increased \$13.7 million, or 6.7%, to \$220.2 million for the year ended December 31, 2015 compared to \$206.5 million for the year ended December 31, 2014. The net increase in SG&A expenses was attributable to several factors. Employee wages, incentives and benefits increased \$4.2 million, primarily as a result of higher salaries, wages and payroll taxes stemming primarily from a larger workforce. Professional and other service fees increased \$1.2 million. Warranty and miscellaneous third party services costs increased \$1.5 million. Facility costs increased \$1.8 million while other leasing costs increased \$1.1 million. Depreciation and amortization expense increased \$1.2 million and liability insurance costs increased \$1.0 million. Promotional and marketing related expenses increased \$0.7 million and supplies expense increased \$0.4 million. Bad debt expense increased \$0.6 million. Stock-based compensation expense was \$2.7 million, \$2.6 million and \$2.6 million for the years ended December 31, 2015, 2014 and 2013, respectively. Of the \$13.7 million increase in total SG&A expenses and the specific increases noted above, approximately \$4.4 million of the increase was attributable to branches opened since December 31, 2013 with less than 12 full comparable months of operation in either or both of the years ended December 31, 2014 and 2015. As a percentage of total revenues, SG&A expenses were 21.2% for the year ended December 31, 2015, an increase of 2.3% from 18.9% in the previous year, primarily as a result of the current year decrease in total revenues (driven primarily by the decrease in new equipment sales revenues) combined with the increase in costs noted above.

**Other Income (Expense).** For the year ended December 31, 2015, our net other expenses increased \$1.5 million to \$52.6 million compared to \$51.1 million for the same period in 2014. The increase was the result of approximately \$1.7 million increase in interest expense to \$54.0 million for the year ended December 31, 2015 compared to approximately \$52.4 million for the same period in 2014. The increase in interest expense is substantially due to higher interest costs of \$1.5 million on the Credit Facility (as defined below) as a result of higher average borrowings in 2015 compared to 2014, combined with increased unused commitment fees as a result of the February 2015 amendment to the Credit Facility, which increased borrowing availability by \$200 million. Additionally, interest expense on manufacturing flooring plans payable increased \$0.2 million. Miscellaneous other income increased \$0.2 million to \$1.5 million for the year ended December 31, 2015, compared to \$1.3 million in 2014.

**Income Taxes.** We recorded income tax expense of \$31.4 million for the year ended December 31, 2015 compared to income tax expense of approximately \$37.5 million for the year ended December 31, 2014. Our effective income tax rate was approximately 41.5% for the year ended December 31, 2015 compared to 40.5% for the year ended December 31, 2014. The increase in our effective tax rate is primarily due to a decrease in favorable permanent

differences in the relation to current year pre-tax income and state income tax discrete items. Based on available evidence, both positive and negative, we believe it is more likely than not that our deferred tax assets at December 31, 2015 are fully realizable through future reversals of existing taxable temporary differences and future taxable income, and are not subject to any limitations.

#### Liquidity and Capital Resources

Cash Flow from Operating Activities. For the year ended December 31, 2016, the cash provided by our operating activities was \$177.0 million. Our reported net income of \$37.2 million, when adjusted for non-cash income and expense items, such as depreciation and amortization, (including net amortization (accretion) of note discount (premium)), deferred income taxes, provision for losses on accounts receivable, provision for inventory obsolescence, stock-based compensation expense and net gains on the sale of long-lived assets, provided positive cash flows of \$223.7 million. These cash flows from operating activities were also positively impacted by a \$4.2 million decrease in receivables, a \$4.3 million decrease in inventories, a \$2.5 million decrease in prepaid expenses and other

assets and a \$1.7 million increase in accrued expenses and other liabilities. Partially offsetting these positive cash flows were a \$27.3 million decrease in accounts payable, a \$31.7 million decrease in manufacturing flooring plans payable, and a \$0.3 million decrease in deferred compensation.

For the year ended December 31, 2015, the cash provided by our operating activities was \$206.6 million. Our reported net income of \$44.3 million, when adjusted for non-cash income and expense items, such as depreciation and amortization, (including net amortization (accretion) of note discount (premium)), deferred income taxes, provision for losses on accounts receivable, provision for inventory obsolescence, stock-based compensation expense and net gains on the sale of long-lived assets, provided positive cash flows of \$231.1 million. These cash flows from operating activities were also positively impacted by a \$13.6 million decrease in receivables and a \$13.5 million increase in accounts payable. Partially offsetting these positive cash flows were a \$31.2 million decrease in manufacturing flooring plans payable and a \$14.5 million increase in inventories. Accrued expenses payable and other liabilities decreased \$5.0 million and prepaid expenses and other assets increased \$0.9 million.

**Cash Flow from Investing Activities.** For the year ended December 31, 2016, cash provided by our investing activities was exceeded by cash used in our investing activities, resulting in net cash used in our investing activities of approximately \$114.4 million. This was a result of purchases of rental and non-rental equipment totaling \$202.6 million, which was partially offset by proceeds from the sale of rental and non-rental equipment of approximately \$88.2 million.

For the year ended December 31, 2015, cash provided by our investing activities was exceeded by cash used in our investing activities, resulting in net cash used in our investing activities of approximately \$101.8 million. This was a result of purchases of rental and non-rental equipment totaling \$205.6 million, which was partially offset by proceeds from the sale of rental and non-rental equipment of approximately \$103.8 million.

**Cash Flow from Financing Activities.** For the year ended December 31, 2016, cash provided by our financing activities was exceeded by cash used in our financing activities, resulting in net cash used in our financing activities of \$62.0 million. Net payments under the Credit Facility totaled \$22.2 million. We paid quarterly dividends in 2016 totaling \$39.1 million. We purchased approximately \$0.6 million of treasury stock. Capital lease payments totaled \$0.2 million.

For the year ended December 31, 2015, cash provided by our financing activities was exceeded by cash used in our financing activities, resulting in net cash used in our financing activities of approximately \$113.6 million. Net payments under the Credit Facility totaled \$75.1 million. We paid quarterly dividends in 2015 totaling \$37.1 million. We paid deferred financing costs of \$0.7 million and purchased \$0.5 million of treasury stock. Capital lease payments totaled \$0.2 million.

#### Senior Unsecured Notes

On August 20, 2012, the Company closed on its offering of \$530 million aggregate principal amount of its 7% senior notes due 2022 (the “New Notes”) in an unregistered offering. The New Notes and related guarantees were offered in a private placement solely to qualified institutional buyers in reliance on Rule 144A under the Securities Act of 1933, as amended (the “Securities Act”), or outside the United States to persons other than “U.S. persons” in compliance with Regulation S under the Securities Act.

The New Notes were issued at par and require semiannual interest payments on March 1 and September 1 of each year, commencing on March 1, 2013. No principal payments are due until maturity (September 1, 2022).

The New Notes are redeemable, in whole or in part, at any time on or after September 1, 2017 at specified redemption prices plus accrued and unpaid interest to the date of redemption. We may redeem up to 35% of the aggregate principal amount of the New Notes before September 1, 2015 with the net cash proceeds from certain equity offerings.

We may also redeem the New Notes prior to September 1, 2017 at a specified “make-whole” redemption price plus accrued and unpaid interest to the date of redemption.

The New Notes rank equally in right of payment to all of our existing and future senior indebtedness and rank senior to any of our subordinated indebtedness. The New Notes are unconditionally guaranteed on a senior unsecured basis by all of our current and future significant domestic restricted subsidiaries. In addition, the New Notes are effectively subordinated to all of our and the guarantors’ existing and future secured indebtedness, including the Credit Facility, to the extent of the assets securing such indebtedness, and are structurally subordinated to all of the liabilities and preferred stock of any of our subsidiaries that do not guarantee the New Notes.

If we experience a change of control, we will be required to offer to purchase the New Notes at a repurchase price equal to 101% of the principal amount, plus accrued and unpaid interest to the date of repurchase.

On February 4, 2013, the Company closed on its offering of \$100 million aggregate principal amount of Add-on Notes in an unregistered offering through a private placement. The Add-on Notes were priced at 108.5% of the principal amount. The Add-on Notes bear interest at a rate of 7% per year and mature on September 1, 2022. Interest on the Add-on Notes accrues from August 20, 2012 and is payable on each March 1 and September 1, commencing March 1, 2013. No principal payments are due until maturity.

The Add-on Notes were issued as additional notes under an indenture dated as of August 20, 2012, pursuant to which the Company previously issued the New Notes as described above. The Add-on Notes have identical terms to, rank equally with and form a part of a single class of securities with the New Notes.

In order to satisfy our obligations under two separate registration rights agreements, one entered into between the Company, the guarantors of the New Notes and the initial purchasers of the New Notes, and the other entered into between the Company, the guarantors of the Add-on Notes and the initial purchaser of the Add-on Notes, we commenced an offering on April 1, 2013 to exchange the New Notes and guarantees and the Add-on Notes and guarantees for registered, publicly tradable notes and guarantees that have terms identical in all material respects to the New Notes and the Add-on Notes (except that the exchange notes do not contain any transfer restrictions). This exchange offer closed on April 30, 2013.

#### Senior Secured Credit Facility

We and our subsidiaries are parties to a \$602.5 million senior secured credit facility (the “Credit Facility”) with General Electric Capital Corporation as agent, and the lenders named therein.

On May 21, 2014, we amended, extended and restated the Credit Facility by entering into the Fourth Amended and Restated Credit Agreement (the “Amended and Restated Credit Agreement”) by and among the Company, Great Northern Equipment, Inc., H&E Equipment Services (California), LLC, the other credit parties named therein, the lenders named therein, General Electric Capital Corporation, as administrative agent, Bank of America, N.A. as co-syndication agent and documentation agent, Wells Fargo Capital Finance, LLC, as co-syndication agent and Deutsche Bank Securities Inc. as joint lead arranger and joint bookrunner.

The Amended and Restated Credit Agreement, among other things, (i) extends the maturity date of the Credit Facility from February 29, 2017 to May 21, 2019, (ii) increases the uncommitted incremental revolving capacity from \$130 million to \$150 million, (iii) permits a like-kind exchange program under Section 1031 of the Internal Revenue Code of 1986, as amended, (iv) provides that the unused commitment fee margin will be either 0.50%, 0.375% or 0.25%, depending on the ratio of the average of the daily closing balances of the aggregate revolving loans, swing line loans and letters of credit outstanding during each month to the aggregate commitments for the revolving loans, swing line loans and letters of credit, (v) lowers the interest rate (a) in the case of index rate revolving loans, to the index rate plus an applicable margin of 0.75% to 1.25% depending on the leverage ratio and (b) in the case of LIBOR revolving loans, to LIBOR plus an applicable margin of 1.75% to 2.25%, depending on the leverage ratio, (vi) lowers the margin applicable to the letter of credit fee to between 1.75% and 2.25%, depending on the leverage ratio, and (vii) permits, under certain conditions, for the payment of dividends and/or stock repurchases or redemptions on the capital stock of the Company of up to \$75 million per calendar year and further additionally permits the payment of the special cash dividend of \$7.00 per share previously declared by the Company on August 20, 2012 to the holders of outstanding restricted stock of the Company following the declared payment date with such permission not tied to the vesting of such restricted stock (which includes the Company’s payment in June 2014 of all amounts that remained payable to the holders of the restricted stock of the Company with respect to such special dividend that was otherwise payable following the applicable vesting dates in May and July 2014 and 2015).

On February 5, 2015, we entered into an amendment to the Credit Facility which increased the total amount of revolving loan commitments under the Amended and Restated Credit Agreement from \$402.5 million to \$602.5 million.

At December 31, 2016, the Company could borrow up to an additional \$432.1 million and remain in compliance with the debt covenants under the Company’s credit facility. At December 31, 2016, the interest rate on the Credit Facility was based on LIBOR plus 200 basis points and the U.S. Prime Rate plus 100 basis points. The weighted average interest rate at December 31, 2016 was approximately 2.9%. At February 16, 2017, we had \$469.7 million of available borrowings under our Credit Facility, net of a \$7.7 million outstanding letter of credit.

### Cash Requirements Related to Operations

Our principal sources of liquidity have been from cash provided by operating activities and the sales of new, used and rental fleet equipment, proceeds from the issuance of debt, and borrowings available under the Credit Facility. Our principal uses of cash have been to fund operating activities and working capital (including new and used equipment inventories), purchases of rental fleet equipment and property and equipment, fund payments due under facility operating leases and manufacturer flooring plans payable, and to meet debt service requirements. In the future, we may pursue additional strategic acquisitions and seek to open new start-up locations. We anticipate that the above described uses will be the principal demands on our cash in the future.

The amount of our future capital expenditures will depend on a number of factors including general economic conditions and growth prospects. Our gross rental fleet capital expenditures for the year ended December 31, 2016 were approximately \$218.2 million, including \$38.5 million of non-cash transfers from new and used equipment to rental fleet inventory. Our gross property and equipment capital expenditures for the year ended December 31, 2016 were \$22.9 million. In response to changing economic

conditions, we believe we have the flexibility to modify our capital expenditures by adjusting them (either up or down) to match our actual performance.

To service our debt, we will require a significant amount of cash. Our ability to pay interest and principal on our indebtedness (including the New Notes and the Add-on Notes, the Credit Facility and our other indebtedness), will depend upon our future operating performance and the availability of borrowings under the Credit Facility and/or other debt and equity financing alternatives available to us, which will be affected by prevailing economic conditions and conditions in the global credit and capital markets, as well as financial, business and other factors, some of which are beyond our control. Based on our current level of operations and given the current state of the capital markets, we believe our cash flow from operations, available cash and available borrowings under the Credit Facility will be adequate to meet our future liquidity needs for the foreseeable future. As of February 16, 2017, we had \$469.7 million of available borrowings under the Credit Facility, net of a \$7.7 million outstanding letter of credit.

We cannot provide absolute assurance that our future cash flow from operating activities will be sufficient to meet our long-term obligations and commitments. If we are unable to generate sufficient cash flow from operating activities in the future to service our indebtedness and to meet our other commitments, we will be required to adopt one or more alternatives, such as refinancing or restructuring our indebtedness, selling material assets or operations or seeking to raise additional debt or equity capital. Given current economic and market conditions, including the significant disruptions in the global capital markets, we cannot assure investors that any of these actions could be effected on a timely basis or on satisfactory terms or at all, or that these actions would enable us to continue to satisfy our capital requirements. In addition, our existing debt agreements, including the Credit Facility and the indenture governing the New Notes and the Add-on Notes, as well as any future debt agreements, contain or may contain restrictive covenants, which may prohibit us from adopting any of these alternatives. Our failure to comply with these covenants could result in an event of default which, if not cured or waived, could result in the acceleration of all of our debt.

#### Quarterly Dividend

On each of February 12, 2016, May 16, 2016, August 10, 2016 and November 10, 2016, the Company announced a quarterly dividend of \$0.275 per share to stockholders of record, which were paid on March 9, 2016, June 9, 2016, September 9, 2016 and December 9, 2016, respectively, totaling approximately \$39.1 million. On February 15, 2017, the Company announced a quarterly dividend of \$0.275 per share to stockholders of record as of the close of business on February 27, 2017, which is to be paid on March 10, 2017.

The Company intends to continue to pay regular quarterly cash dividends; however, the declaration of any subsequent dividends is discretionary and will be subject to a final determination by the Board of Directors each quarter after its review of, among other things, business and market conditions.

#### Seasonality

Although we believe our business is not materially impacted by seasonality, the demand for our rental equipment tends to be lower in the winter months. The level of equipment rental activities is directly related to commercial and industrial construction and maintenance activities. Therefore, equipment rental performance will be correlated to the levels of current construction activities. The severity of weather conditions can have a temporary impact on the level of construction activities. Adverse weather has a seasonal impact in parts of the markets we serve, including our Intermountain region, particularly in the winter months.

Equipment sales cycles are also subject to some seasonality with the peak selling period during the spring season and extending through the summer. Parts and services activities are typically less affected by changes in demand caused by seasonality.

#### Certain Information Concerning Off-Balance Sheet Arrangements

An off-balance sheet arrangement is any transaction, agreement or other contractual arrangement involving an unconsolidated entity under which a company has (1) made guarantees, (2) a retained or a contingent interest in transferred assets, (3) an obligation under derivative instruments classified as equity or (4) any obligation arising out of a material variable interest in an unconsolidated entity that provides financing, liquidity, market risk or credit risk support to the Company, or that engages in leasing, hedging or research and development arrangements with the Company.

We have no off-balance sheet arrangements as described above. Further, we do not have any relationships with unconsolidated entities or financial partnerships, such as entities often referred to as structured finance or special purpose entities, which would have been established for the purpose of facilitating off-balance sheet arrangements or other contractually narrow or limited purposes. We are, therefore, not materially exposed to any financing, liquidity, market or credit risk that could arise if we had engaged in such



relationships. We have also evaluated our relationships with related parties and determined that none of the related party interests represent variable interest entities pursuant to ASC 810, Consolidation.

In the normal course of our business activities, we may lease real estate, rental equipment and non-rental equipment under operating leases. See “Contractual and Commercial Commitments” below.

#### Contractual and Commercial Commitments

Our contractual obligations and commercial commitments principally include obligations associated with our outstanding indebtedness and interest payments as of December 31, 2016.

	Payments Due by Year				
	Total	2017	2018-2019	2020-2021	Thereafter
	(Amounts in thousands)				
Senior unsecured notes payable	\$630,000	\$—	\$—	\$—	\$630,000
Interest payments on senior unsecured notes (1)	264,600	44,100	88,200	88,200	44,100
Credit Facility	162,642	—	162,642	—	—
Interest payments on Credit Facility (1)	15,326	6,408	8,918	—	—
Capital lease obligations (including interest) (2)	2,296	333	666	666	631
Operating leases (3)	188,504	18,543	37,311	33,561	99,089
Other long-term obligations (4)	30,780	19,954	10,826	—	—
Total contractual cash obligations (5)	\$1,294,148	\$89,338	\$308,563	\$122,427	\$773,820

(1)Future interest payments are calculated based on the assumption that all debt remains outstanding until maturity. Interest on Credit Facility assumes the interest rate in effect at December 31, 2016 and includes the unused commitment fee.

(2)This includes capital leases for which the related liability has been recorded (including interest) at the present value of future minimum lease payments due under the leases.

(3)This includes total operating lease rental payments having initial or remaining non-cancelable lease terms longer than one year.

(4)Represents amounts due on manufacturer flooring plans payable, which are used to finance our purchases of inventory and rental equipment.

(5)We had an unrecognized tax benefit of approximately \$6.1 million at December 31, 2016, which is not included in the table above as \$5.7 million of this amount relates to federal and state income taxes where any liability subsequently determined and potentially assessed by the taxing authorities but would be offset against our Net Operating Losses for the related tax years and no cash payment would be required. The remaining \$0.4 million relates to state income taxes and would require tax payments should the state taxing authorities determine and assess any tax liability with respect to the benefit.

As of December 31, 2016, we had a standby letter of credit issued under our Credit Facility totaling \$7.7 million. On January 1, 2017, we renewed the letter of credit for \$7.7 million for a one-year term, expiring on January 1, 2018.

#### Inflation

Although we cannot accurately anticipate the effect of inflation on our operations, we believe that inflation has not had for the three most recent fiscal years ended, and is not likely in the foreseeable future to have, a material impact on our results of operations.

#### Acquisitions and Start-up Facilities

We periodically engage in evaluations of potential acquisitions and start-up facilities. The success of our growth strategy depends, in part, on selecting strategic acquisition candidates at attractive prices and identifying strategic start-up locations. We expect to face competition for acquisition candidates, which may limit the number of acquisition opportunities and lead to higher acquisition costs. We may not have the financial resources necessary to consummate any acquisitions or to successfully open any new facilities in the future or the ability to obtain the necessary funds on satisfactory terms. For further information regarding our risks related to acquisitions, see Item 1A – Risk Factors of this Annual Report on Form 10-K.

Recent Accounting Pronouncements

Pronouncements Adopted in the First Quarter of 2016

In April 2015, the FASB issued ASU No. 2015-03, Simplifying the Presentation of Debt Issuance Costs (“ASU 2015-03”), which requires debt issuance costs to be presented in the balance sheet as a direct deduction from the carrying value of the associated debt liability, consistent with the presentation of a debt discount. The guidance in the new standard is limited to the presentation of debt issuance costs and does not affect the recognition and measurement of debt issuance costs. In August 2015, the FASB issued ASU No. 2015-15, Interest-Imputation of Interest (Subtopic 835-30): Presentation and Subsequent Measurement of Debt Issuance Costs Associated with Line-of-Credit Arrangements - Amendments to SEC Paragraphs Pursuant to Staff Announcements (“ASU 2015-15”). ASU 2015-15 amends Subtopic 835-30 to include that the SEC would not object to the deferral and presentation of debt issuance costs as an asset and subsequent amortization of debt issuance costs over the term of the line-of-credit arrangement, whether or not there are any outstanding borrowings on the line-of-credit arrangement. This guidance became effective for us in the first quarter of 2016 and was applied on a retrospective basis. As a result of adopting this guidance, total assets and total liabilities as of December 31, 2015 changed as shown below (amounts in thousands).

	Deferred		Senior		Total
	Financing	Total	Unsecured	Total	Liabilities
	Costs	Assets	Notes	Liabilities	and
					Stockholders’
					Equity
Previously reported	\$ 4,353	\$ 1,301,087	\$ 628,882	\$ 1,158,499	\$ 1,301,087
Reclassification of debt issuance costs	(1,576 )	(1,576 )	(1,576 )	(1,576 )	(1,576 )
Current presentation	\$ 2,777	\$ 1,299,511	\$ 627,306	\$ 1,156,923	\$ 1,299,511

In April 2015, the FASB issued ASU No. 2015-05, Customer's Accounting for Fees Paid in a Cloud Computing Arrangement ("ASU 2015-05"). The FASB decided to add guidance to Subtopic 350-40, Intangibles – Goodwill and Other – Internal Use Software, to help entities evaluate the accounting for fees paid by a customer in a cloud computing arrangement. The amendments in this update provide guidance to customers about whether a cloud computing arrangement includes a software license. If a cloud computing arrangement includes a software license, then the customer should account for the software license element of the arrangement consistent with the acquisition of other software licenses. If a cloud computing arrangement does not include a software license, the customer should account for the arrangement as a service contract. We adopted this standard as of January 1, 2016, which did not have an impact on our financial position or results of operations.

In September 2015, the FASB issued ASU No. 2015-16, Business Combinations: Simplifying the Accounting for Measurement-Period Adjustments Combinations ("ASU 2015-16"). ASU 2015-16 requires that an acquirer recognize adjustments to provisional amounts that are identified during the measurement period in the reporting period in which the adjustment amounts are determined and sets forth new disclosure requirements related to the adjustments. We adopted this standard as of January 1, 2016, which did not have an impact on our financial position or results of operations.

#### Pronouncements Not Yet Adopted

In May 2014, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2014-09, Revenue from Contracts with Customers ("ASU 2014-09"). ASU 2014-09 requires an entity to recognize revenue when it transfers promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. In doing so, entities will need to use more judgment and make more estimates than under current guidance. These judgments and estimates may include identifying performance obligations in the contract, estimating the amount of variable consideration to include in the transaction price and allocating the transaction price to each separate performance obligation. ASU 2014-09 also requires an entity to disclose sufficient qualitative and quantitative information surrounding the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. This ASU supersedes the revenue recognition requirements in Topic 605, Revenue Recognition, and most industry-specific guidance throughout the Industry Topics of the Codification, and further permits the use of either a retrospective or cumulative effect transition method. The FASB agreed to a one-year deferral of the original effective date of this guidance and, as a result, it will become effective for fiscal years and interim periods after December 15, 2017. However, entities may adopt the new guidance as of the original effective date (for fiscal years and interim periods beginning after December 15, 2016). We expect to adopt ASU 2014-09 as of January 1, 2018. Our analysis of this comprehensive standard, including our evaluation of the available transition methods, is ongoing and the impact on our consolidated financial statements is not currently estimable.

In July 2015, the FASB issued ASU 2015-11, Inventory: Simplifying the Measurement of Inventory ("ASU 2015-11"). ASU 2015-11 provides guidance on simplifying the measurement of inventory. The current standard is to measure inventory at lower of cost or market; where market could be replacement cost, net realizable value, or net realizable value less an approximately normal profit margin. ASU 2015-11 updates this guidance to measure inventory at the lower of cost or net realizable value; where net realizable value is considered to be the estimated selling price in the ordinary course of business, less reasonably predictable cost of completion, disposal, and transportation. This ASU is effective for annual and interim periods beginning after December 15, 2016, and should be applied prospectively with early adoption permitted at the beginning of an interim or annual reporting period. ASU 2015-11 is not expected to have a material impact on the Company's financial position, results of operations, or cash flows.

In February 2016, the FASB issued ASU 2016-02, Leases (Topic 842) ("ASU 2016-02"). The new standard is intended to provide enhanced transparency and comparability by requiring lessees to record right-of-use assets and corresponding lease liabilities on the balance sheet, with the exception of leases with a term of 12 months or less, which permits a lessee to make an accounting policy election by class of underlying asset not to recognize lease assets

and liabilities. At inception, lessees must classify leases as either finance or operating based on five criteria. Balance sheet recognition of finance and operating leases is similar, but the pattern of expense recognition in the income statement, as well as the effect on the statement of cash flows, differs depending on the lease classification. Also, certain qualitative and quantitative disclosures are required to enable users of financial statements to assess the amount, timing and uncertainty of cash flows arising from leases. ASU 2016-02 is effective for fiscal years beginning after December 15, 2018, including interim periods within those fiscal years, and early adoption is permitted. The new standard requires the recognition and measurement of leases at the beginning of the earliest period presented using a modified retrospective approach, which includes a number of optional practical expedients that entities may elect to apply. The Company leases most of the real estate where its branch locations are located. Additionally, the Company leases various types of small equipment. We have begun accumulating the information related to these leases and are evaluating our internal processes and controls with respect to lease administration activities. Additionally, our equipment rental business involves rental agreements with our customers whereby we, in effect, are the lessor in the transaction. However, the majority of our rental agreements with customers are for terms less than 12 months. Our evaluation of this guidance is ongoing and the impact that this new guidance will have on our consolidated financial statements has not yet been determined.

In March 2016, the FASB Issued ASU No. 2016-09, Compensation-Stock Compensation (Topic 718): Improvements to Employee Share-Based Payment Accounting (“ASU 2016-09”). The updated guidance changes how companies account for certain aspects of share-based payment awards to employees, including the accounting for income taxes, forfeitures, and statutory tax withholding requirements, as well as classification in the statement of cash flows. ASU 2016-09 is effective for annual periods beginning after December 15, 2016 and interim periods within those annual periods, with early application permitted. We do not expect the adoption of ASU 2016-09 to have a material impact on the Company’s financial position, results of operations, or cash flows.

In June 2016, the FASB issued ASU 2016-13, “Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments” (“ASU 2016-13”). This ASU modifies the impairment model to utilize an expected loss methodology, referred to as the current expected credit loss (“CECL”) model, in place of the currently used incurred loss methodology, which will result in the more timely recognition of losses. Under the CECL model, entities will estimate credit losses over the entire contractual term of the instrument (considering estimated prepayments, but not expected extensions or modifications) from the date of initial recognition of the financial instrument. The scope of financial assets within the CECL methodology is broad and includes trade receivables from revenue transactions and certain off-balance sheet credit exposures (such as standby letters of credit). ASU 2016-13 will be effective for us as of January 1, 2020. We are currently reviewing the effect of ASU No. 2016-13.

In August 2016, the FASB issued ASU No. 2016-15, Classification of Certain Cash Receipts and Cash Payments (“ASU 2016-15”), which aims to eliminate diversity in practice in how certain cash receipts and cash payments are presented and classified in the statement of cash flows under Topic 230, Statement of Cash Flows, and other Topics. ASU 2016-15 is effective for annual reporting periods, and interim periods therein, beginning after December 15, 2017. The Company does not expect the adoption of this guidance to have a material impact on its consolidated financial statements.

In January 2017, the FASB issued ASU No. 2017-01, Business Combinations (Topic 805): Clarifying the Definition of a Business (“ASU 2017-01”). ASU 2017-01 clarifies the definition of a business when evaluating whether transactions should be accounted for as acquisitions (or disposals) of assets or businesses. ASU 2017-01 is effective for annual reporting periods, and interim periods therein, beginning after December 15, 2017, and interim periods within those annual periods. We are currently evaluating the effect of ASU 2017-01.

In January 2017, the FASB issued ASU No. 2017-04, Intangibles—Goodwill and Other (Topic 350): Simplifying the Test for Goodwill Impairment (“ASU 2017-04”), which removes Step 2 of the goodwill impairment test. A goodwill impairment will now be determined by the amount by which a reporting unit’s carrying value exceeds its fair value, not to exceed the carrying amount of goodwill. ASU 2017-04 is effective for annual reporting periods, and interim periods therein, beginning after December 15, 2019, with early adoption permitted. We are currently evaluating the effect of ASU 2017-04.

#### Item 7A. Quantitative and Qualitative Disclosures about Market Risk

Our earnings may be affected by changes in interest rates since interest expense on the Credit Facility is currently calculated based upon the index rate plus an applicable margin of 1.00% to 1.50%, depending on the leverage ratio, in the case of index rate revolving loans and LIBOR plus an applicable margin of 2.00% to 2.50%, depending on the leverage ratio, in the case of LIBOR revolving loans. At December 31, 2016, we had total borrowings outstanding under the Credit Facility of approximately \$162.6 million. A 1.0% increase in the interest rate on the Credit Facility would result in approximately a \$1.6 million increase in interest expense on an annualized basis. At February 16, 2017, we had \$469.7 million of available borrowings under the Credit Facility, net of a \$7.7 million outstanding letter of credit. We did not have significant exposure to changing interest rates as of December 31, 2016 on the fixed-rate

New Notes and Add-on Notes. Historically, we have not engaged in derivatives or other financial instruments for trading, speculative or hedging purposes, though we may do so from time to time if such instruments are available to us on acceptable terms and prevailing market conditions are accommodating.

Item 8. Financial Statements and Supplementary Data

Index to consolidated financial statements of H&E Equipment Services, Inc. and Subsidiaries

See note 16 to the consolidated financial statements for summarized quarterly financial data.

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Report of Independent Registered Public Accounting Firm

Board of Directors and Stockholders

H&E Equipment Services, Inc.

Baton Rouge, Louisiana

We have audited the accompanying consolidated balance sheets of H&E Equipment Services, Inc. and subsidiaries as of December 31, 2016 and 2015 and the related consolidated statements of income, stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2016. In connection with our audits of the financial statements, we have also audited the financial statement schedule listed in Item 15(a)(2) of this annual report on Form 10-K. These financial statements and schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements and schedules based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements and schedules. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of H&E Equipment Services, Inc. and subsidiaries at December 31, 2016 and 2015, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2016, in conformity with accounting principles generally accepted in the United States of America.

Also, in our opinion, the financial statement schedule, when considered in relation to the basic consolidated financial statements taken as a whole, present fairly, in all material respects, the information set forth therein.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), H&E Equipment Services, Inc.'s internal control over financial reporting as of December 31, 2016, based on criteria established in Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and our report dated February 23, 2017, expressed an unqualified opinion thereon.

/s/ BDO USA, LLP

Dallas, Texas  
February 23, 2017

## H&amp;E EQUIPMENT SERVICES, INC. AND SUBSIDIARIES

## CONSOLIDATED BALANCE SHEETS

AS OF DECEMBER 31,

	2016	2015
	(Amounts in thousands, except share amounts)	
<b>Assets</b>		
Cash	\$7,683	\$7,159
Receivables, net of allowance for doubtful accounts of \$3,769 and \$4,729, respectively	140,037	147,328
Inventories, net of reserves for obsolescence of \$900 and \$934, respectively	53,909	96,818
Prepaid expenses and other assets	7,513	10,054
Rental equipment, net of accumulated depreciation of \$437,522 and \$390,317, respectively	893,816	893,393
Property and equipment, net of accumulated depreciation and amortization of \$118,812 and \$107,170, respectively	105,492	110,785
Deferred financing costs, net of accumulated amortization of \$12,160 and \$11,347, respectively	1,964	2,777
Goodwill	31,197	31,197
<b>Total assets</b>	<b>\$1,241,611</b>	<b>\$1,299,511</b>
<b>Liabilities and Stockholders' Equity</b>		
<b>Liabilities:</b>		
Amounts due on senior secured credit facility	\$162,642	\$184,857
Accounts payable	39,432	66,777
Manufacturer flooring plans payable	30,780	62,433
Accrued expenses payable and other liabilities	56,833	55,551
Dividends payable	67	32
Senior unsecured notes, net of unaccreted discount of \$1,251 and \$1,118 and deferred financing costs of \$1,038 and \$1,576, respectively	627,711	627,306
Capital leases payable	1,704	1,907
Deferred income taxes	177,835	155,886
Deferred compensation payable	1,842	2,174
<b>Total liabilities</b>	<b>1,098,846</b>	<b>1,156,923</b>
<b>Commitments and Contingencies (Note 12)</b>		
<b>Stockholders' equity:</b>		
Preferred stock, \$0.01 par value, 25,000,000 shares authorized; no shares issued	—	—
Common stock, \$0.01 par value, 175,000,000 shares authorized; 39,496,759 and 39,333,571 shares issued at December 31, 2016 and 2015, respectively, and 35,554,491 and 35,428,868 shares outstanding at December 31, 2016 and	394	392

2015, respectively		
Additional paid-in capital	223,544	220,879
Treasury stock at cost, 3,942,268 and 3,904,703 shares of common stock held at		
December 31, 2016 and 2015, respectively	(60,966 )	(60,405 )
Retained deficit	(20,207 )	(18,278 )
Total stockholders' equity	142,765	142,588
Total liabilities and stockholders' equity	\$1,241,611	\$1,299,511

The accompanying notes are an integral part of these consolidated statements.

## H&amp;E EQUIPMENT SERVICES, INC. AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF INCOME

FOR THE YEARS ENDED DECEMBER 31,

	2016	2015	2014
	(Amounts in thousands, except per share amounts)		
<b>Revenues:</b>			
Equipment rentals	\$445,227	\$443,024	\$404,110
New equipment sales	196,688	238,172	328,036
Used equipment sales	96,910	118,338	123,173
Parts sales	109,147	111,133	113,732
Services revenues	64,673	63,954	61,292
Other	65,492	65,210	60,069
Total revenues	978,137	1,039,831	1,090,412
<b>Cost of revenues:</b>			
Rental depreciation	162,415	162,089	146,055
Rental expense	71,694	71,950	61,916
New equipment sales	175,556	212,235	289,526
Used equipment sales	66,738	81,338	84,936
Parts sales	78,966	80,830	81,106
Services revenues	21,839	21,693	21,507
Other	65,318	63,964	57,428
Total cost of revenues	642,526	694,099	742,474
Gross profit	335,611	345,732	347,938
Selling, general and administrative expenses	228,129	220,226	206,480
Gain from sales of property and equipment, net	3,285	2,737	2,286
Income from operations	110,767	128,243	143,744
<b>Other income (expense):</b>			
Interest expense	(53,604 )	(54,030 )	(52,353 )
Other, net	1,867	1,463	1,293
Total other expense, net	(51,737 )	(52,567 )	(51,060 )
Income before provision for income taxes	59,030	75,676	92,684
Provision for income taxes	21,858	31,371	37,545
Net income	\$37,172	\$44,305	\$55,139
<b>Net income per common share:</b>			
Basic	\$1.05	\$1.26	\$1.57
Diluted	\$1.05	\$1.25	\$1.56
<b>Weighted average common shares outstanding:</b>			
Basic	35,393	35,272	35,159
Diluted	35,480	35,343	35,249
Dividends declared per common share outstanding	\$1.10	\$1.05	\$0.50

The accompanying notes are an integral part of these consolidated statements.



## H&amp;E EQUIPMENT SERVICES, INC. AND SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

FOR THE YEARS ENDED DECEMBER 31, 2016, 2015 AND 2014

(Amounts in thousands, except share amounts)

	Common Stock		Additional			Total
	Shares		Paid-in	Treasury	Accumulated	Stockholders'
	Issued	Amount	Capital	Stock	Deficit	Equity
Balances at December 31, 2013	39,023,594	\$ 389	\$ 215,775	\$(58,468)	\$(62,884)	\$ 94,812
Stock-based compensation	—	—	2,598	—	—	2,598
Cash dividends on common stock (\$0.50 per share)	—	—	—	—	(17,692)	(17,692)
Tax deficiency associated with stock-based awards	—	—	(24)	—	—	(24)
Issuance of non-vested restricted common stock	76,427	1	—	—	—	1
Repurchases of 38,134 shares of restricted common stock	—	—	—	(1,467)	—	(1,467)
Net income	—	—	—	—	55,139	55,139
Balances at December 31, 2014	39,100,021	390	218,349	(59,935)	(25,437)	133,367
Stock-based compensation	—	—	2,655	—	—	2,655
Cash dividends on common stock (\$1.05 per share)	—	—	—	—	(37,146)	(37,146)
Tax deficiency associated with stock-based awards	—	—	(125)	—	—	(125)
Issuance of non-vested restricted common stock	233,550	2	—	—	—	2
Repurchases of 25,484 shares of restricted common stock	—	—	—	(470)	—	(470)
Net income	—	—	—	—	44,305	44,305
Balances at December 31, 2015	39,333,571	392	220,879	(60,405)	(18,278)	142,588
Stock-based compensation	—	—	3,037	—	—	3,037
Cash dividends declared on common stock (\$1.10)	—	—	—	—	(39,101)	(39,101)

per share)						
Tax deficiency associated with stock-based						
awards	—	—	(372 )	—	—	(372 )
Issuance of non-vested restricted common stock	163,188	2	—	—	—	2
Repurchases of 37,565 shares of restricted common stock	—	—	—	(561 )	—	(561 )
Net income	—	—	—	—	37,172	37,172
Balances at December 31, 2016	39,496,759	394	223,544	(60,966)	(20,207 )	142,765

The accompanying notes are an integral part of these consolidated statements.

H&E EQUIPMENT SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31,

2016 2015 2014  
(Amounts in  
thousands)

Cash flows from operating activities:

Net income