Custom Truck One Source

2nd Quarter 2022 Investor Presentation

August 9, 2022

CUSTOM
TRUCK
ONE SOURCE™

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Solid Q2 2022 Financial Results

- Delivered strong quarterly Adjusted Gross Profit and Adjusted EBITDA despite continued supply chain constraints
  - Adjusted Gross Profit and Adjusted EBITDA up 17% and 9%, respectively, vs. Q2 ’21 despite lower revenues(1)
- Results reflect continued strong end-market fundamentals driving increased demand in all three business segments
  - ERS rental revenue was up more than 2% vs. Q1 ’22 and more than 7% vs. Q2 ‘21 (excluding the impact of Q1 ‘21 leasing reserve charge)
  - Truck production in Q2 ‘22 was the highest in the history of the Company
  - New truck sales remain strong despite supply chain constraints, with backlog up 13% vs. Q1 ‘22 to $664M and up almost 200% vs. Q2 ’21
  - APS saw increased revenues in both Parts & Services and Rental
- Net income of $13.6M, the first quarter of positive net income since the merger
- Established record of conservative balance sheet management
  - Pro forma net leverage at 3.8x from 4.6x at the close of the merger
- Announced the hiring of Chris Eperjesy as our new CFO
- Approved a $30M stock repurchase program to begin in Q3 ‘22
  - Demonstrates confidence in our business and the growth opportunities we see over the long term

(1) Q2 ’21 **Adjusted Gross Profit and Adjusted EBITDA** add back $8M of previously disclosed leasing receivables and inventory reserve charges for purposes of the year-over-year comparison

Unique Business Model = Strong Value Creation

Attractive end markets with long-term secular growth drivers	Infrastructure Bill will further supercharge end-market tailwinds
Differentiated one-stop shop business model with strong unit economics for rent or buy	Best-in-class asset level returns: Rental Asset ROICs of 19%+ and New Sales margins of 15%
Market leading specialty rental fleet	Youngest, highest quality equipment in the industry
Long-term relationships with blue-chip customer base	Demonstrated ability to grow with our customers and win new logos
Coast to coast footprint provides superior customer service and flexibility	37 branches and 350 technicians, with ability to expand even further
CTOS/Nesco merger has created multiple operating synergy opportunities	$55M+ of cost synergies identified and in-process of being realized
Executing on a well-defined growth strategy	Value creation for shareholders
Solid balance sheet and consistent cash flow generation	Financial flexibility to invest for growth

Favorable End-Market Dynamics

Strong, Multi-Year End Market Tailwinds With Upside From 2021 Infrastructure Bill

T&D

Rapidly increasing major projects driven by need for grid upgrades and renewable energy investment, coupled with frequent, often government mandated, maintenance

T&D Capex

~$70B — *Annual Total Spend*

6.8% — *'17-'19 CAGR*

Infrastructure Bill Impact: $73B

TELECOM

Build-out and implementation of 5G technology driving investments over next decade while significant recurring maintenance of existing networks required

Telecom Capex

~$80B — *Annual Total Spend*

3.0% — *'17-'19 CAGR*

Infrastructure Bill Impact: $65B

RAIL

Aging rail infrastructure drives extensive replacement / refurbishment spend, while increasing consumer usage and freight transportation needs are driving investment

Rail Capex

~$10B — *Annual Total Spend*

5.4% — *'17-'19 CAGR*

Infrastructure Bill Impact: $66B

INFRASTRUCTURE

Large and growing pent-up demand in North America with growing bipartisan support to address

Infrastructure Capex

~$200B — *Annual Total Spend*

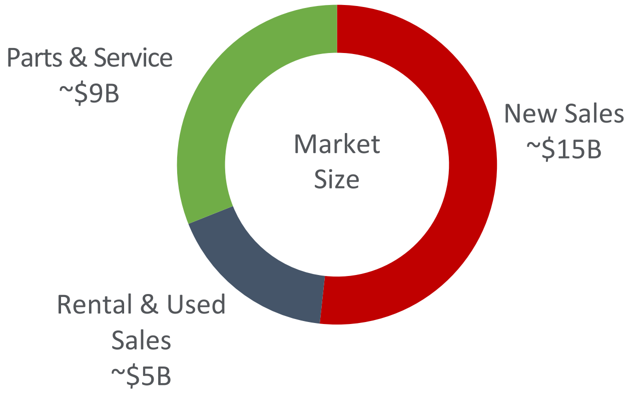
6.8% — *'17-'19 CAGR*

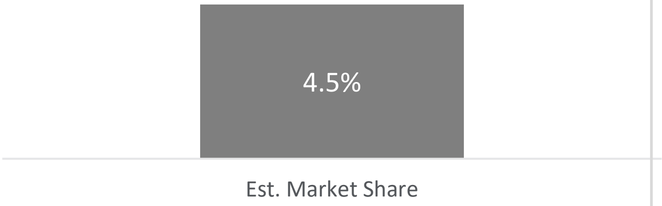
Infrastructure Bill Impact: $200B

Source: FactSet, FMI, and Wall Street research.

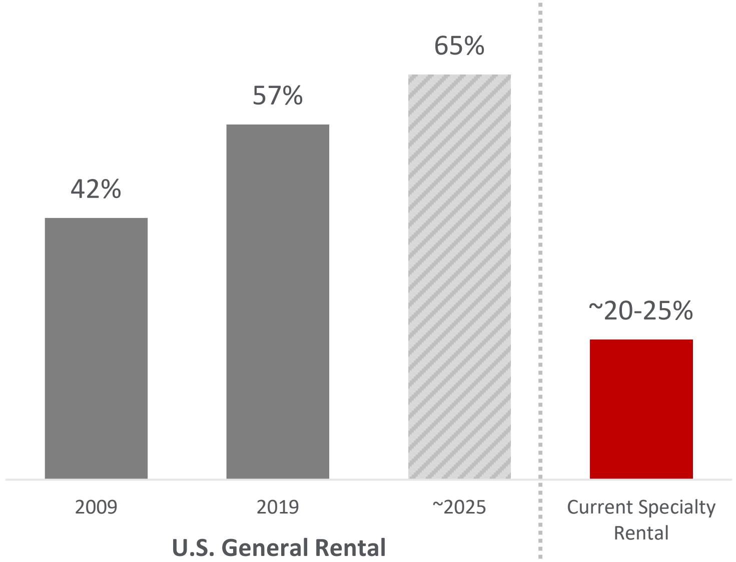
Large Addressable Market with Strong Secular Growth

~$30B Total Addressable Market[1]





Rental Penetration[2]



General Rental Penetration in Other Markets

60%	**65%**	**80%**	**80%**
Australia	*Europe*	*Japan*	*UK*

Key Drivers of Rental

- Improved asset utilization with significantly reduced storage and maintenance costs
- Better risk management with dedicated customer care
- Capital allocation flexibility for end users
- Wider range of modern productive equipment in rental fleets
- Health & safety regulations have increased implicit cost of ownership & maintenance
- Increased outsourcing by utilities to comparably asset-light contractors

(1) Market size based on management estimates. Market share calculated based on 2019 revenue as a percentage of total addressable market.
(2) Rental percentage of equipment fleet.

Diverse, Highly Loyal Customer Base

Highlights

- Serve more than 3,000 customers, with the top 15 customers representing ~19% of revenue
- No customer represents more than 3% of company revenue
- Strong brand recognition and awareness among industry-leading customers
- 15+ year tenure with top customers
- Breadth of equipment and geographic reach enables servicing of largest national customers with recurring business tied to long-term engagements

Diverse Customer Base

T&D

Pike, American Electric Power, H&M Henkels & McCoy, MYR Group, Quanta Services, PLH Group, Linetec Services, Los Angeles Department of Water & Power, nationalgrid, res, Lewis, Duke Energy, ABC Professional Tree Services, Asplundh, Consumers Energy, Davey

Infrastructure / Telecom

MasTec, Dycom, Waste Connections, Heritage, WM Waste Management, Barnard, S&N Communications, webber, Holt CAT

Rail

CN, Union Pacific, Metro-North Railroad, RailWorks, BNSF Railway, Amtrak, Norfolk Southern, CP

Note: Metrics are as of and for the year ended 12/31/21, unless otherwise noted.

Differentiated "One-Stop-Shop" Business Model

Integrated Production Capabilities and Rental + Sales Model Provides Unique Value Proposition

Integrated Production Capabilities

Unit Economic Advantages

Chassis OEM

Body OEM

Attachment OEM

Boom

Cable Placer

Bucket

Completed Unit

One-Stop-Shop Value Proposition

Multiple Revenue Streams

Service Offering

- Production and Customization
- Rental
- New and Used Sales
- Aftermarket Parts and Service
- Financing
- Disposal

End Markets Served

- TRANSMISSION & DISTRIBUTION (T&D)
- RAIL
- INFRASTRUCTURE
- TELECOM
- Waste

Strong, Consistent Returns

Customer Benefits

- ✓ End-to-end customer solution
- ✓ Single point of contact for customer
- ✓ Ability to customize equipment to meet customer needs

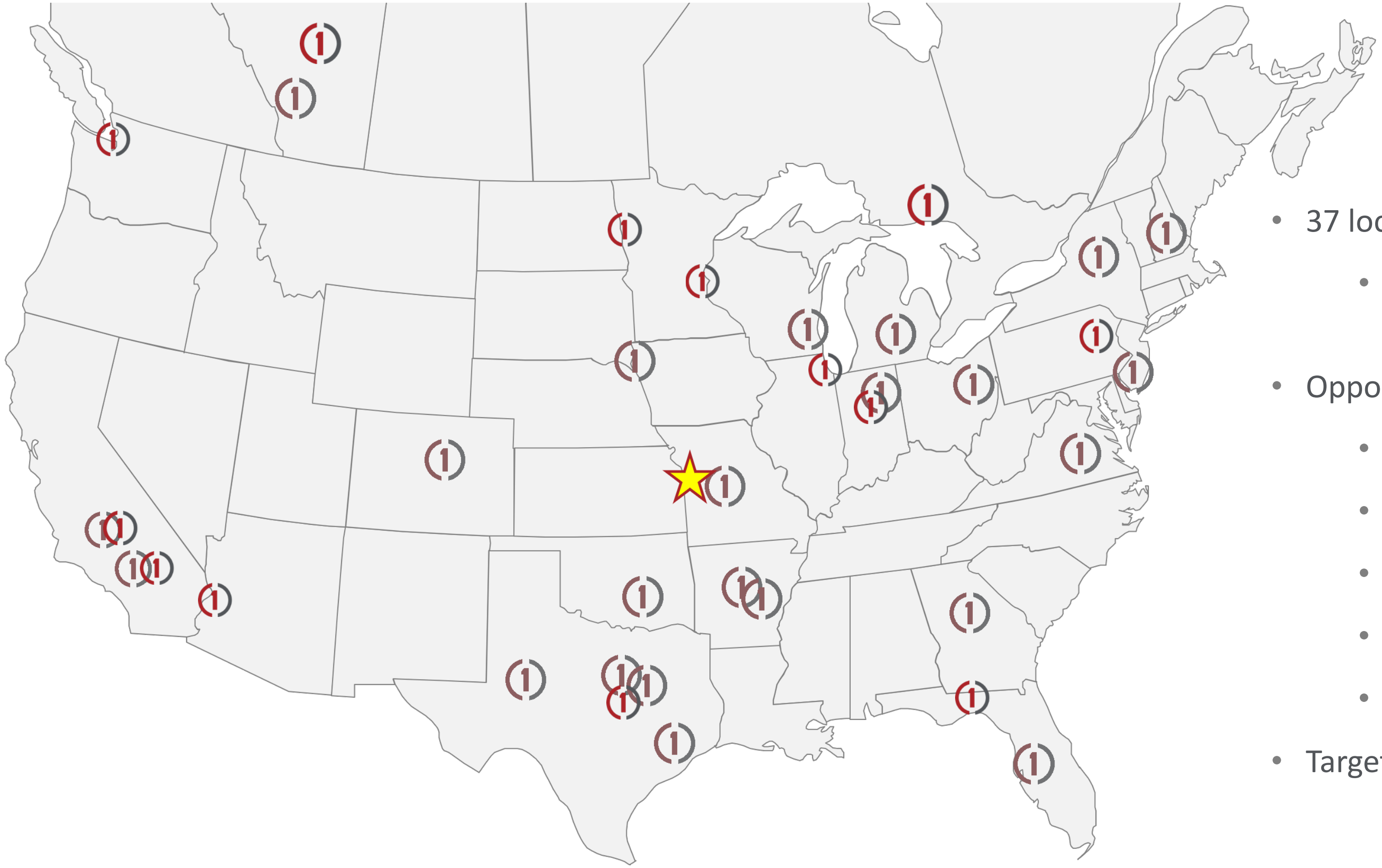
CTOS Benefits

- ✓ Superior unit economics
- ✓ Size and Scale
- ✓ Production efficiencies and cost leverage
- ✓ Increased opportunity for customer share-of-wallet

Note: Graphic shows representative components and is not intended to be exhaustive.

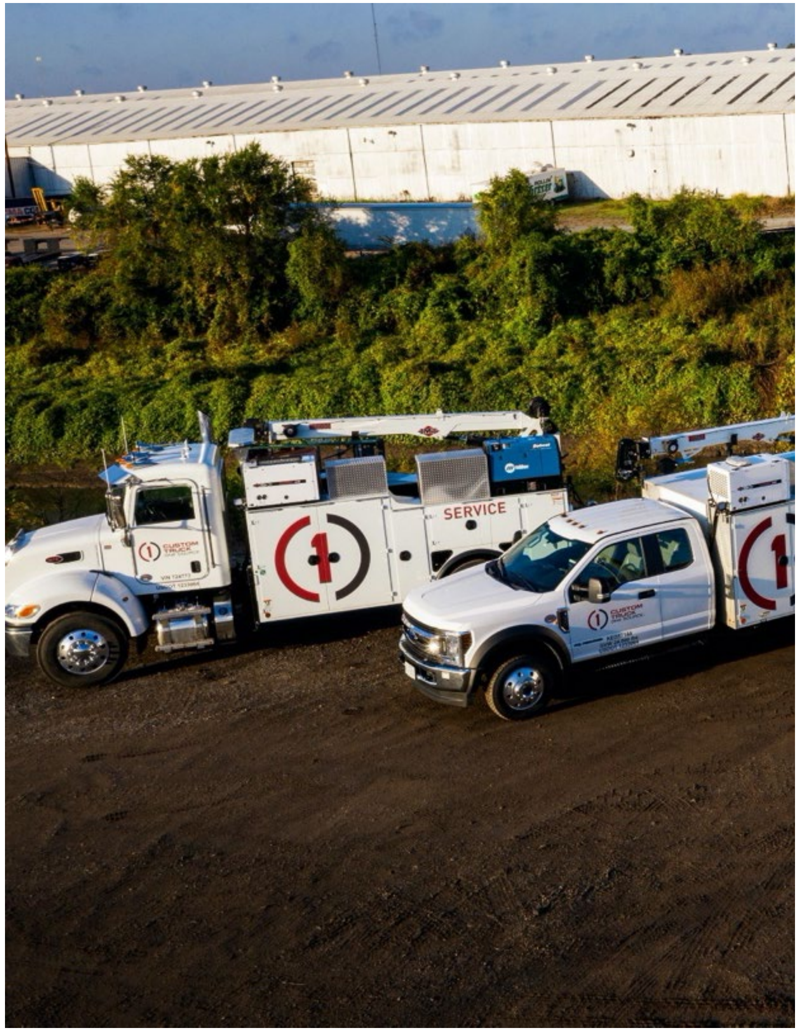
National Branch Network

National footprint provides flexibility in managing the rental fleet and superior customer service for rental and sales customers



- 37 locations and 350 technicians in the U.S. and Canada
  - 80 mobile technicians capable of being deployed across the country
- Opportunity remains to invest in under served regions
  - Pacific Northwest
  - Northern California
  - NY/NJ Metro
  - Carolinas
  - Southwest
- Targeting several new sites over the next 3 years

Our ESG Strategy



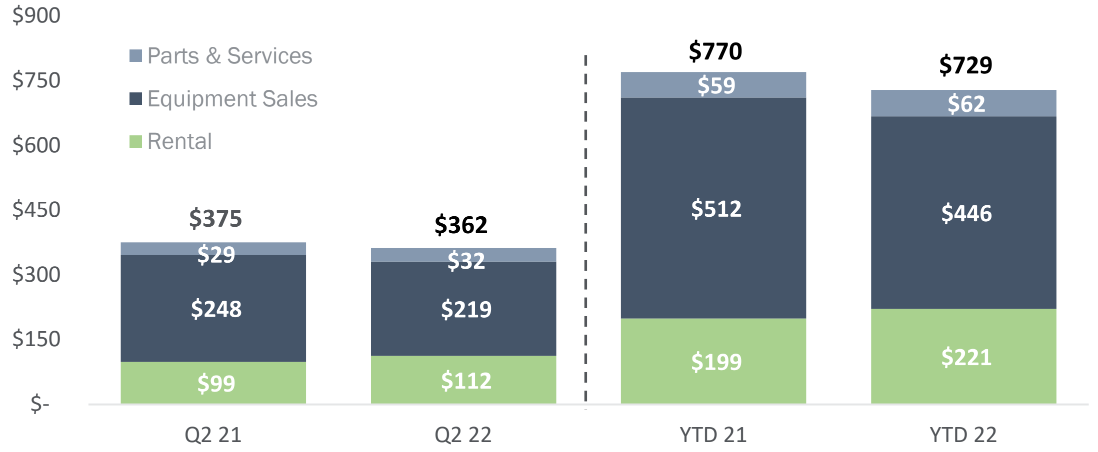
- With the integration largely complete, we have begun developing our Environmental, Social and Governance (ESG) strategy
- Our Board is dedicated to, and actively involved in, the process
- Our ESG plan will:
  - Build upon the core values shared across our organization
  - Highlight the sustainable nature of our end markets
  - Become an essential aspect of our culture and how we do business

Consolidated Pro Forma Operating Performance(1)(2)(3)

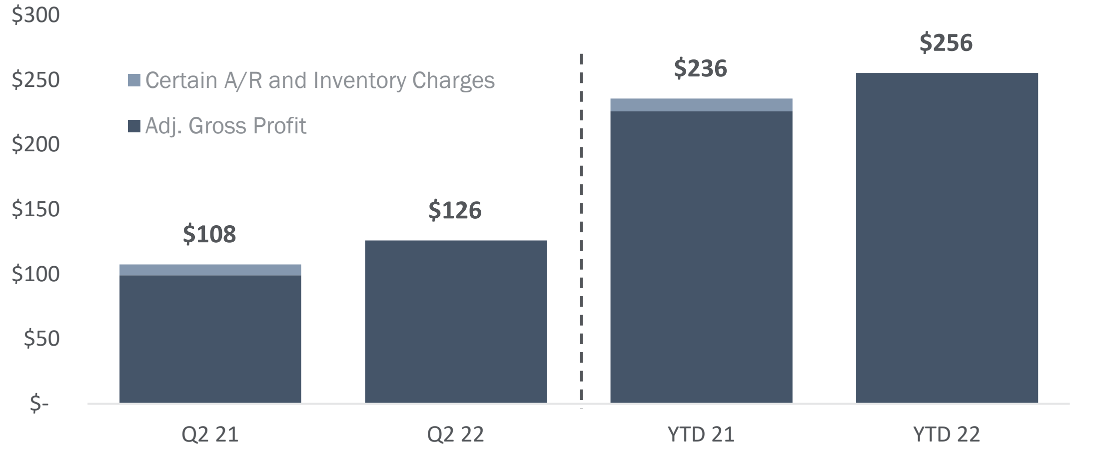
($ millions, except where indicated)

Q2 Pro Forma Adjusted Gross Profit and Adjusted EBITDA and grew 17% and 9% year-over-year

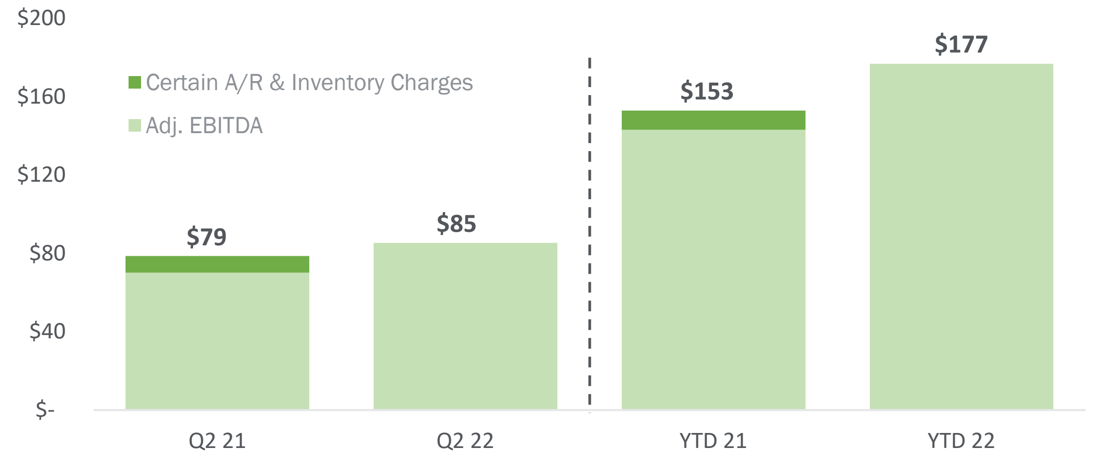
Pro Forma Revenue



Pro Forma Adjusted Gross Profit



Pro Forma Adjusted EBITDA



- Q2 revenue decreased 3% in 2022 vs. 2021, driven exclusively by a 12% decrease in equipment sales resulting from continued supply chain constraints
- Despite a decrease in revenue, Q2 Adjusted Gross Profit improved by $18M (+17%) in 2022 vs. 2021, and Adjusted Gross Margin for Q2 '22 was 34.8% vs. 28.7% for Q2 '21 as a result of improved pricing and revenue mix shift
- Q2 '22 SG&A, excluding stock compensation, was $47M, a decrease of $3M vs. Q1 '22

(1) Pro forma combined information is as if Nesco Holdings' acquisition of Custom Truck LP occurred on January 1, 2020.

(2) **Adjusted Gross Profit and Adjusted EBITDA** are non-GAAP measures. Refer to the supplemental information provided in the Appendix for reconciliations to the most comparable GAAP measures.

(3) **Adjusted Gross Profit and Adjusted EBITDA** data for Q2 '21 and YTD '21 are each shown adding back $8M and $10M, respectively, of previously disclosed leasing receivables and inventory reserve charges.

CTOS Reporting Segments

Reporting segments align with our go-to market strategies and capital allocation decisions

Equipment Rental Solutions (ERS)	Truck & Equipment Sales (TES)	Aftermarket Parts & Service (APS)

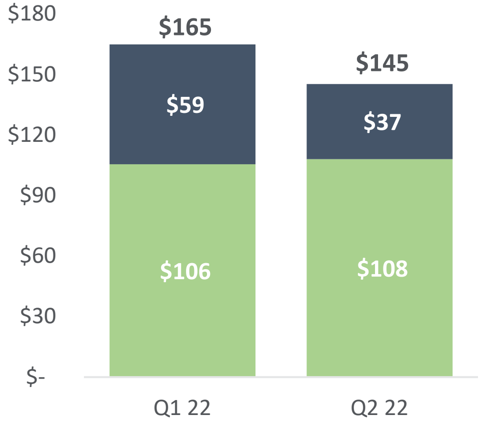
➢ Includes results from core rental revenues, sale of rental assets, and related ancillary fees revenues and expenses
➢ Key Metrics
    ➢ Utilization
    ➢ OEC on Rent
    ➢ On Rent Yield (ORY)
	➢ Includes results from new and used (non-rental) sales, as well as the impacts from our production and manufacturing activities
	➢ Key Metrics
	    ➢ New Sales Backlog
		➢ Includes results from sales of external parts and services, as well as the rental activity associated with the accessories business

Equipment Rental Solutions (ERS)

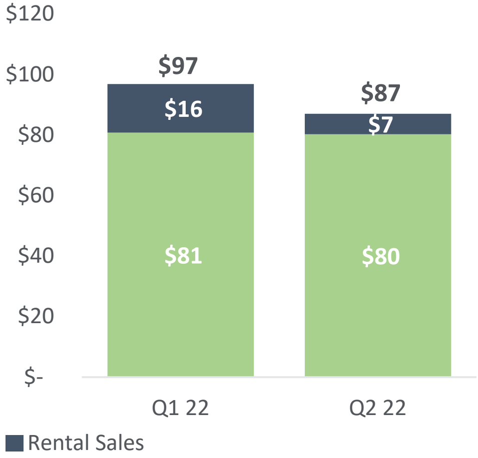
($ millions, except where indicated)

Rental revenue up more than 2% vs. Q1 2022, driven by continued strong utilization & pricing

Revenue

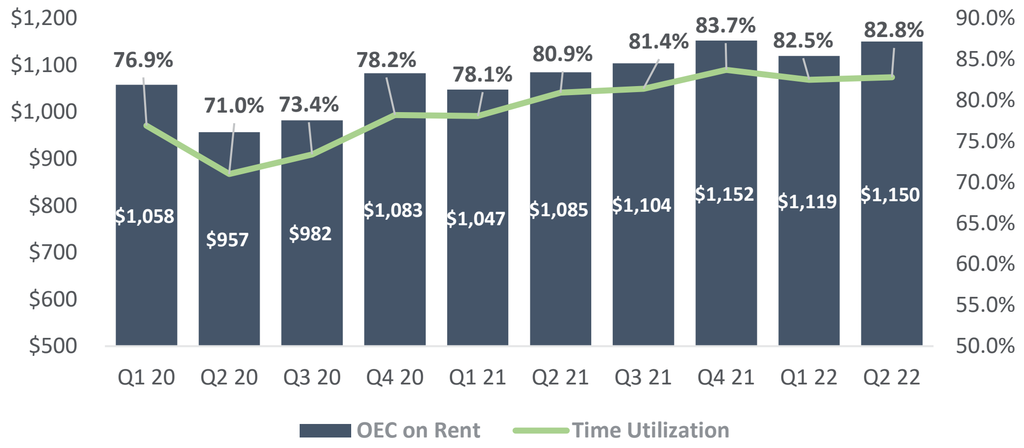


Adjusted Gross Profit(1)

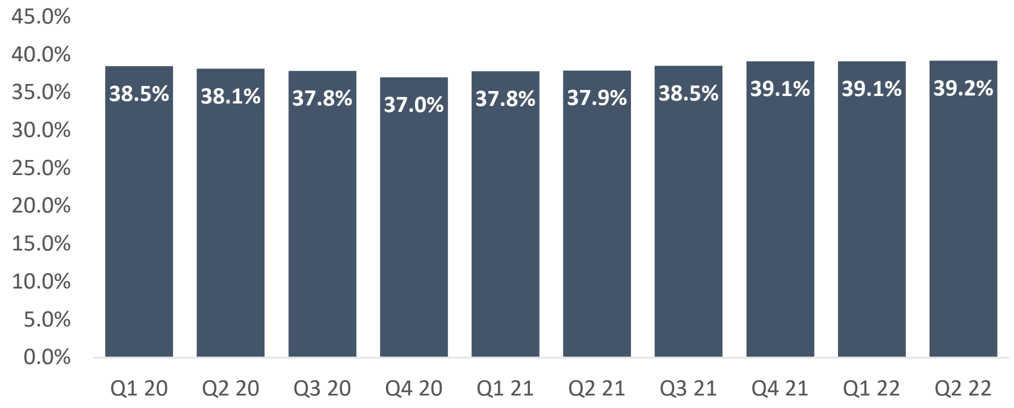


- ERS performance continues to perform at a high level, with utilization remaining steady at ~83% and OEC on Rent near record levels
- Seasonally lower used rental equipment sales resulted in lower total ERS revenues for Q2 '22 vs. Q1 '22
- Rental Adjusted Gross Margin continued to be strong at 74.2% for Q2 '22
- Overall ERS Adjusted Gross Margin was up slightly as a result of revenue mix
- *Please refer to the appendix for Q2 2022 ERS results*

Utilization & OEC on Rent



On Rent Yield



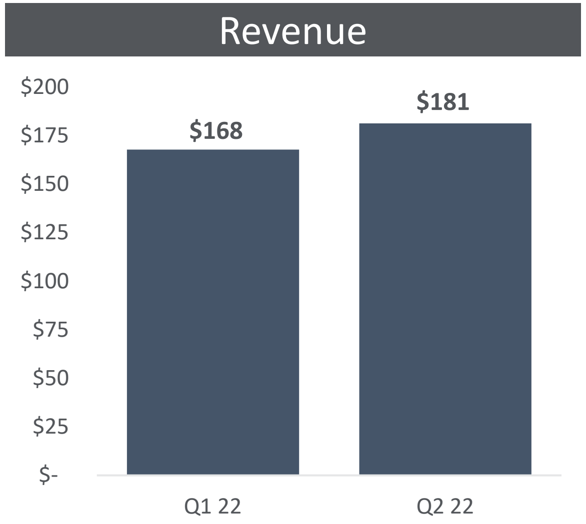
(1) Adjusted Gross Profit excluding depreciation is a non-GAAP financial measure, which the Company calculates as segment gross profit plus depreciation of rental equipment.

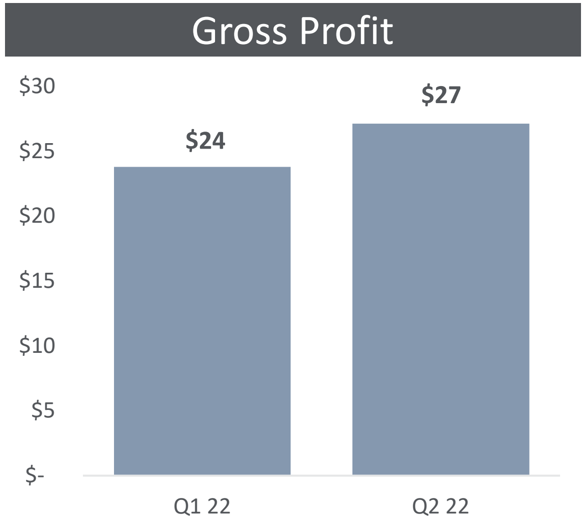
CUSTOM TRUCK ONE SOURCE

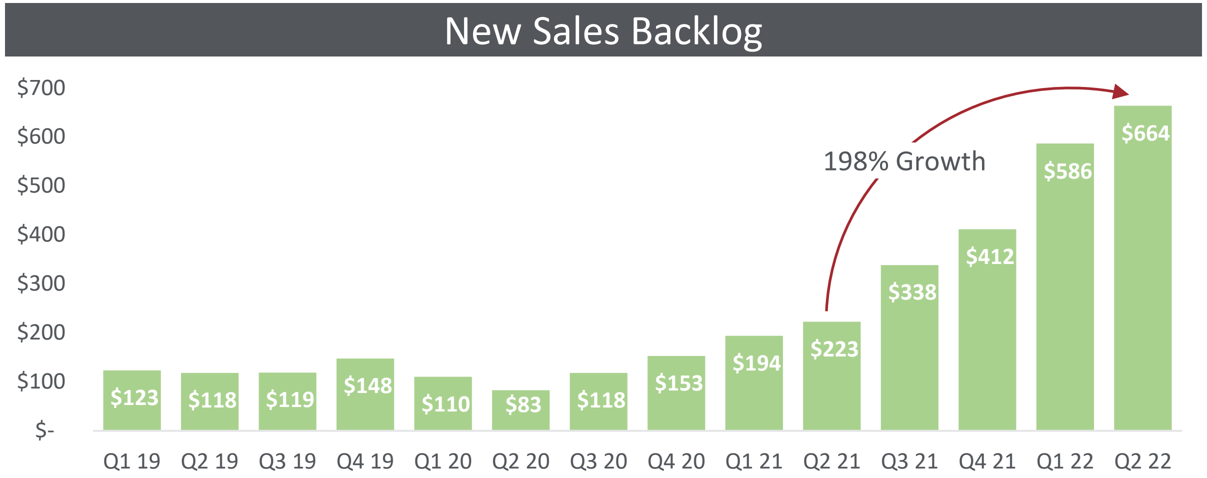
Truck & Equipment Sales (TES)

($ millions, except where indicated)

New sales increased 8% and new sales order backlog grew by 13% over Q1 2022







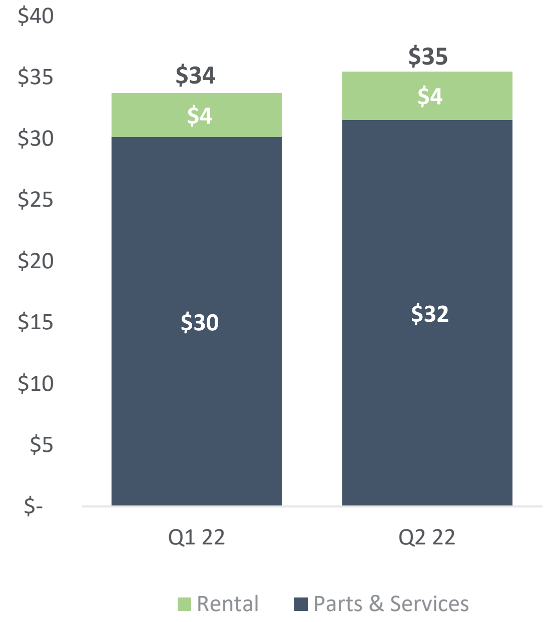
- Revenue increased $13M in Q2 '22 despite continued supply chain constraints
- New sales backlog grew by $77M, or 13%, in Q2 '22 and is up almost 200% from Q2 '21
    - Backlog growth remains strong across all key product segments
- Gross Margin was 15.0% in Q2 '22, up from 14.2% in Q1 '22
- Gross Margin expansion reflects impact of focused pricing discipline and continuous improvement in production efficiency
- *Please refer to the appendix for Q2 2022 TES results*

Aftermarket Parts & Service (APS)

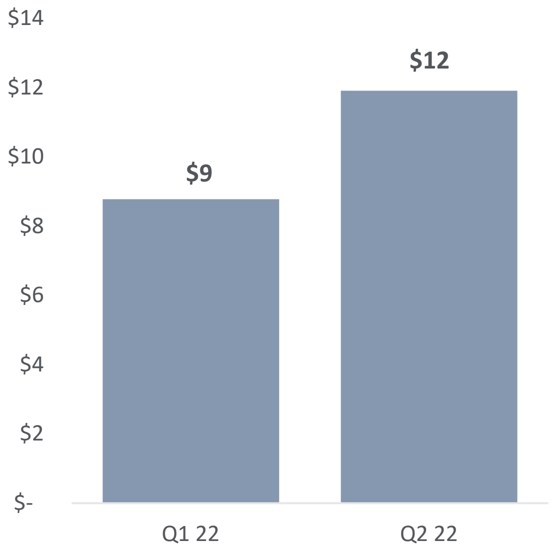
($ millions, except where indicated)

APS revenue up 5% vs. Q1 2022

Revenue



Adjusted Gross Profit(1)



(1) Adjusted Gross Profit excluding depreciation is a non-GAAP financial measure, which the Company calculates as segment gross profit plus depreciation of rental equipment.

- Total revenue increased 5% in Q2 ‘22 vs. Q1 ’22
  - Parts & Services revenue increased 5% vs. Q1 ‘22
  - Rental revenue increased 10% vs. Q1 ‘22
- Adjusted Gross Margin for Q2 ‘22 was 33.6%, up from 26.0% in Q1 ’22
- *Please refer to the appendix for Q2 2022 APS results*

APS Next Steps

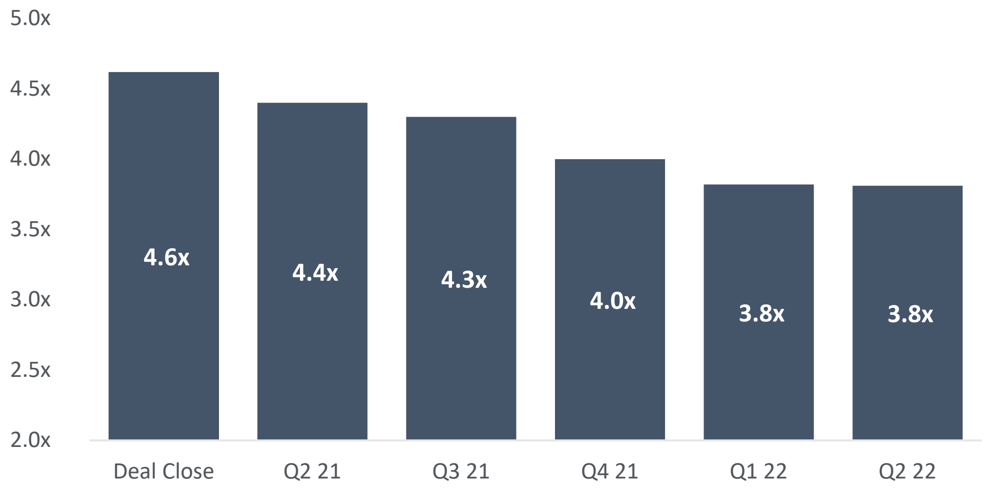
- Leverage the large installed based on rental and sales customers with clear go-to market strategy and product offering
- Additional investment to increase market share of captive and specialized parts business, which have margins of 50%+
- Invest in footprint expansion and capabilities
- Continued focus on cost reductions through operational efficiencies
- Enhance digital consumer experience to accelerate growth

Balance Sheet & Capex(1)

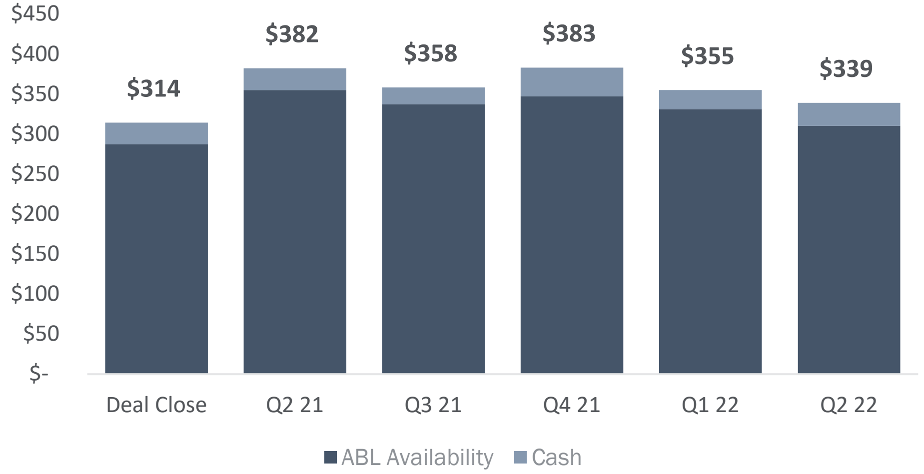
($ millions, except where indicated)

Continue to strengthen the balance sheet and demonstrated ability to de-lever quickly through cash flow generation and Adjusted EBITDA growth

Improved leverage by 0.8x since the merger



Available liquidity up $25M since the merger



Net Capital Expenditures were $35M in Q2 ’22

($ in millions)	Q1 2022	Q2 2022	YTD 2022
Gross Rental Asset Additions	$46	$81	$127
Proceeds From Sale of Assets	(50)	(46)	(96)
Net Capex	**($4)**	**$35**	**$31**

(1) YTD capital expenditures exclude $40M of OEC purchased as part of the HiRail acquisition in January 2022.

Sum of individual line items may not equal subtotal and total amounts due to rounding.

- Leverage at the end of Q2 ‘22 was 3.8x LTM Pro Forma Adjusted EBITDA and continues to improve compared to the leverage at deal close
- Net capex was $35M compared to $(4M) in Q1 ’22. While capex improved, supply chain constraints continue to limit fleet growth
- Total available liquidity was $339M at the end of Q2 ‘22, down from Q1 ‘21 as result of draws on the ABL facility to fund a portion of our working capital investments
- Based on the current borrowing base calculation, we could increase availability under the ABL facility by at least $70M

Updated 2022 Outlook

	FY21 Pro Forma	FY22 Outlook	Growth
Consolidated Revenue	$1.48 billion	$1.54 - $1.65 billion	4% - 11%
ERS		*$610 - $650 million*	
TES		*$800 - $850 million*	
APS		*$130 - $150 million*	
Adjusted EBITDA	$333 million	$385 - $400 million	16% - 20%

Highlights

- Updates previous TES revenue guidance; maintaining ERS and APS revenue outlooks
- Reflects year-to-date performance, continued strength in our end markets and our current backlog
    - Factors in impacts from ongoing supply chain challenges
    - Minimal impact from the Infrastructure Investment and Jobs Act
- Continued focus on supply chain management, improving margins across all three segments and exceptional customer service
- Includes full year benefit from the HiRail acquisition
- Expect to be free cash flow positive for the year

Summary

1. Favorable End-Market Dynamics with Secular Growth Drivers
2. Differentiated “One-Stop-Shop” Business Model
3. CTOS Well-Positioned for Continued Growth & Margin Expansion
4. Integration is Largely Complete and Driving Cost Efficiencies
5. Demonstrated Performance and Financial Profile Support Growth Opportunities

CTOS is Well Positioned to Deliver Significant Value Creation

Appendix

Adjusted EBITDA Reconciliation

(in $ millions)	Quarter Q2 21	Quarter Q1 22	Quarter Q2 22	Year to Date Q2 21 *Pro Forma*	Year to Date Q2 22
Net income (loss)	$ (129)	$ (3)	$ 14	$ (51)	$ 10
Interest expense	18	17	18	31	35
Income tax expense (benefit)	7	3	—	35	3
Depreciation and amortization	60	63	55	112	117
EBITDA	(45)	80	86	126	166
Adjustments:					
Non-cash purchase accounting impact (1)	21	9	2	—	11
Transaction and integration costs (2)	25	5	6	—	11
Loss on extinguishment of debt (3)	62	—	—	—	—
Sales-type lease adjustment (3)	(1)	1	2	1	3
Share-based payments (4)	7	3	2	8	5
Change in fair value of derivative and warrants (5)	1	(6)	(13)	7	(19)
Adjusted EBITDA	$ 70	$ 91	$ 85	$ 143	$ 177
Special charges related to leasing receivables and inventory reserves (6)	8	—	—	10	—
Adjusted EBITDA, including special items	$ 79	$ 91	$ 85	$ 153	$ 177

(1) Represents the non-cash impact of purchase accounting, net of accumulated depreciation, on the cost of equipment and inventory sold. The equipment and inventory acquired received a purchase accounting step-up in basis, which is a non-cash adjustment to the equipment cost pursuant to our credit agreement.

(2) Represents transaction costs related to acquisitions of businesses, including post-acquisition integration costs. These expenses are comprised of professional consultancy, legal, tax and accounting fees.

(3) Represents the adjustment for the impact of sales-type lease accounting for certain leases containing rental purchase options (or "RPOs"), as the application of sales-type lease accounting is not deemed to be representative of the ongoing cash flows of the underlying rental contracts.

(4) Represents non-cash share-based compensation expense associated with the issuance of stock options and restricted stock units.

(5) Represents the charge to earnings for our interest rate collar and the change in fair value of the liability for warrants.

(6) Special charges related to leasing receivables and inventory reserves taken in connection with the CTOS/Nesco business combination in the second quarter of 2021.

Adjusted EBITDA is defined as net income (loss) plus interest expense, provision for income taxes, depreciation and amortization, and further adjusted for non-cash purchase accounting impact, transaction and process improvement costs, including business integration expenses, share-based payments, the change in fair value of derivative instruments, sales-type lease adjustment, and other special charges that are not expected to recur. This non-GAAP measure is subject to certain limitations.

Sum of individual line items may not equal subtotal and total amounts due to rounding.

Adjusted Gross Profit Reconciliation

	Quarter			Year to Date	
	Q2 21	Q1 22	Q2 22	Q2 21	Q2 22
(in $ millions)	*Pro Forma*			*Pro Forma*	
Revenue					
Rental revenue	$ 99	$ 109	$ 112	$ 199	$ 221
Equipment sales	248	227	219	512	446
[not used]					
Parts sales and services	29	30	32	59	62
Total Revenue	375	366	362	770	729
Cost of revenue	276	237	236	544	473
Depreciation of rental equipment	43	45	43	87	88
Total cost of revenue	319	282	279	630	561
Less: Depreciation of rental equipment	(43)	(45)	(43)	(87)	(88)
Cost of revenue excluding depreciation	276	237	236	544	473
Adjusted Gross Profit	99 *	129	126	226 *	256
Less: Depreciation of rental equipment	(43)	(45)	(43)	(87)	(88)
Gross Profit - GAAP	$ 56	$ 84	$ 83	$ 139	$ 167

Adjusted Gross Profit is defined as Gross Profit excluding depreciation of rental equipment and is a financial performance measure that we use to monitor our results from operations. We believe the exclusion of depreciation expense of the rental fleet provides a meaningful measure of financial performance because it provides useful information relating to profitability that reflects ongoing and direct operating expenses, such as freight costs and fleet maintenance costs, related to our rental fleet. Although management evaluates and presents this non-GAAP measure for the reasons described herein, please be aware that this non-GAAP measure has limitations and should not be considered in isolation or as a substitute for revenue, gross profit or any other comparable operating measure prescribed by GAAP. In addition, we may calculate and/or present this non-GAAP financial measure differently than measures with the same or similar names that other companies report, and as a result, the non-GAAP measure we report may not be comparable to those reported by others.

* Adjusted Gross Profit for Q2 ‘21 and YTD Q2 ‘21 adding back $8M and $10M, respectively, of CTOS/Nesco business combination special charges taken for leasing receivables and inventory reserves were $108M and $236M.

Sum of individual line items may not equal subtotal and total amounts due to rounding.

Supplementary Segment Data — ERS

	Q2 21	Q1 22	Q2 22
(in $ millions)			
Rental revenue	$ 95	$ 106	$ 108
Equipment sales	33	59	37
Total revenue	128	165	145
Cost of revenue:	—		—
Cost of rental revenue	28	25	28
Cost of equipment sales	35	43	30
Depreciation of rental equipment	42	44	42
Total cost of revenue	104	112	101
Gross profit	$ 23	$ 53	$ 45

Sum of individual line items may not equal subtotal and total amounts due to rounding.

Supplementary Segment Data — TES

(in $ millions)	Q2 21	Q1 22	Q2 22
Equipment sales	$ 215	$ 168	$ 181
Cost of equipment sales	195	144	154
Gross profit	$ 20	$ 24	$ 27

Sum of individual line items may not equal subtotal and total amounts due to rounding.

Supplementary Segment Data — APS

(in $ millions)	Q2 21	Q1 22	Q2 22
Rental revenue	$ 3	$ 4	$ 4
Parts and services revenue	29	30	32
Total revenue	32	34	35
Cost of revenue:			
Cost of revenue	28	25	24
Depreciation of rental equipment	1	1	1
Total cost of revenue	29	26	25
Gross profit	$ 3	$ 8	$ 11

Sum of individual line items may not equal subtotal and total amounts due to rounding.

Leverage Ratio Calculation

	Q4 21		Q1 22		Q2 22	
(in $ millions)						
(As of Period End)						
Current Maturities of Long-Term Debt	$ 6		$ 5		$ 3	
Current Portion of Finance Leases	4		5		3	
Long-Term Debt, Net	1,308		1,324		1,350	
Finance Leases	5		2		3	
Add: Deferred Financing Costs	33		32		30	
Total Debt and Finance Leases	1,357		1,368		1,390	
Less: Cash and Cash Equivalents	(36)		(24)		(29)	
Net Debt and Finance Leases	$ 1,321		$ 1,344		$ 1,361	
Pro Forma Combined Adjusted EBITDA (Current Year to Date Period)	$ 333	*	$ 91		$ 177	
Add: Pro Forma Combined Adjusted EBITDA (Prior Fiscal Year)	N/A		333	*	333	*
Less: Pro Forma Combined Adjusted EBITDA (Prior Year to Date Period)	N/A		(73)		(153)	*
LTM Adjusted EBITDA	$ 333		$ 352		$ 357	
Leverage Ratio	3.97		3.82		3.81	

Leverage Ratio is defined as current maturities and long-term debt and finance lease obligations, net of cash and cash equivalents (“net debt”) divided by Adjusted EBITDA for the previous twelve-month period (“last twelve months,” or “LTM”).

* Adjusted EBITDA adds back $10M of special charges related to leasing receivables and inventory reserves taken in connection with the CTOS/Nesco business combination in Q2 '21.

Sum of individual line items may not equal subtotal and total amounts due to rounding.