Scaling for Sustainable Growth

Q3 2026 EARNINGS CONFERENCE CALL

October 27, 2026

HercRentals®



Herc Rentals Team and Agenda



Larry Silber
Chief Executive Officer



Aaron Birnbaum
President



Mark Humphrey
Senior Vice President &
Chief Financial Officer



Leslie Hunziker
Senior Vice President
Investor Relations,
Communications &
Sustainability

Agenda

- Safe Harbor
- Q3 2026 Overview
- Q3 Operations Review
- Q3 Financial Review
- 2026 Outlook
- Q&A

Safe Harbor Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation includes forward-looking statements within the meaning of Section 21E of the Securities Exchange Act, as amended, and the Private Securities Litigation Reform Act of 1995. Forward looking statements are generally identified by the words "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "forecasts," "looks," and future or conditional verbs, such as "will," "should," "could" or "may," as well as variations of such words or similar expressions. All forward-looking statements are based upon our current expectations and various assumptions and there can be no assurance that our current expectations will be achieved. You should not place undue reliance on the forward-looking statements. They are subject to future events, risks and uncertainties - many of which are beyond our control - as well as potentially inaccurate assumptions, that could cause actual results to differ materially from those in the forward-looking statements. Factors that could cause actual results to differ materially from those projected include, but are not limited to, the following: (1) the cyclical nature of our industry and our dependence on the levels of capital investment and maintenance expenditures by our customers; (2) the competitiveness of our industry, including the potential downward pricing pressures or the inability to increase prices; (3) our dependence on relationships with key suppliers; (4) our heavy reliance on communication networks, centralized information technology systems and third party technology and services and our ability to maintain, upgrade or replace our information technology systems; (5) our ability to respond adequately to changes in technology and customer demands; (6) our ability to attract and retain key management, sales and trades talent; (7) our rental fleet is subject to residual value risk upon disposition; (8) the impact of climate change and the legal and regulatory responses to such change; (9) our ability to execute our strategy to grow through strategic transactions;(10) our significant indebtedness; and (11) our ability to realize all the anticipated benefits of the acquisition of H&E Equipment Services, Inc.

Further information on the risks that may affect our business is included in filings we make with the Securities and Exchange Commission from time to time, including our most recent annual report on Form 10-K, subsequent quarterly reports on Form 10-Q, and in our other SEC filings. We undertake no obligation to update or revise forward-looking statements that have been made to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events.

Information Regarding Non-GAAP Financial Measures

In addition to results calculated according to accounting principles generally accepted in the United States (“GAAP”), the Company has provided certain information in this presentation that is not calculated according to GAAP (“non-GAAP”), such as adjusted net income, adjusted earnings per diluted share, EBITDA, adjusted EBITDA, adjusted EBITDA margin, REBITDA, REBITDA margin, REBITDA flow-through, free cash flow and adjusted free cash flow. Management uses these non-GAAP measures to evaluate operating performance and period-over-period performance of our core business without regard to potential distortions, and believes that investors will likewise find these non-GAAP measures useful in evaluating the Company’s performance. These measures are frequently used by security analysts, institutional investors and other interested parties in the evaluation of companies in our industry.

Non-GAAP measures should not be considered in isolation or as a substitute for our reported results prepared in accordance with GAAP and, as calculated, may not be comparable to similarly titled measures of other companies. For the definitions of these terms, further information about management’s use of these measures as well as a reconciliation of these non-GAAP measures to the most comparable GAAP financial measures, please see the appendix that accompanies this presentation.

Third Quarter 2026 Overview

Larry Silber
Chief Executive Officer



Q3 2026: Delivering on Growth Strategies

Strategies to Accelerate ROIC and Increase Shareholder Returns:

- Grow the Core
- Expand Specialty
- Elevate Technology
- Execute at Highest Level
- Allocate Capital

Optimize branch network for fleet / operating efficiencies at scale

- Fleet investments support accelerating mega project growth, revenue synergies
- Fleet efficiency strong: 12% rental revenue growth on 2% avg. OEC growth
- Leveraging scale including 25% larger specialty branch network post acquisition
- Opened 2 greenfield locations, bringing YTD total to 5

Enhance fleet mix

- Adding specialty fleet for mega projects, cross-selling and end-market expansion
- Specialty revenue generated double-digit revenue growth Q3 2026

Support customers' efficiency goals through data and telematics

- Advanced our industry leading digital capabilities: ProControl by Herc Rentals™

Lead through continuous improvement with E3OS

- Standardized processes
- Committed to superior customer experiences



Prioritize Capital and Invest Responsibly

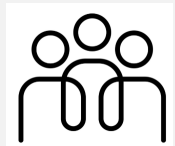
- Continued disciplined investments in fleet
- Declared regular dividend

Culture Drives Execution

Think **Safety!**

Safety-First Foundation

- Protect people, customers and jobsites
- Reliable equipment and safe work practices



One Team Herc

- Shared values, accountability and collaboration
- Strong engagement through change



Standardized Processes

- Common operating model across the network
- E3OS continuous improvement discipline



Technology Innovation

- Role-based training and digital adoption
- Data-driven branch execution

Our culture enables Team Herc to execute safely, consistently and at scale

Operations Review

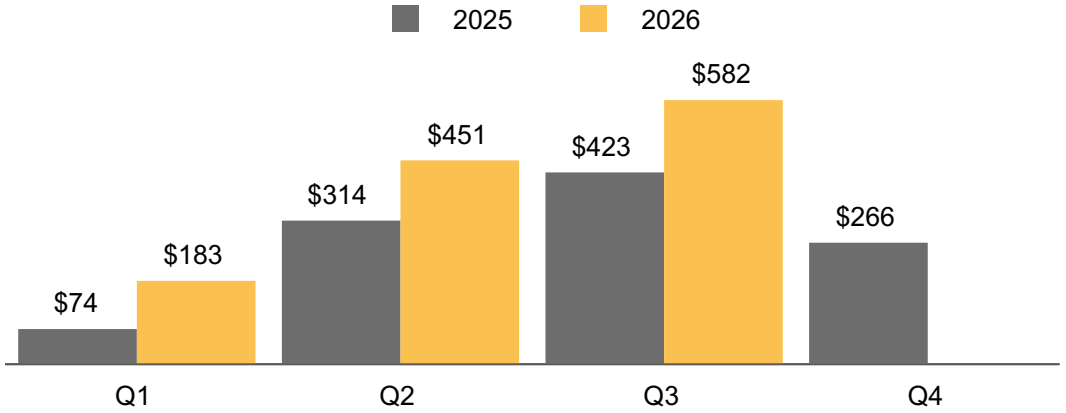
Aaron Birnbaum
President



Optimizing Fleet Mix and Lifecycle Performance

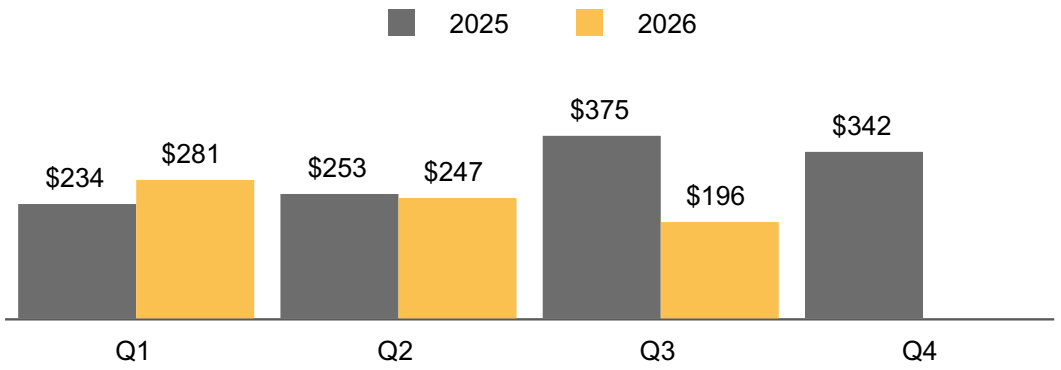
Fleet Expenditures at OEC[1]

$ in millions

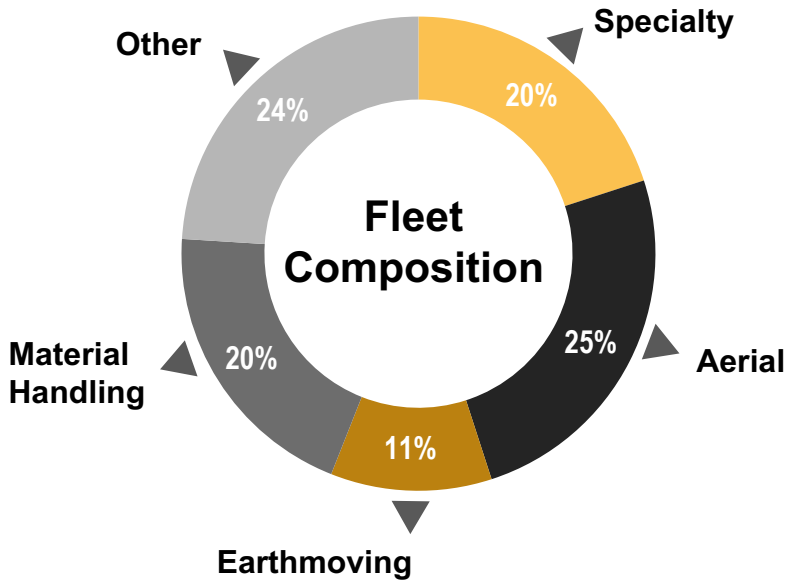


Fleet Disposals at OEC[1,2]

$ in millions



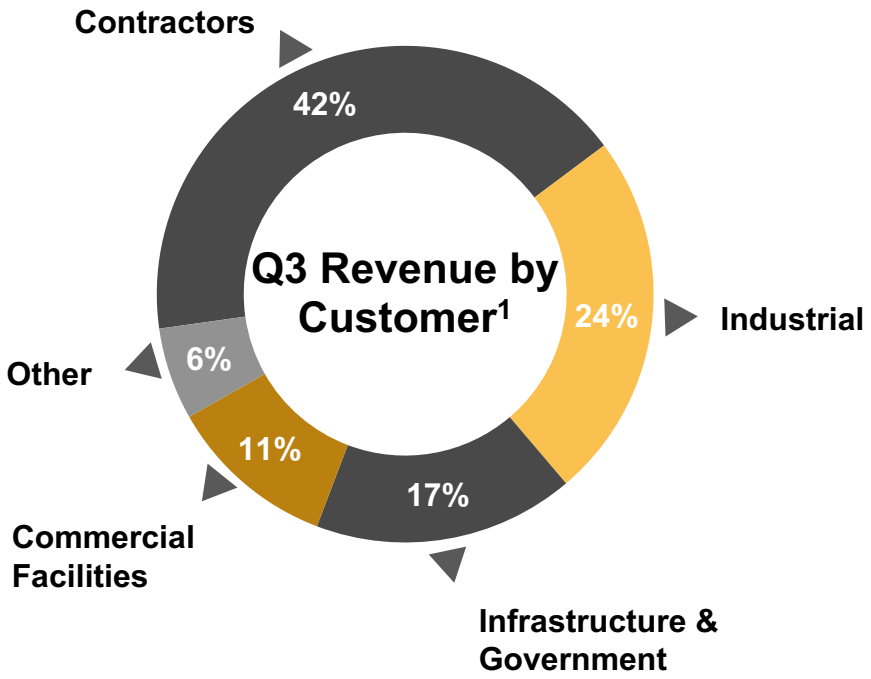
$10.0 billion at OEC[1]

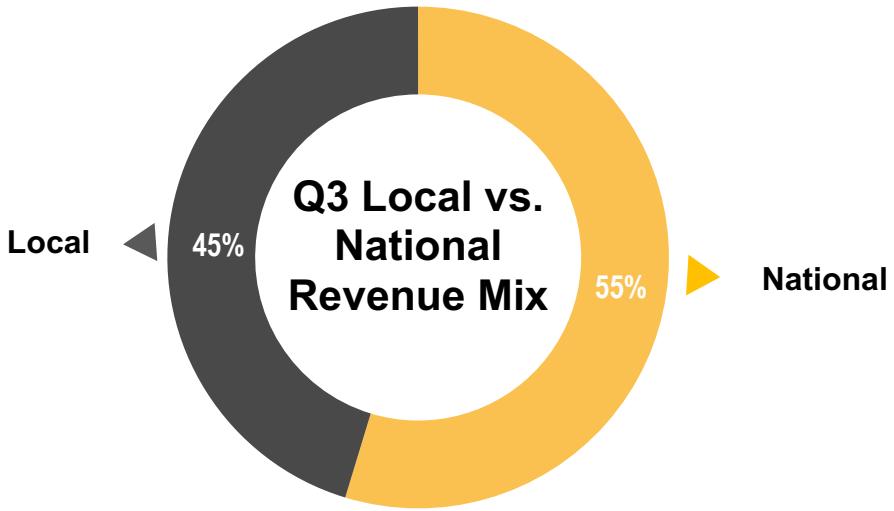


- Focus on fleet optimization:
  - Expenditures for rotation, mega projects, specialty equipment
  - Disposals to improve mix to align to customer demand
- Q3 26 disposals generated proceeds of ~42% of OEC
  - Average age of fleet disposals in the quarter of 85 months
- Average fleet age of 46 months at September 30, 2026

1. Original equipment cost based on ARA guidelines
2. Q3 2025 disposals exclude the divestiture of Cinelease OEC of $301 million

Delivering Growth and Resiliency through Diversification





- Local market remains stable - Infrastructure, government and MRO help offset moderated commercial sector
- National account revenue benefiting from accelerating mega project activity and project diversification
- Specialty fleet, service capabilities and scale driving growth across larger account base
- Long-term, diversification strategy of 60% local / 40% national accounts

1. Refer to 10-K for description of industries related to each customer classification.

Capitalizing on Growth Trends Across Diverse Customer and Project Base

Contractors (42%)

- Electrical
- General Contractors
- Mechanical
- Remediation & Environmental
- Residential
- Restoration
- Specialty Contractors

Industrial (24%)

- Agriculture
- Chemical Processing
- Industrial Manufacturing
- Metals & Minerals
- Oil & Gas Production
- Oil & Gas Pipeline
- Oil & Gas Refineries
- Pharmaceutical
- Power
- Pulp. Paper & Wood
- Shipbuilding/Yards
- Aerospace
- Alternative
- Automotive
- Energy/ Renewables
- Food & Beverage

Infrastructure & Gov. Direct (17%)

- Airports
- Bridge
- Federal Government
- Local & State Government
- Military Base
- Prisons
- Railroad & Mass Transportation
- Streets, Road & Highway
- Sewer & Waste Disposal
- Water Supply & Distribution
- Utilities

Commercial Facilities (11%)

- Banks
- Casinos
- Hospitality (hotel & motel)
- Parking Garages
- Religious Building
- Retail Facilities
- Commercial Warehousing
- Education
- Facility Maintenance
- Healthcare
- Datacenters

Other (6%)

- Sporting Events
- TV, Film & Radio
- Live Events

Herc Rentals is Well Positioned with Current Trending Opportunities



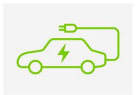
Chip Plants



Data Centers



Renewables



Hybrid



Utilities



Healthcare



Infrastructure



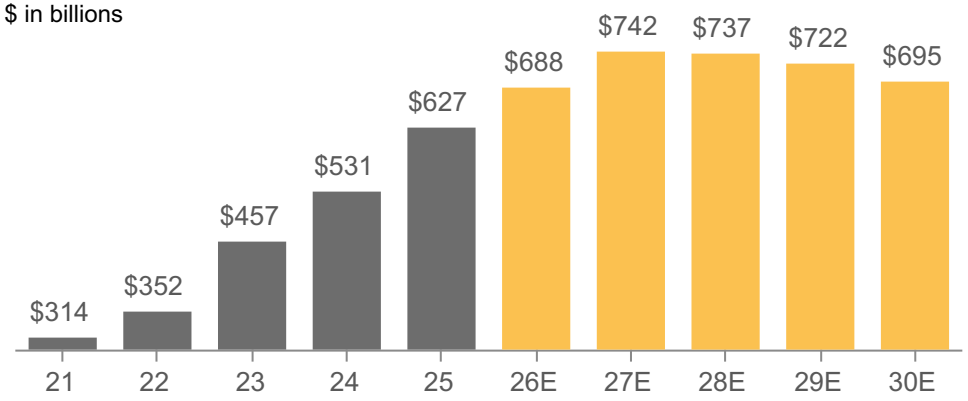
LNG Plants

Pipeline of new construction and maintenance projects offers wide spectrum of growth opportunities

Continued Strength in Key End Markets

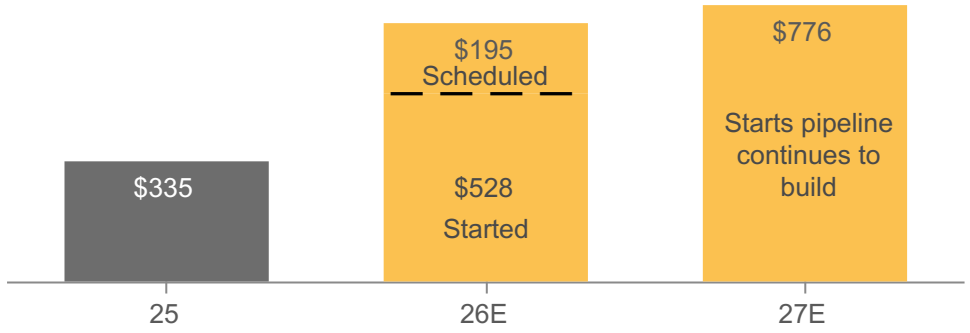
Industrial Spending[1]

$ in billions



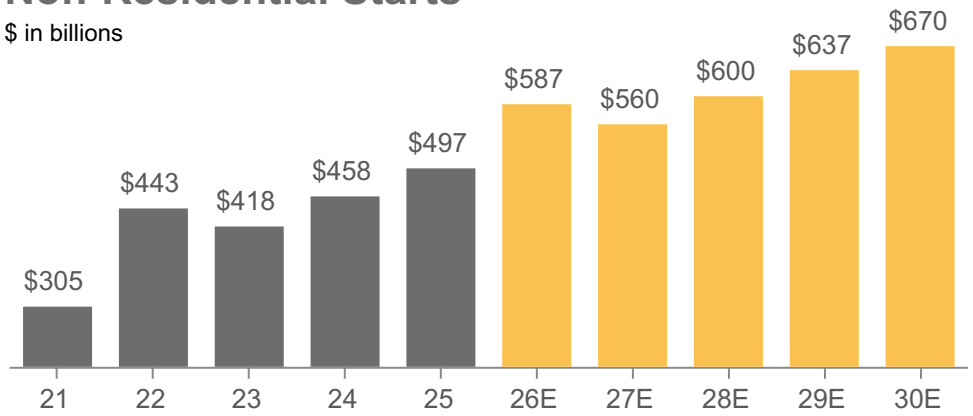
Mega Project Starts[3]

$ in billions



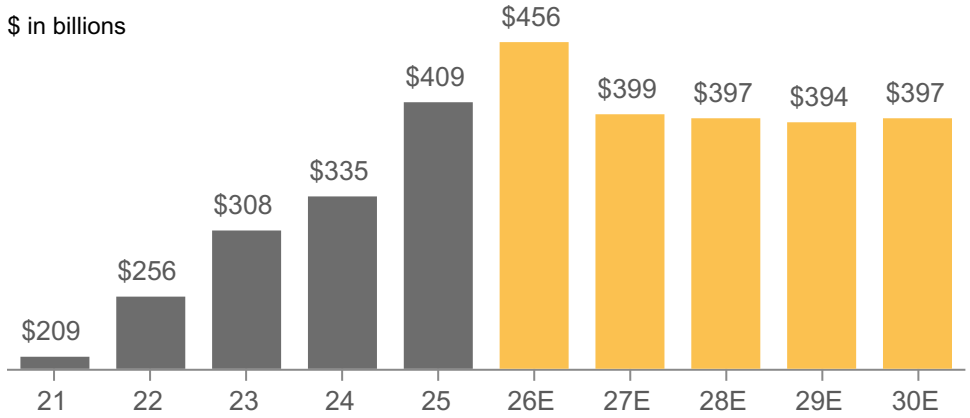
Non-Residential Starts[2]

$ in billions



Infrastructure Starts[2]

$ in billions



1.Source: IIR as of September 2026
2.Source: Dodge Analytics U.S. as of September 2026
3.Source: Dodge Analytics U.S. as of September 2026; mega project defined as total dollar value exceeding $250 million

Operational Progress in 1H:26 Unlocks 2H:26 Growth Momentum

2H:25	1H:26	2H:26

Integration

- Expanded regional management & organizational design
- Sales territory optimization
- Technology integration
- Branch network optimization
- Fleet & supply chain optimization
- Sales force assimilation for systems & go-to-market strategy
- Branch assimilation for systems & Herc operating model
- Productivity improvements
- Cultural alignment

New Foundation

- 30% larger business by fleet, people, locations
- Fleet optimization, the base for:
  - improving utilization into seasonal peak
  - driving revenue growth
  - expanding synergies

Acceleration

- 2026 growth-fleet onboarding
- New specialty locations gaining momentum
- Larger sales force maturing
- Efficiencies of scale increasing



Financial Review

Mark Humphrey
Senior Vice President and
Chief Financial Officer



Q3 2026 Financial Results

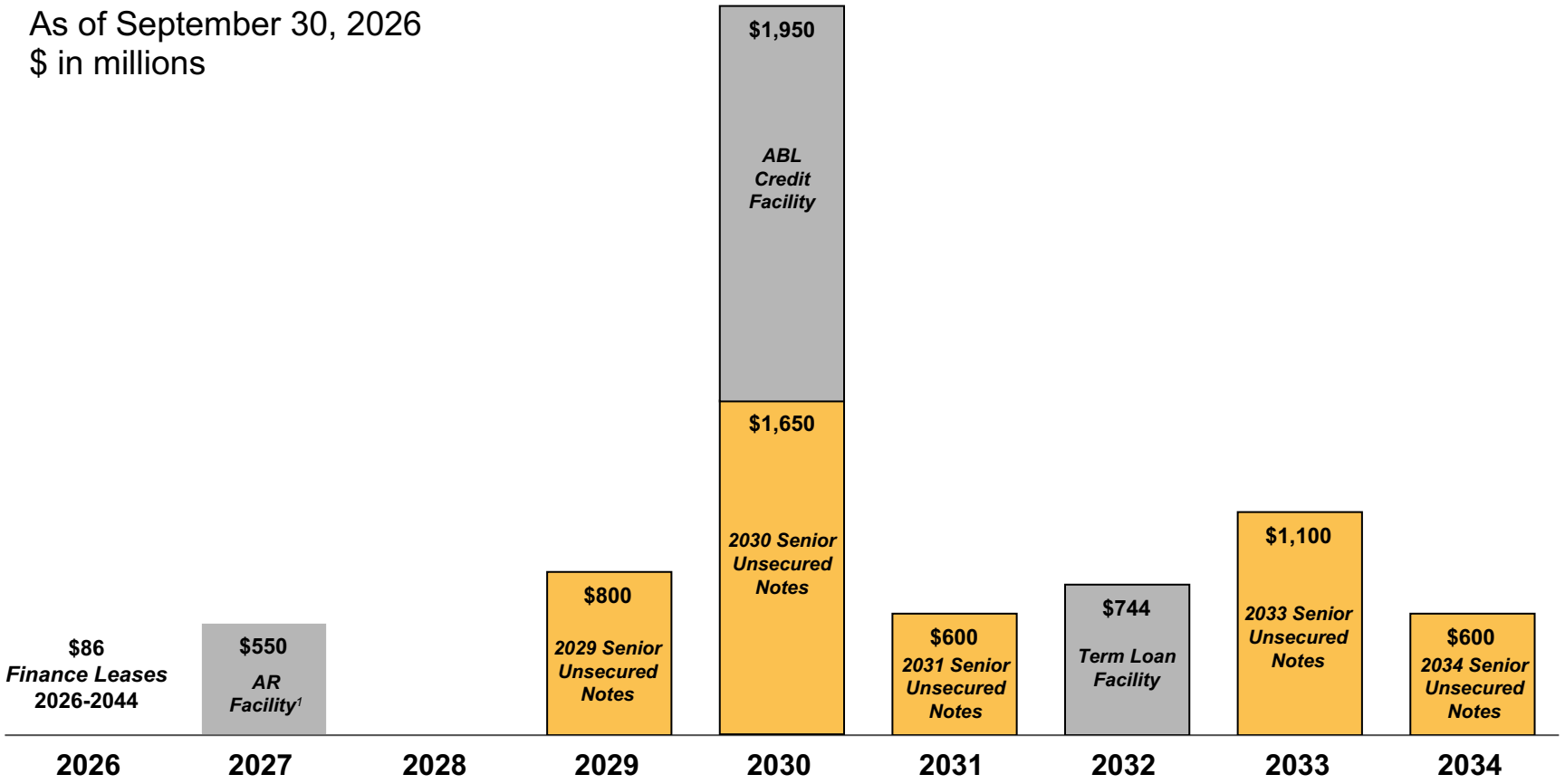
$ in millions, except per share data	Three Months Ended September 30, 2026	2025	2026 vs 2025 % Change	Nine Months Ended September 30, 2026	2025	2026 vs 2025 % Change
Equipment Rental Revenue	$1,254	$1,122	*11.8%*	$3,307	$2,731	*21.1%*
Total Revenues	$1,364	$1,304	*4.6%*	$3,707	$3,167	*17.1%*
Net Income (Loss)	$104	$30	*246.7%*	$99	$(23)	*NM*
Income (Loss) Per Diluted Share	$3.10	$0.90	*244.4%*	$2.96	$(0.75)	*NM*
Adjusted Net Income[1]	$131	$74	*77.0%*	$186	$170	*9.4%*
Adjusted Earnings Per Diluted Share[1]	$3.91	$2.22	*76.1%*	$5.55	$5.54	*0.2%*
Adjusted EBITDA[1]	$603	$551	*9.4%*	$1,538	$1,299	*18.4%*
Adjusted EBITDA Margin[1]	44.2%	42.3%	*190 bps*	41.5%	41.0%	*50 bps*
REBITDA[1,2]	$572	$521	*9.8%*	$1,419	$1,206	*17.7%*
REBITDA Margin[1,2]	45.2%	45.9%	*(70) bps*	42.5%	43.7%	*(120) bps*
REBITDA YoY Flow-Through[1,2]	38.9%	35.8%		36.9%	33.5%	
Average Fleet[3] (YoY)	1.7%	38.2%		17.6%	23.2%	
Dollar Utilization[3]	43.5%	39.9%	*360 bps*	39.8%	38.8%	*100 bps*

1. For a reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 18
2. REBITDA measures contribution from our core rental business without impact of sales of equipment, parts and supplies
3. Based on ARA guidelines

Disciplined Capital Management

Maturities

As of September 30, 2026
$ in millions



Ample liquidity[2] of $2.1B provides financial flexibility

Net leverage[3] of 3.90x

Free cash flow[3] of $133M for the nine months ended September 30, 2026

Quarterly dividend of $0.70 per share, paid on September 16, 2026

Maintained Credit Ratings
Moody's CFR Ba2; S&P BB

1. The AR Facility is excluded from current maturities of long-term debt as the Company has the intent and ability to consummate refinancing and extend the term of the agreement.
2. Total liquidity includes cash and cash equivalents and the unused commitments under the ABL Credit Facility and AR Facility.
3. For a definition and calculation, see the Appendix beginning on Slide 18.

Updating 2026 Outlook

Metric	2025 Actual	2026 Previous Guidance	2026 Revised Guidance
Equipment Rental Revenue	$3.8B	$4.375B to $4.475B	$4.475B to $4.550B
Adjusted EBITDA	$1.8B	$2.05B to $2.125B	$2.10B to $2.15B
Net Rental Equipment Expenditures	$649M	$850M to $950M	$1.0B to $1.1B
Gross Capex	$1.1B	$1.25B to $1.40B	$1.45B to $1.60B

Key 2026 Assumptions:

- Revenue synergies estimated at an incremental $100–$120M
- Cost synergies estimated at an incremental $90M for fully realized target of $125M by YE26
- Fuel inflation persists through remainder of 2026
- Fleet dispositions at OEC estimate updated to ~$950M to $1B
- Effective tax rate ~20%
- Free cash flow unchanged range of $250–$350M, adjusted for strategic fleet investment to support long-term growth

Purpose, Vision, Mission and Values



Purpose: We equip our customers and communities to build a brighter future

Appendix


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HercRentals
888-777-2700
JLG
www.jlg.com
LEDWELL
Justin
Herc Rentals
HercRentals™
Think Safety!
USDOT 372163
MC-897170

Glossary of Terms Commonly Use in the Industry

OEC: Original Equipment Cost which is an operating measure based on the guidelines of the American Rental Association (ARA), which is calculated as the cost of the asset at the time it was first purchased plus additional capitalized refurbishment costs (with the basis of refurbished assets reset at the refurbishment date).

Fleet Age: The OEC weighted age of the entire fleet, based on ARA guidelines.

Net Fleet Capital Expenditures: Capital expenditures of rental equipment minus the proceeds from disposal of rental equipment.

Dollar Utilization ($ UT): Dollar utilization is an operating measure calculated by dividing equipment rental revenue (excluding re-rent, delivery, pick-up and other ancillary revenue) by the average OEC of the equipment fleet for the relevant time period, based on ARA guidelines.

Reconciliation of Net Income to Adj. EBITDA and Adj. EBITDA Margin, Rental Adj. EBITDA (REBITDA), REBITDA Margin and Flow-Through

EBITDA, Adjusted EBITDA, and REBITDA—EBITDA represents the sum of net income (loss), provision (benefit) for income taxes, interest expense, net, depreciation of rental equipment and non-rental depreciation and amortization. Adjusted EBITDA represents EBITDA plus the sum of transaction expenses, restructuring and transformation initiative costs, spin-off costs, non-cash stock based compensation charges, loss on extinguishment of debt (which is included in interest expense, net), impairment charges, gain (loss) on disposal of a business, impact of the fair value mark-up of acquired fleet, impact of the studio entertainment business and certain other items. REBITDA represents Adjusted EBITDA excluding the gain (loss) on sales of rental equipment and new equipment, parts and supplies. EBITDA, Adjusted EBITDA and REBITDA do not purport to be alternatives to net income as an indicator of operating performance. Additionally, none of these measures purports to be an alternative to cash flows from operating activities as a measure of liquidity, as they do not consider certain cash requirements such as interest payments and tax payments.

Adjusted EBITDA Margin, REBITDA Margin and REBITDA Flow-Through—Adjusted EBITDA Margin (Adjusted EBITDA / Total Revenues) is a commonly used profitability ratio. REBITDA Margin (REBITDA / Equipment rental, service and other revenues) and REBITDA Flow-Through (the year-over-year change in REBITDA/the year-over-year change in Equipment rental, service, and other revenues) are useful operating profitability ratios to management and investors.

Reconciliation of Net Income to Adj. EBITDA and Adj. EBITDA Margin, Rental Adj. EBITDA (REBITDA), REBITDA Margin and Flow-Through

$ in millions	Three Months Ended September 30, 2026	2025	Nine Months Ended September 30, 2026	2025
Net income (loss)	**$ 104**	**$ 30**	**$ 99**	**$ (23)**
Income tax provision (benefit)	16	8	22	7
Interest expense, net	126	134	380	282
Depreciation of rental equipment	255	246	739	613
Non-rental depreciation and amortization	74	70	222	148
EBITDA	**575**	**488**	**1,462**	**1,027**
Non-cash stock-based compensation charges	14	16	22	28
Transaction expenses	1	38	9	185
Restructuring and transformation initiative costs (1)	2	1	7	1
(Gain) loss on assets held for sale	—	(1)	—	48
Impact of the fair value mark-up of acquired fleet(2)	10	7	37	11
Other(3)	1	2	1	(1)
Adjusted EBITDA	**603**	**551**	**1,538**	**1,299**
Less: Gain on sales of rental equipment	17	17	70	66
Less: Gain on sales of new equipment, parts and supplies	4	6	12	16
Less: Impact of the fair value mark-up of acquired fleet(2)	10	7	37	11
Rental Adjusted EBITDA (REBITDA)	**$ 572**	**$ 521**	**$ 1,419**	**$ 1,206**
Total revenues	$ 1,364	$ 1,304	$ 3,707	$ 3,167
Less: Sales of rental equipment	85	151	333	362
Less: Sales of new equipment, parts and supplies	13	18	38	46
Equipment rental, service and other revenues	**$ 1,266**	**$ 1,135**	**$ 3,336**	**$ 2,759**
Total revenues	$ 1,364	$ 1,304	$ 3,707	$ 3,167
Adjusted EBITDA	$ 603	$ 551	$ 1,538	$ 1,299
Adjusted EBITDA Margin	**44.2 %**	**42.3 %**	**41.5 %**	**41.0 %**
Equipment rental, service and other revenues	$ 1,266	$ 1,135	$ 3,336	$ 2,759
REBITDA	$ 572	$ 521	$ 1,419	$ 1,206
REBITDA Margin	**45.2 %**	**45.9 %**	**42.5 %**	**43.7 %**
YOY Change in REBITDA	$ 51		$ 213	
YOY Change in Equipment rental, service and other revenues	$ 131		$ 577	
YOY REBITDA Flow-Through	**38.9 %**		**36.9 %**	

(1) Restructuring and transformation initiative costs primarily consist of employee severance and other restructuring related costs, together with incremental non-recurring costs associated with strategic business transformation initiative designed to improve operational efficiency and profitability; (2) Reflects additional costs recorded in cost of sales of rental equipment associated with the fair value mark-up of rental equipment acquired in major acquisitions and subsequently sold.; (3) Other includes impairment charges and the pre-divestiture impact of the studio entertainment business.

REBITDA Margin and Flow-Through Quarterly Trend

$ in millions	Q1 2025	Q2 2025	Q3 2025	Q4 2025	FY 2025	Q1 2026	Q2 2026	Q3 2026
Net income (loss)	**$ (18)**	**$ (35)**	**$ 30**	**$ 24**	**$ 1**	**$ (24)**	**$ 19**	**$ 104**
Income tax provision (benefit)	10	(11)	8	(7)	—	1	5	16
Interest expense, net	62	86	134	134	416	128	126	126
Depreciation of rental equipment	172	195	246	243	856	242	242	255
Non-rental depreciation and amortization	33	45	70	76	224	73	75	74
EBITDA	**259**	**280**	**488**	**470**	**1,497**	**420**	**467**	**575**
Non-cash stock-based compensation charges	6	6	16	6	34	6	2	14
Transaction related costs	74	73	38	14	199	5	3	1
Restructuring and transformation initiative costs [1]	—	—	1	6	7	1	4	2
Loss (gain) on assets held for sale	—	49	(1)	—	48	—	—	—
Impact of the fair value mark-up of acquired fleet[2]	—	4	7	16	27	16	11	10
Other[3]	(1)	(2)	2	7	6	—	—	1
Adjusted EBITDA	**338**	**410**	**551**	**519**	**1,818**	**448**	**487**	**603**
Less: Gain on sales of rental equipment	29	20	17	25	91	29	24	17
Less: Gain on sales of new equipment, parts and supplies	3	7	6	5	21	4	4	4
Less: Impact of the fair value mark-up of acquired fleet[2]	—	4	7	16	27	16	11	10
Rental Adjusted EBITDA (REBITDA)	**$ 306**	**$ 379**	**$ 521**	**$ 473**	**$ 1,679**	**$ 399**	**$ 448**	**$ 572**
Total revenues	$ 861	$ 1,002	$ 1,304	$ 1,209	$ 4,376	$ 1,139	$ 1,204	$ 1,364
Less: Sales of rental equipment	105	106	151	147	509	138	110	85
Less: Sales of new equipment, parts and supplies	11	17	18	17	63	13	12	13
Equipment rental, service and other revenues	**$ 745**	**$ 879**	**$ 1,135**	**$ 1,045**	**$ 3,804**	**$ 988**	**$ 1,082**	**$ 1,266**
REBITDA Margin	**41.1 %**	**43.1 %**	**45.9 %**	**45.3 %**	**44.1 %**	**40.4 %**	**41.4 %**	**45.2 %**
YOY REBITDA Flow-Through	**(36.8)%**	**40.6 %**	**35.8 %**	**33.7 %**	**33.6 %**	**38.3 %**	**34.0 %**	**38.9 %**

(1) Restructuring and transformation initiative costs primarily consist of employee severance and other restructuring related costs, together with incremental non-recurring costs associated with strategic business transformation initiative designed to improve operational efficiency and profitability.
(2) Reflects additional costs recorded in cost of sales of rental equipment associated with the fair value mark-up of rental equipment acquired in major acquisitions and subsequently sold.
(3) Other consists of impairment and the pre-divestiture impact of the studio entertainment business.

REBITDA Margin and Flow-Through Annual Trend

$ in millions	2021	2022	2023	2024	2025
Net income	**$ 224**	**$ 330**	**$ 347**	**$ 211**	**$ 1**
Income tax provision	67	104	100	80	—
Interest expense, net	86	122	224	260	416
Depreciation of rental equipment	420	536	643	679	856
Non-rental depreciation and amortization	68	95	112	127	224
EBITDA	**865**	**1,187**	**1,426**	**1,357**	**1,497**
Non-cash stock-based compensation charges	23	27	18	17	34
Transaction related costs	4	7	8	11	199
Restructuring	—	—	—	1	7
Loss on assets held for sale / disposal of business	—	—	—	194	48
Impact of the fair value mark-up of acquired fleet[(1)]	—	—	—	—	27
Other[(2)]	3	6	—	3	6
Adjusted EBITDA	**895**	**1,227**	**1,452**	**1,583**	**1,818**
Less: Gain on sales of rental equipment	19	36	94	87	91
Less: Gain on sales of new equipment, parts and supplies	10	15	13	13	21
Less: Impact of fair value mark-up of acquired fleet	—	—	—	—	27
Rental Adjusted EBITDA (REBITDA)	**$ 866**	**$ 1,176**	**$ 1,345**	**$ 1,483**	**$ 1,679**
Total revenues	$ 2,073	$ 2,740	$ 3,282	$ 3,568	$ 4,376
Less: Sales of rental equipment	113	125	346	311	509
Less: Sales of new equipment, parts and supplies	31	36	38	37	63
Equipment rental, service and other revenues	**$ 1,929**	**$ 2,579**	**$ 2,898**	**$ 3,220**	**$ 3,804**
REBITDA Margin	**44.8 %**	**45.7 %**	**46.4 %**	**46.1 %**	**44.1 %**
YOY REBITDA Flow-Through	**47.5 %**	**48.1 %**	**53.0 %**	**42.9 %**	**33.6 %**

(1) Reflects additional costs recorded in cost of sales of rental equipment associated with the fair value mark-up of rental equipment acquired in major acquisitions and subsequently sold. Reported amounts prior to 2025 have not been restated as the adjustments were immaterial.
(2) Other consists of impairment, spin-off costs and the pre-divestiture impact of the studio entertainment business.

Reconciliation of Adjusted Net Income and Adjusted Earnings Per Diluted Share

Adjusted Net Income and Adjusted Earnings per Diluted Share—Adjusted Net Income represents the sum of net income (loss), transaction expenses, restructuring and transformation initiative costs, spin-off costs, loss on extinguishment of debt, impairment charges, gain (loss) on the disposal of a business, merger related intangible asset amortization, impact on depreciation of acquired fleet, impact of the fair value mark up of acquired fleet, income (loss) of the studio entertainment business and certain other items. Adjusted Earnings per Diluted Share represents Adjusted Net Income divided by weighted average diluted shares outstanding. Adjusted Net Income and Adjusted Earnings per Diluted Share are important measures to evaluate our results of operations between periods on a more comparable basis and to help investors analyze underlying trends in our business, evaluate the performance of our business both on an absolute basis and relative to our peers and the broader market, provide useful information to both management and investors by excluding certain items that may not be indicative of our core operating results and operational strength of our business.

	Three Months Ended September 30,		Nine Months Ended September 30,	
$ in millions	2026	2025	2026	2025
Net income (loss)	**$ 104**	**$ 30**	**$99**	**($23)**
Transaction expenses	1	38	9	185
(Gain) loss on assets held for sale	—	(1)	—	48
Merger related intangible asset amortization[(1)]	31	30	93	40
Impact on depreciation related to acquired fleet[(2)]	(10)	(21)	(32)	(30)
Impact of the fair value mark-up of acquired fleet[(3)]	10	7	37	11
Restructuring and transformation initiative costs [(4)]	2	1	7	1
Other[(5)]	1	3	1	1
Tax impact of adjustments above[(6)]	(8)	(13)	(28)	(63)
Adjusted net income	**$ 131**	**$ 74**	**$186**	**$170**
Weighted average diluted shares outstanding	**33.5**	**33.3**	**33.5**	**30.7**
Adjusted earnings per diluted share	**$ 3.91**	**$ 2.22**	**$5.55**	**$5.54**

(1) Reflects the amortization of the intangible assets acquired in major acquisitions completed since the beginning of 2024.

(2) Reflects the impact of extending the useful lives of rental equipment acquired in major acquisitions, net of the impact of additional depreciation associated with the fair value mark-up of such equipment.

(3) Reflects additional costs recorded in cost of sales of rental equipment associated with the fair value mark-up of rental equipment acquired in major acquisitions and subsequently sold.

(4) Restructuring and transformation initiative costs primarily consist of employee severance and other restructuring related costs, together with incremental non-recurring costs associated with strategic business transformation initiative designed to improve operational efficiency and profitability.

(5) Other includes impairment charges and the pre-divestiture impact of the studio entertainment business.

(6) The tax rate applied for all adjustments is 24.9% in the three and nine months ended September 30, 2026, and 25.0% in the three and nine months ended September 30, 2025 (excluding studio entertainment impact), and reflects the statutory rates in the applicable entities. The tax rate applied for the studio entertainment adjustment was 24.2% in the three and nine months ended September 30, 2025, and reflects the stand-alone annual effective tax rate.

Calculation of Net Leverage Ratio

Net Leverage Ratio –The Company has defined its net leverage ratio as net debt, as calculated below, divided by adjusted EBITDA for the trailing twelve-month period. This measure should be considered supplemental to and not a substitute for financial information prepared in accordance with GAAP. The Company's definition of this measure may differ from similarly titled measures used by other companies.

$ in millions	Q1 2025	Q2 2025[1]	Q3 2025[1]	Q4 2025[1]	Q1 2026[1]	Q2 2026[1]	Q3 2026
Long-term debt, net	**$ 4,026**	**$ 8,251**	**$ 8,164**	**$ 8,021**	**$ 7,958**	**$ 7,885**	**$ 8,004**
(Plus) Current maturities of long-term debt	17	23	26	26	27	27	27
(Plus) Unamortized debt issuance costs and debt discount	11	50	49	56	53	51	49
(Less) Cash and cash equivalents	(48)	(53)	(61)	(52)	(43)	(43)	(66)
Net debt	**$ 4,006**	**$ 8,271**	**$ 8,178**	**$ 8,051**	**$ 7,995**	**$ 7,920**	**$ 8,014**
Trailing twelve-month adjusted EBITDA	1,583	2,200	2,132	2,038	2,017	2,005	2,057
Net leverage	**2.53 x**	**3.76 x**	**3.84 x**	**3.95 x**	**3.96 x**	**3.95 x**	**3.90 x**

(1) Trailing twelve-month adjusted EBITDA includes the historical results of Herc and H&E combined and excluding Cinelease studio entertainment for the period.

Reconciliation of Free Cash Flow

Free cash flow is not a recognized term under GAAP and should not be considered in isolation or as a substitute for our reported results prepared in accordance with GAAP. Further, since all companies do not use identical calculations, our definition and presentation of this measure may not be comparable to similarly titled measures reported by other companies.

Free Cash Flow—Free cash flow represents net cash provided by (used in) operating activities less rental equipment expenditures and non-rental capital expenditures, plus proceeds from disposal of rental equipment, proceeds from disposal of property and equipment, and other investing activities. Free cash flow is used by management in analyzing the Company's ability to service and repay its debt, fund potential acquisitions and to forecast future periods. However, this measure does not represent funds available for investment or other discretionary uses since it does not deduct cash used to service debt or for other non-discretionary expenditures.

	Nine Months Ended September 30,		Year Ended December 31,		
$ in millions	2026	2025	2025	2024	2023
Net cash provided by operating activities	**$ 951**	**$ 770**	**$ 1,085**	**$ 1,225**	**$ 1,086**
Rental equipment expenditures	(1,056)	(835)	(1,097)	(1,048)	(1,320)
Proceeds from disposal of rental equipment	319	306	448	288	325
Net rental equipment expenditures	**(737)**	**(529)**	**(649)**	**(760)**	**(995)**
Non-rental capital expenditures	(107)	(123)	(157)	(161)	(156)
Proceeds from disposal of property and equipment	26	15	20	10	15
Other	—	—	—	—	(15)
Free cash flow	**133**	**133**	**299**	**314**	**(65)**
Acquisitions, net of cash acquired	—	(4,256)	(4,257)	(600)	(430)
Proceeds from disposal of business, net	—	99	99	—	—
Decrease (increase) in net debt, excluding financing activities	**$ 133**	**$ (4,024)**	**$ (3,859)**	**$ (286)**	**$ (495)**

Historical Fleet at OEC[1]

$ in millions	FY 2022	FY 2023	FY 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	FY 2025	Q1 2026	Q2 2026	Q3 2026
Beginning Balance	**$ 4,381**	**$ 5,637**	**$ 6,328**	**$ 7,044**	**$ 6,879**	**$ 9,858**	**$ 9,600**	**$ 7,044**	**$ 9,523**	**$ 9,441**	**$ 9,619**
Expenditures	1,218	1,218	1,077	74	314	423	266	1,077	183	451	582
Disposals	(322)	(813)	(723)	(234)	(253)	(375)	(342)	(1,204)	(281)	(247)	(196)
Acquisitions	395	303	395	(1)	2,893	—	(3)	2,889	—	(1)	—
Divestiture	—	—	—	—	—	(301)	—	(301)	—	—	—
Foreign Currency / Other	(35)	(17)	(33)	(4)	25	(5)	2	18	16	(25)	—
Ending Balance	**$ 5,637**	**$ 6,328**	**$ 7,044**	**$ 6,879**	**$ 9,858**	**$ 9,600**	**$ 9,523**	**$ 9,523**	**$ 9,441**	**$ 9,619**	**$ 10,005**
Proceeds as a percent of OEC	**44.4 %**	**44.2 %**	**44.9 %**	**44.8 %**	**43.5 %**	**41.4 %**	**45.1 %**	**43.4 %**	**48.7 %**	**46.0 %**	**41.5 %**

1. Original equipment cost based on ARA guidelines.

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