

HERC HOLDINGS INC.

Goldman Sachs Industrials & Materials Conference

May 12, 2021

HercRentals®

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Safe Harbor Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation includes forward-looking statements as that term is defined by the federal securities laws, including statements concerning our business plans and strategy; projected profitability, performance or cash flows, future capital expenditures; our growth strategy; anticipated financing needs, business trends, the impact of and our response to COVID-19, liquidity and capital management, and other information that is not historical information. Forward looking statements are generally identified by the words "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "forecasts," 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. 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. 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 and 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.

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Herc Rentals Team



Larry Silber
President & Chief Executive Officer



Mark Irion
Senior Vice President & Chief Financial Officer



Elizabeth Higashi
Vice President, Investor Relations & Sustainability

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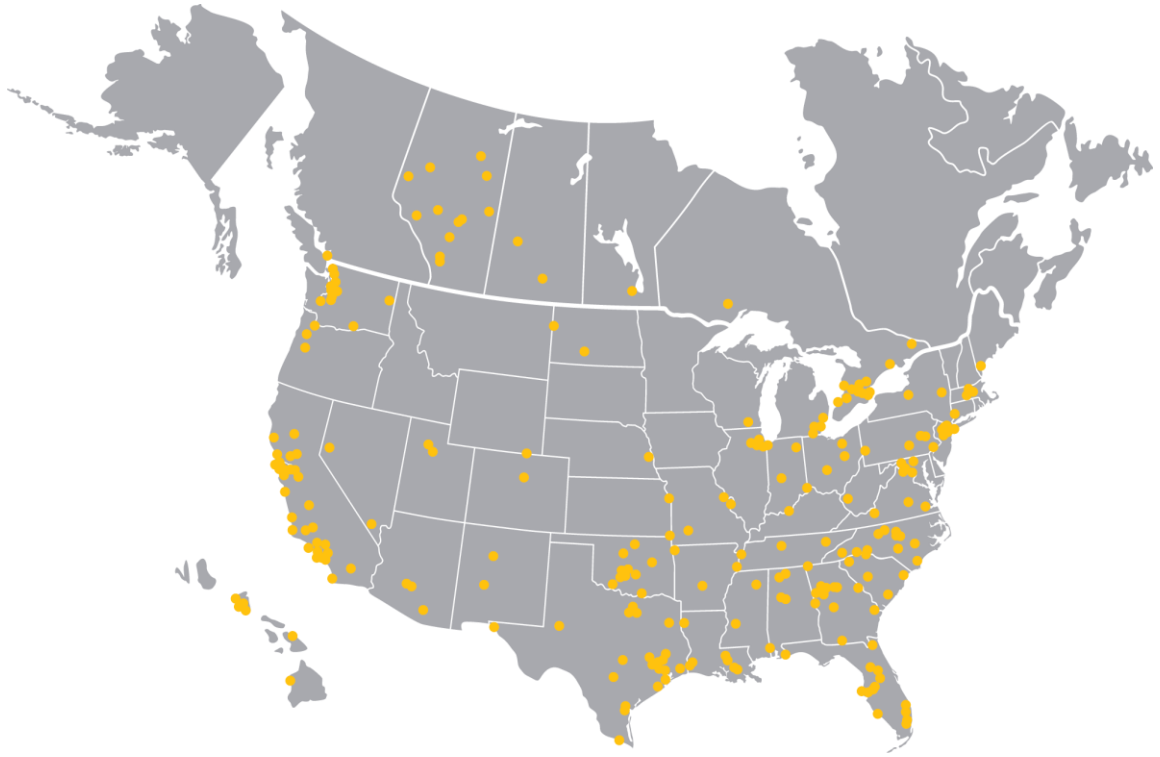
A Leader in the Equipment Rental Industry

HRI

Listed on the New York Stock Exchange on July 1, 2016

56

Years in the equipment rental industry



282[(1)]

Locations in 39 states and five Canadian provinces

4,800

Employees serving North America

(1) Location count as of April 22, 2021

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2021 Takeaways - On Our Way to a Record Year



Sequential improvement in fleet on rent throughout Q1 2021

Rental revenue growth of 3.6% driven by ProSolutions® and entertainment businesses

Focus on operating leverage drove adjusted EBITDA increase of 25.0% and a 680 bps improvement in margin to 40.7%

Strong Q1 performance is driving our increase in guidance for the year

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First Quarter 2021 Financial Highlights

Equipment Rental Revenue

$400.4M

Q1
3.6% YoY

Net Income

$32.9M

Q1
989.2% YoY

Total Revenues

$453.8M

Q1
4.0% YoY

Earnings Per Diluted Share

$1.09

Q1
938.5% YoY

Adjusted EBITDA[1]

$184.6M

Q1
25.0% YoY

Adjusted EBITDA Margin[1]

40.7%

Q1
+680 bps YoY

1. For a reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 19

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Operations Review



Solid Operational Performance



Rental revenue continued to improve with strong sequential growth in Q1

Diversified mix of customers, segments and geography contributed to rental revenue growth

Growth was driven by strength in specialty business including ProSolutions® and entertainment-related

Business activity returning to normal and all of our end markets are showing positive momentum

Operational capabilities to execute strategy and take advantage of opportunities

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Focused on Health and Safety







Continued focus on health and safety of our employees, customers and communities

Enhancing the well-being of our team by investing in training

Adhering to CDC guidelines in all of our operations and travel

Refining and launching a new Health & Safety Management System this year

Achieved 96% Perfect Days at our branches in Q1 2021

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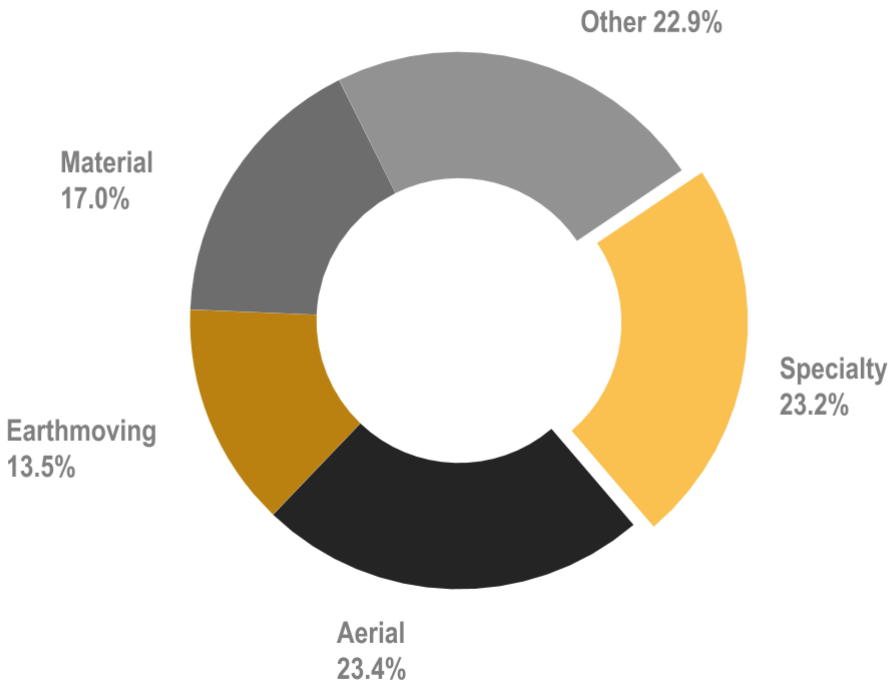
Managing Fleet to Enhance Utilization

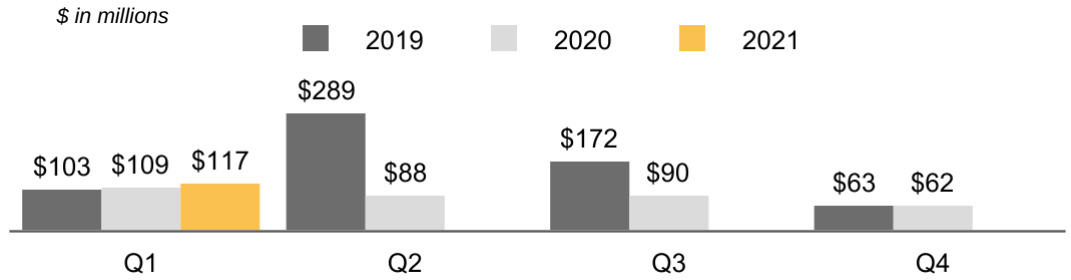
Fleet Composition at OEC[1]

$3.63B at OEC

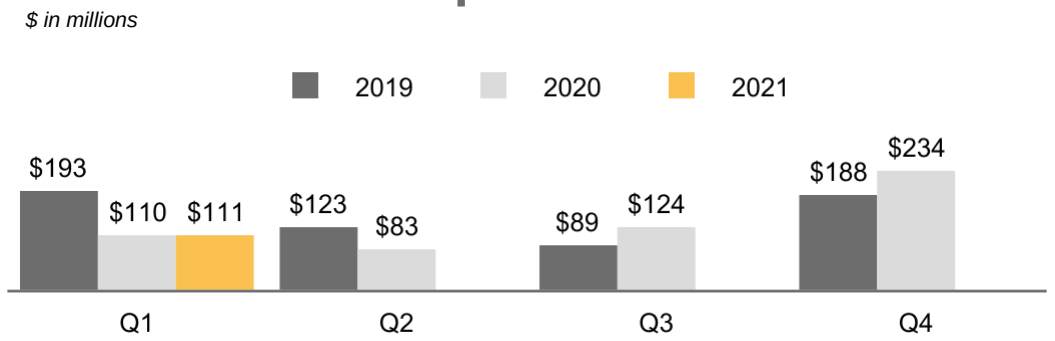


Q1 2021 $ Utilization increased to 38.6% from 35.7% last year

Fleet Expenditures at OEC[1]



Fleet Disposals at OEC[1]



Fleet disposals at OEC in Q1 2021 were $111 million, generating ~40% proceeds as a percent of OEC

Average age of disposals was 84 months in Q1 2021

Average fleet age of 48 months in Q1 2021

1. Original equipment cost based on ARA guidelines. As of March 31, 2021

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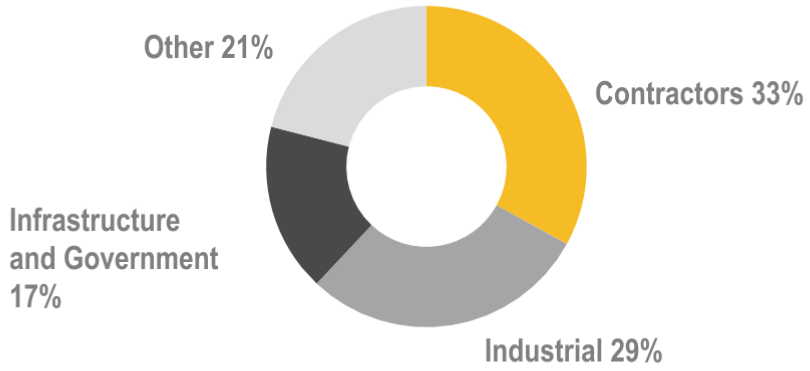
Successful, Diversified Business Model

Q1 Revenue by Customer[1]



Q1 Local vs National Mix



Our diverse customer mix, base of national customers and expanded specialty business continues to provide growth opportunities

Providing excellent customer service and premium equipment to our customers

Entertainment activities are exceeding pre-pandemic highs

Expanding in fast-growing urban markets to drive top-line growth

Continued investment in ProSolutions® business

Delivering a lean cost structure and improving margins

1. Refer to our 10-K for description of industries related to each customer classification. Other includes commercial and retail service, hospitality, healthcare, recreation, and entertainment and special events

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Financial Review



First Quarter 2021 Results

$ in millions, except per share data	Three Months Ended March 31, 2021	2020	*% Chg.*
Equipment Rental Revenue	$400.4	$386.5	*3.6%*
Total Revenues	$453.8	$436.2	*4.0%*
Net Income (Loss)	$32.9	$(3.7)	*NM*
Earnings (Loss) Per Diluted Share	$1.09	$(0.13)	*NM*
Adjusted Net Income (Loss)[1]	$33.3	$1.1	*NM*
Adjusted Earnings Per Diluted Share[1]	$1.10	$0.04	*NM*
Adjusted EBITDA[1]	$184.6	$147.7	*25.0%*
Adjusted EBITDA Margin[1]	40.7 %	33.9 %	*680 bps*
REBITDA Margin[1,2]	43.8 %	38.1 %	*570 bps*
REBITDA YoY Flow-Through[1,2]	200.7%		
Average Fleet[3]	(5.1)% YoY		
Pricing[3]	(0.3)% YoY		

NM - Not meaningful

1. For a reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 19
2. REBITDA measures contribution from our core rental business without impact of sales of equipment, parts and supplies
3. Based on ARA guidelines

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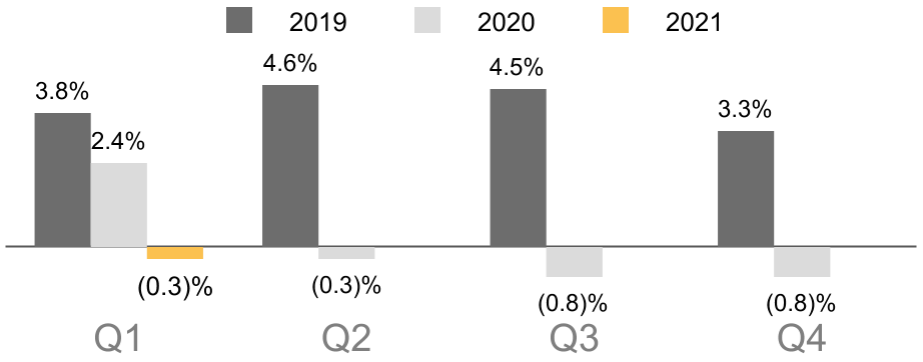
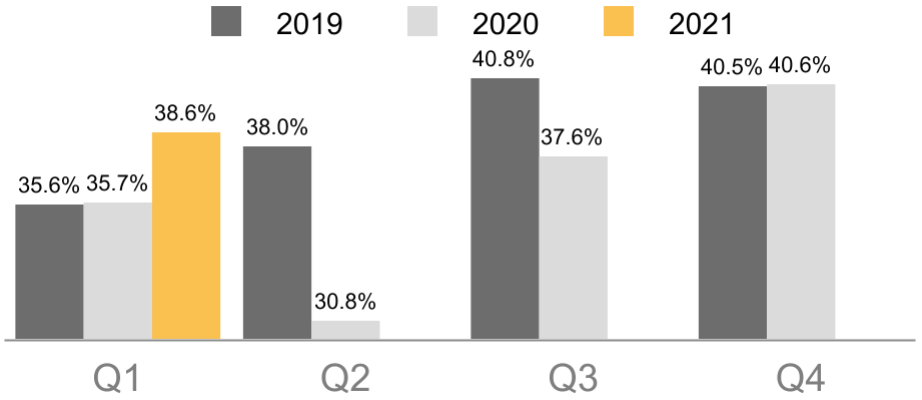
Pricing and Utilization Performance

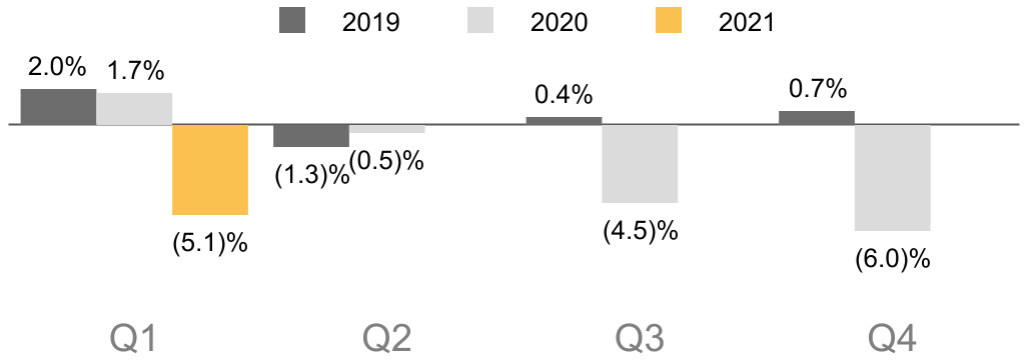
Pricing[1]



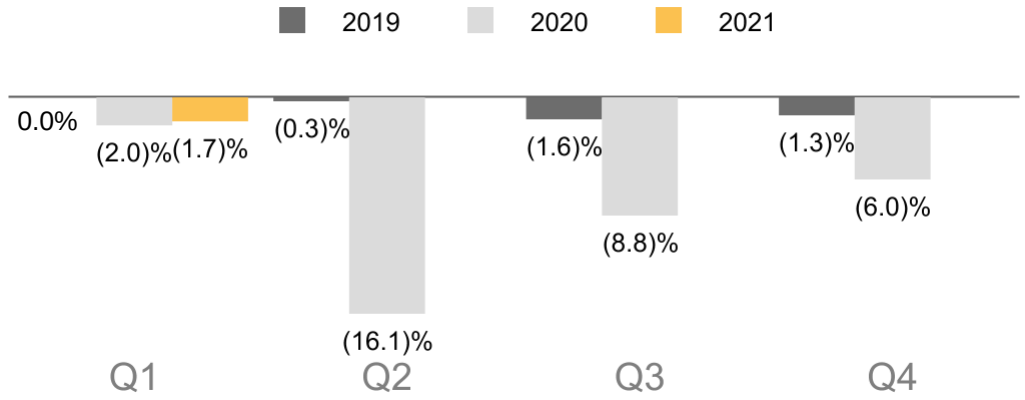
$ Utilization[2]



Average Fleet at OEC[1]



Average Fleet on Rent at OEC[1]



1. YoY Change. Based on ARA guidelines.
2. Based on ARA guidelines

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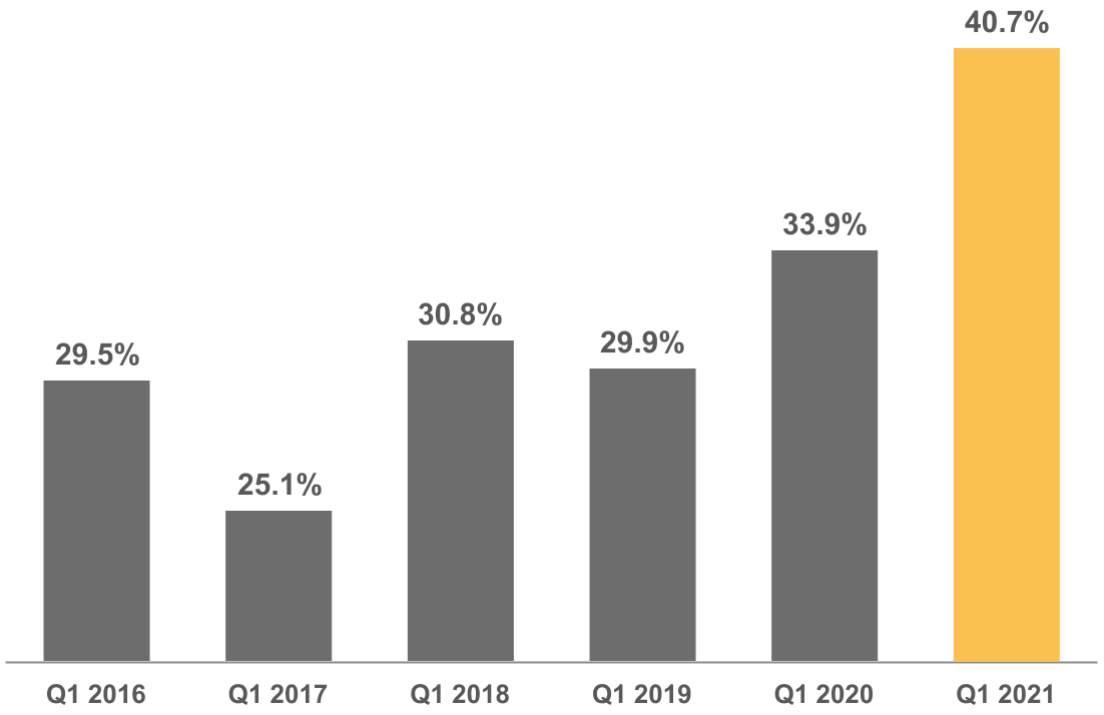
Strong Margin Trends for Q1 Adjusted EBITDA[1]

First Quarter Adjusted EBITDA Margins (2016 through 2021)



Adjusted EBITDA increased 25.0% or $36.9 million to $184.6 million in Q1 2021

DOE fell $6.2 million primarily due to lower personnel, re-rent and maintenance expenses in Q1 2021

SG&A declined $4.3 million in Q1 2021 primarily due to reductions in bad debit and travel expense

REBITDA margin[1,3] increased 570 bps YoY to 43.8% in Q1 2021

REBITDA margin flow-through was 200.7% in Q1 2021

1. For a reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 19
2. Gain / loss on sales of rental equipment, new equipment, parts and supplies.
3. REBITDA measures contribution from our core rental business without impact of sales of equipment, parts and supplies

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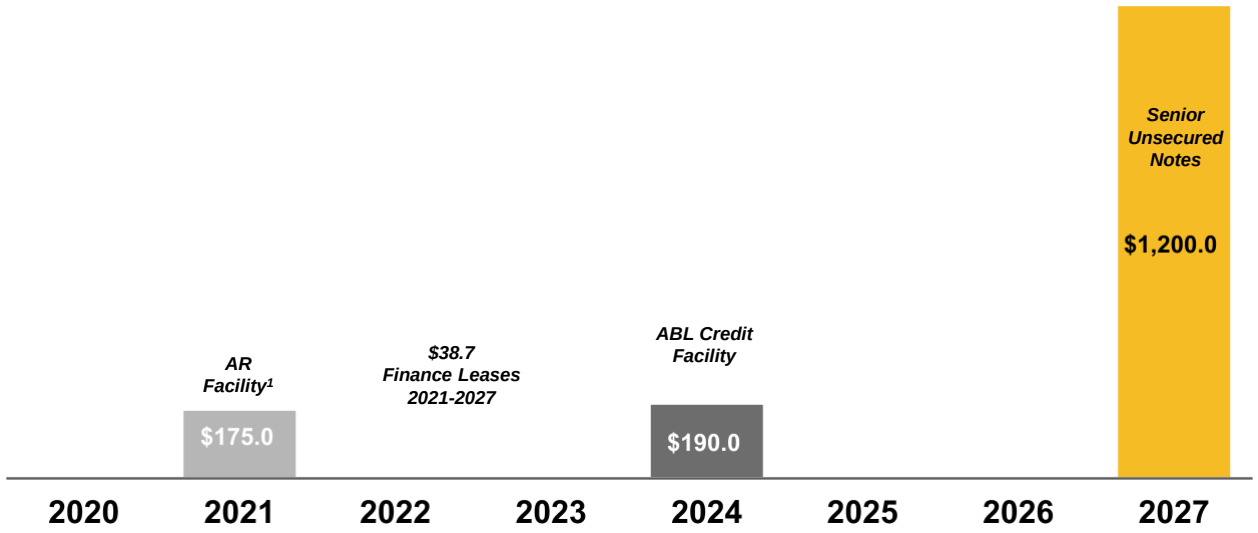
Disciplined Capital Management

Maturities

$ in millions, as of March 31, 2021



Total debt of $1.6 billion as of March 31, 2021, down by approximately $67 million from December 31, 2020

No near-term maturities and **ample liquidity** of $1.4 billion provides financial flexibility[2]

$73M

Free cash flow[3] of approximately $73 million for Q1 2021

2.2x

Net leverage[3] of 2.2x compared with 2.7x in March 2020

New net leverage target of 2.0x to 3.0x

Credit Ratings Upgraded: Moody's CFR to Ba3 from B1/ S&P (BB-/Stable)

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 reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 19

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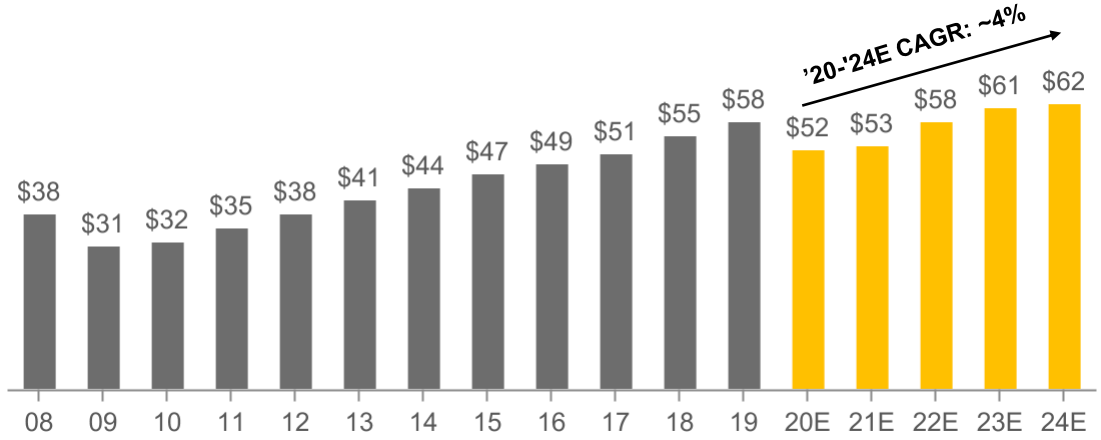
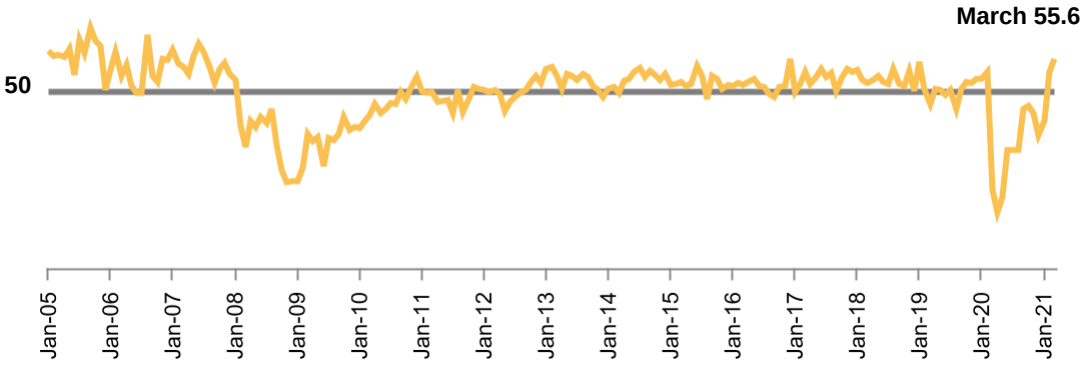
A New Cycle in the Making

N.A. Equipment Rental Market[1]



Architecture Billings Index[3]



Select Market Forecasts[2]

U.S. Nonresidental Building Starts

	History			Forecast			
	2018	2019	2020	2021	2022	2023	2024
YOY Growth	+4%	+5%	(22)%	+3%	+8%	+7%	+3%

Sectors with Tailwinds

	History			Forecast			
	2018	2019	2020	2021	2022	2023	2024
Healthcare	(3)%	+3%	(7)%	+9%	+8%	+7%	+5%
Warehouse	+2%	+26%	+6%	+8%	+7%	+1%	(1)%
Infrastructure	(1)%	+10%	(12)%	+5%	+6%	+3%	+2%

Equipment rental market forecast to grow from about $52 billion in 2020 to $62 billion in 2024

Secular trends favor rental versus ownership

Healthcare, warehouse and infrastructure sectors reflect strong growth

1. Source: ARA / IHS Global Insights as of February 2021
2. Source: Dodge Analytics U.S. as of March 2021
3. Source: The American Institute of Architects (AIA) as of April 2021

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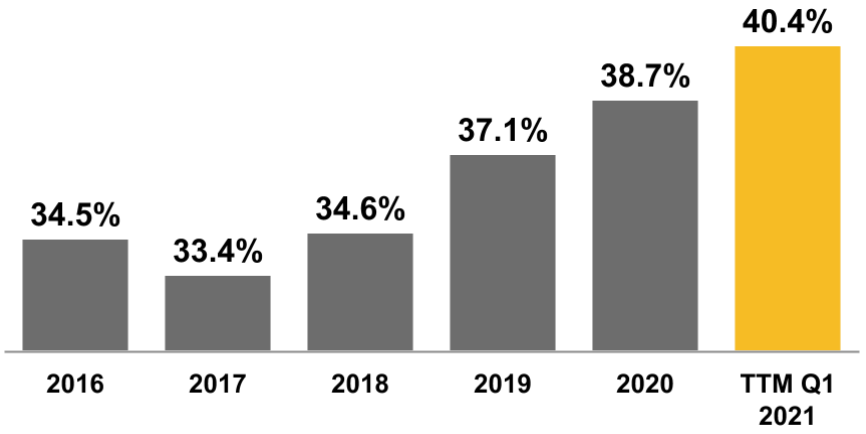
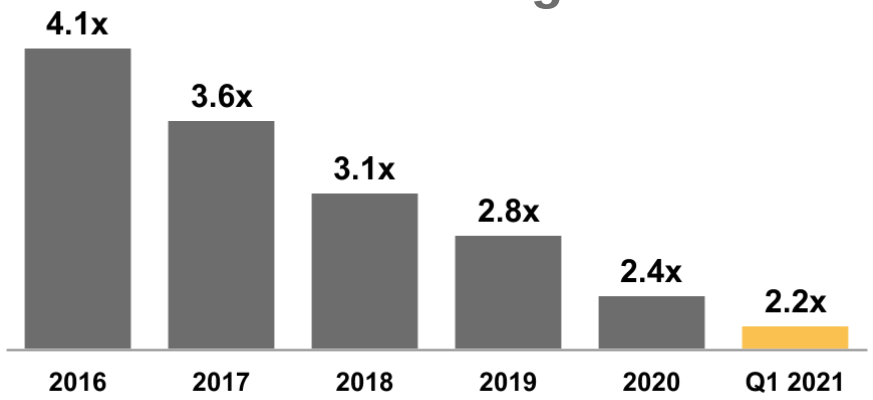
Improving Metrics Position Future Growth

Adjusted EBITDA Margin[1]



Net Leverage[2]



Focus on top line growth and operating leverage to continue to improve margins over time

Strong free cash flow provides liquidity for growth initiatives

Will continue opening greenfield locations and seeking accretive M&A in select geographies

We are focused on disciplined fleet investment to fuel our strategic growth

1. For a definition and reconciliation to the most comparable GAAP financial measure, see slides 24 and 25 and previously filed presentations
2. For a definition and calculation, see slide 27

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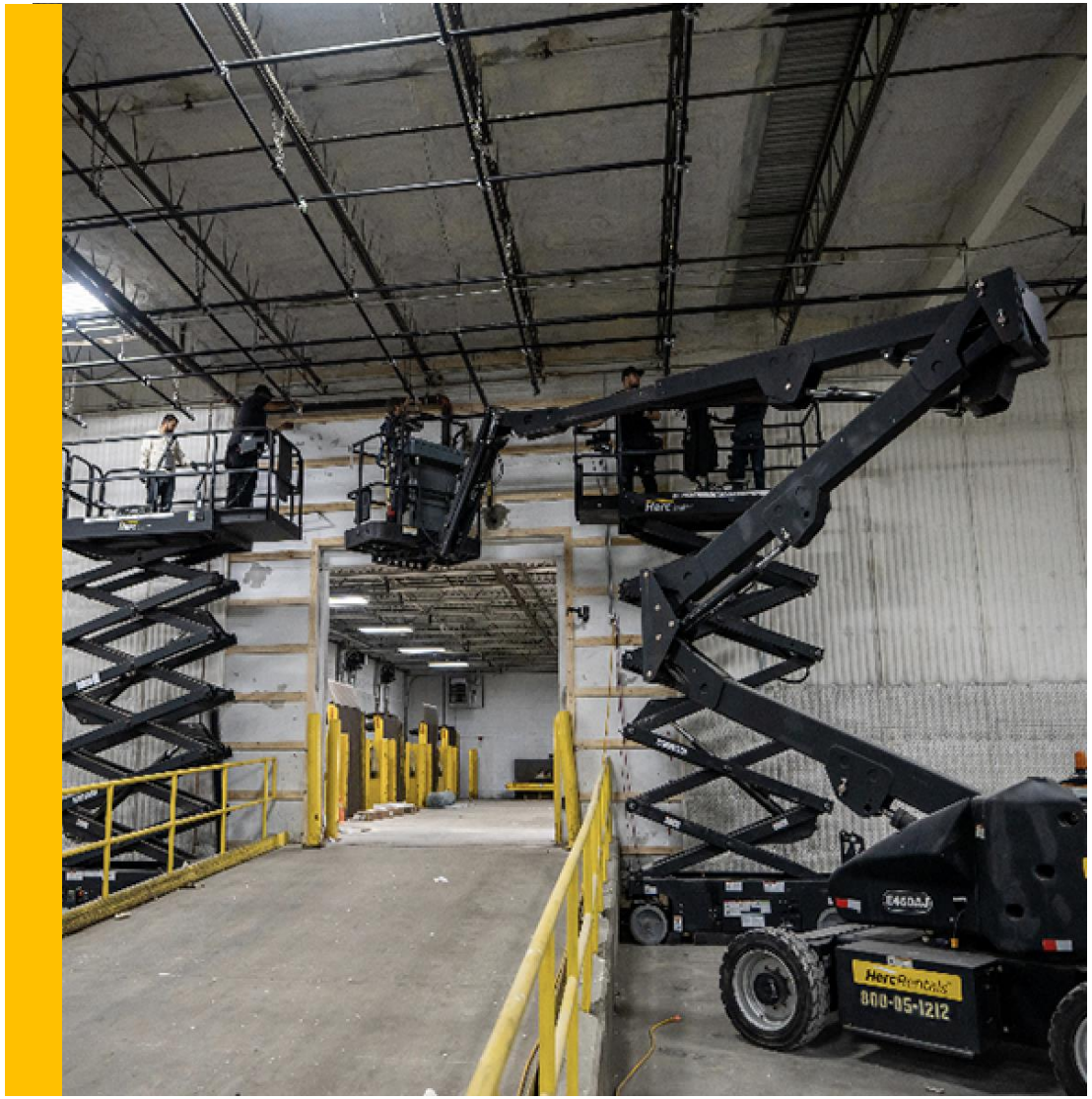
Appendix



Our Strategic Initiatives are Delivering Results



Develop Our People and Culture

Attract and retain diverse talent

Align performance to shared purpose

Support a safe and healthy work place culture

Expand continuous learning to all employees



Expand and Diversify Revenues

Broaden customer base

Expand products and services

Grow pricing and ancillary revenues

Seek accretive M&A in selective geographies, verticals and selected products



Improve Operating Effectiveness

Improve sales force effectiveness

Improve safety and labor productivity

Increase density in large urban markets

Improve vendor management and fleet availability



Enhance Customer Experience

Provide premium products and solutions-based services

Introduce innovative technology solutions

Maintain COVID-19 protocols to protect customers and employees



Disciplined Capital Management

Drive EBITDA margin growth

Maximize fleet management and utilization

Operate within new net leverage target range of 2.0x to 3.0x

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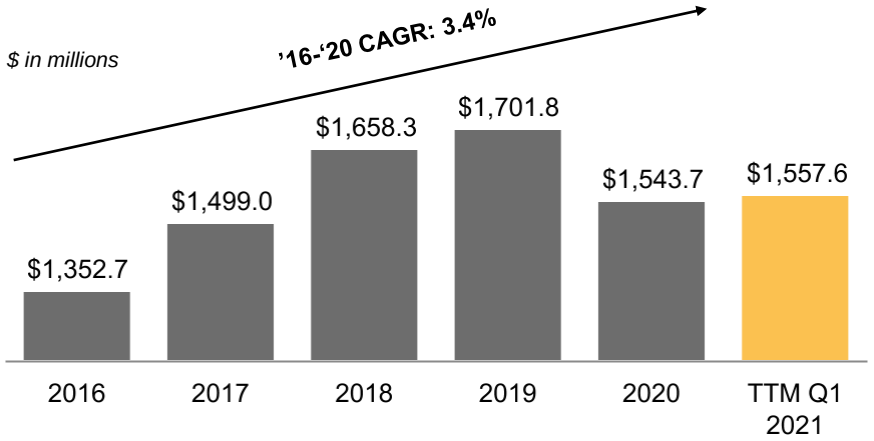
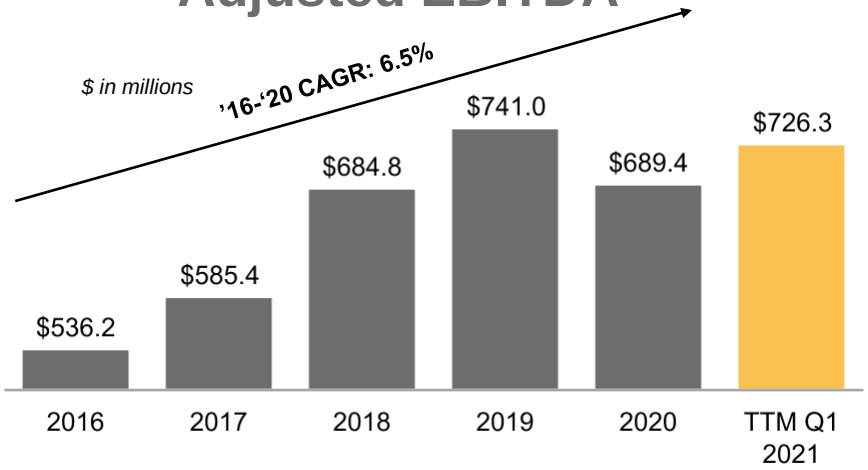
Margin and Net Leverage Show Positive Trends

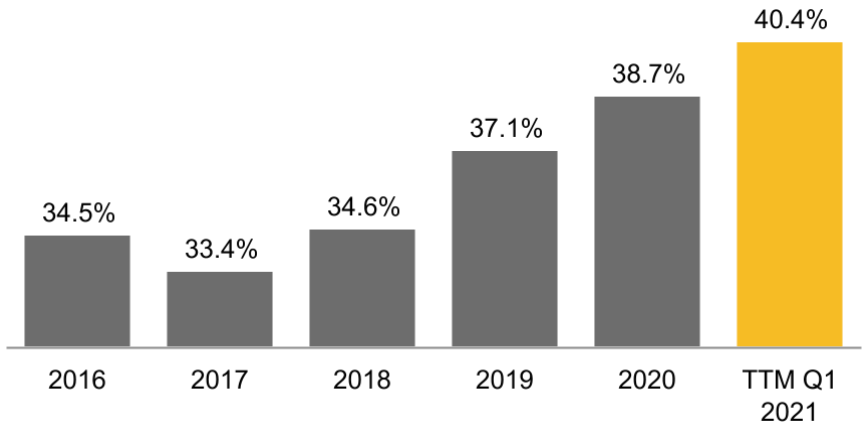
Equipment Rental Revenue



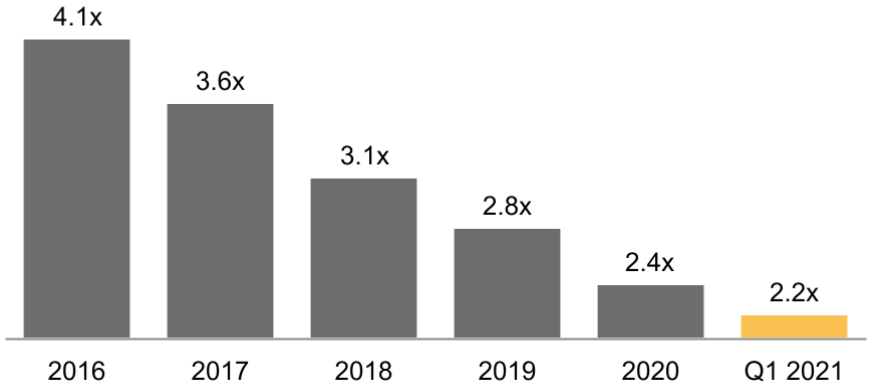
Adjusted EBITDA[1]



Adjusted EBITDA Margin[1]



Net Leverage[2]



1. For a definition and reconciliation to the most comparable GAAP financial measure, see slides 24 and 25 and previously filed presentations
2. For a definition and calculation, see slide 27

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Glossary of Terms Commonly Used 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 rental revenue by the average OEC of the equipment fleet for the relevant time period, based on ARA guidelines.

Pricing: Change in pure pricing achieved in one period versus another period. This is applied both to year-over-year and sequential comparisons. Rental rates are based on ARA guidelines and are calculated based on the category class rate variance achieved either year-over-year or sequentially for any fleet that qualifies for the fleet base and weighted by the prior year revenue mix.

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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), restructuring and restructuring related charges, spin-off costs, loss on extinguishment of debt, impairment charges, gain (loss) on the disposal of a business and certain other items. Adjusted Earnings per Diluted Share represents Adjusted Net Income divided by 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 March 31,	
	2021	**2020**
Net income	$32.9	$(3.7)
Impairment	—	6.3
Other[1]	0.6	0.2
Tax impact of adjustments[2]	(0.2)	(1.7)
Adjusted net income	$33.3	$1.1
Diluted common shares	**30.2**	**29.3**
Adjusted earnings per diluted share	**$1.10**	**$0.04**

(1) Merger and acquisition related and spin-off costs are included in Other.

(2) The tax rate applied for adjustments is 25.7% and reflects the statutory rates in the applicable entities.

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Reconciliation of Net Income to Adj. EBITDA, 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 merger and acquisition related costs, restructuring and restructuring related charges, 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 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.

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

$ in millions	Three Months Ended March 31,	
	2021	**2020**
Net income	**$32.9**	**($3.7)**
Income tax provision	8.2	1.1
Interest expense, net	21.4	24.4
Depreciation of rental equipment	100.4	100.4
Non-rental depreciation and amortization	15.8	15.8
EBITDA	**178.7**	**138.0**
Non-cash stock-based compensation charges	5.3	3.2
Impairment	—	6.3
Other(1)	0.6	0.2
Adjusted EBITDA	**184.6**	**147.7**
Less: Gain (loss) on sales of rental equipment	5.8	(2.4)
Less: Gain (loss) on sales of new equipment, parts and supplies	1.9	1.9
Rental Adjusted EBITDA (REBITDA)	**$176.9**	**$148.2**
Total Revenues	**$453.8**	**$436.2**
Less: Sales of rental equipment	44.2	40.0
Less: Sales of new equipment, parts and supplies	6.1	7.0
Equipment rental, service and other revenues	**$403.5**	**$389.2**
Total Revenues	$453.8	$436.2
Adjusted EBITDA	$184.6	$147.7
Adjusted EBITDA Margin	**40.7 %**	**33.9 %**
Equipment rental, service and other revenues	$403.5	$389.2
REBITDA	$176.9	$148.2
REBITDA Margin	**43.8 %**	**38.1 %**
YOY Change in REBITDA	$28.7	
YOY Change in Equipment rental, service and other revenues	$14.3	
YOY REBITDA Flow-Through	**200.7 %**	

(1) Merger and acquisition related and spin-off costs are included in Other.

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REBITDA Margin Trend

$ in millions	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	Q1 2021
Total Revenues	**$436.2**	**$368.0**	**$456.7**	**$520.4**	**$1,781.3**	**$453.8**
Less: Sales of rental equipment	40.0	31.4	45.3	81.8	198.5	44.2
Less: Sales of new equipment, parts and supplies	7.0	7.0	6.2	8.0	28.2	6.1
Equipment rental, service and other revenues	**$389.2**	**$329.6**	**$405.2**	**$430.6**	**$1,554.6**	**$403.5**
Net income (loss)	**($3.7)**	**$2.0**	**$39.9**	**$35.5**	**$73.7**	**$32.9**
Income tax provision (benefit)	1.1	(1.9)	11.7	9.5	20.4	8.2
Interest expense, net	24.4	23.3	22.4	22.5	92.6	21.4
Depreciation of rental equipment	100.4	101.4	101.9	100.2	403.9	100.4
Non-rental depreciation and amortization	15.8	15.7	15.5	15.5	62.5	15.8
EBITDA	**$138.0**	**$140.5**	**$191.4**	**$183.2**	**$653.1**	**$178.7**
Restructuring	—	0.7	—	—	0.7	—
Non-cash stock-based compensation charges	3.2	1.7	5.4	6.1	16.4	5.3
Loss on disposal of business	—	2.8	—	—	2.8	—
Impairment	6.3	3.2	—	5.9	15.4	—
Other[(1)]	0.2	0.5	(0.1)	0.4	1.0	0.6
Adjusted EBITDA	**$147.7**	**$149.4**	**$196.7**	**$195.6**	**$689.4**	**$184.6**
Less: Gain (loss) on sales of rental equipment	(2.4)	1.8	(1.0)	(3.5)	(5.1)	5.8
Less: Gain on sales of new equipment, parts and supplies	1.9	1.9	1.8	2.1	7.7	1.9
Rental Adjusted EBITDA (REBITDA)	**$148.2**	**$145.7**	**$195.9**	**$197.0**	**$686.8**	**$176.9**
REBITDA Margin	**38.1 %**	**44.2 %**	**48.3 %**	**45.8 %**	**44.2 %**	**43.8 %**
YOY REBITDA Flow-Through	**107.4 %**	**31.0 %**	**20.9 %**	**59.4 %**	**27.9 %**	**200.7 %**

(1) Merger and acquisition related and spin-off costs are included in Other.

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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 2021	Q4 2020	Q1 2020
Long-Term Debt, Net	$1,585.2	$1,651.5	$2,041.6
(Plus) Current maturities of long-term debt	11.7	12.2	22.2
(Plus) Unamortized debt issuance costs	6.8	7.1	7.7
(Less) Cash and Cash Equivalents	(32.9)	(33.0)	(55.8)
Net Debt	**$1,570.8**	**$1,637.8**	**$2,015.7**
Trailing Twelve-Month Adjusted EBITDA	$726.3	$689.4	$746.4
Net Leverage	**2.2 x**	**2.4 x**	**2.7 x**

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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 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 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.

$ in millions

	Three Months Ended March 31,		Years Ended December 31,		
	2021	2020	2020	2019	2018
Net cash provided by operating activities	**$134.7**	**$101.5**	**$610.9**	**$635.6**	**$559.1**
Rental equipment expenditures	(90.9)	(83.0)	(344.1)	(638.4)	(771.4)
Proceeds from disposal of rental equipment	40.3	34.6	192.5	224.2	272.3
Net Fleet Capital Expenditures	**(50.6)**	**(48.4)**	**(151.6)**	**(414.2)**	**(499.1)**
Non-rental capital expenditures	(13.4)	(15.5)	(41.4)	(56.9)	(77.6)
Proceeds from disposal of property and equipment	1.8	1.6	6.6	7.7	9.7
Other	—	—	—	4.0	—
Free Cash Flow	**$72.5**	**$39.2**	**$424.5**	**$176.2**	**($7.9)**

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Historical Fleet at OEC[1]

$ in millions	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Q1 2020	Q1 2021
Beginning Balance	$3,384	$3,556	$3,651	$3,777	$3,822	$3,822	$3,589
Expenditures	$495	$524	$774	$627	$349	$109	$117
Disposals	($328)	($442)	($607)	($593)	($551)	($110)	($111)
Foreign Currency / Other	$5	$13	($41)	$11	($31)	($21)	$31
Ending Balance	**$3,556**	**$3,651**	**$3,777**	**$3,822**	**$3,589**	**$3,800**	**$3,626**
Proceeds as a percent of OEC	**41.7 %**	**39.8 %**	**37.8 %**	**40.9 %**	**37.0 %**	**37.1 %**	**40.1 %**

1. Original equipment cost based on ARA guidelines

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Fleet Mix

	March 31, 2021	March 31, 2020
Aerial - Booms	16.2 %	17.0 %
Aerial - Scissors & Other	7.2 %	7.3 %
Earthmoving - Compact	7.9 %	8.1 %
Earthmoving - Heavy	5.6 %	5.7 %
Material Handling - Telehandlers	13.1 %	13.6 %
Material Handling - Industrial	3.9 %	4.0 %
Trucks and Trailers	14.9 %	14.2 %
ProSolutions®	17.3 %	16.0 %
ProContractor	5.9 %	6.0 %
Air Compressors	2.4 %	2.4 %
Other	2.3 %	2.5 %
Lighting	2.0 %	1.8 %
Compaction	1.3 %	1.4 %
Total	**100.0 %**	**100.0 %**
OEC[1]	**$3.63B**	**$3.80B**

1. Original equipment cost based on ARA guidelines

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