

2025 Global Industrial Conference

Tuesday, November 11 – Thursday, November 13

THE RITZ-CARLTON, CHICAGO

HercRentals®

Larry Silber, President & CEO

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Safe Harbor Statements

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 integrate the acquisition of H&E Equipment Services, Inc. into our business and our ability to realize all the anticipated benefits of the transaction. 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 EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net income, adjusted earnings per diluted common share, 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 supplemental schedules that accompany our 3Q 2025 earnings press release.

Our Purpose, Mission, Vision and Values



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

Herc Rentals: A Leading Full-Line Equipment Rental Supplier

60
Years of Experience

~9,900
Team members

612
Branches[1]

46 States
5 Provinces

$89 billion
Addressable Market[2]



(1) Physical location count as of September 30, 2025
(2) ARA estimate of the 2026 North American addressable market as of September 2025

Our Key Strengths



A leading equipment rental solutions provider delivering above-market growth



Disciplined capital management, investing for profitable growth; returning value to shareholders



A technology-enabled equipment-services provider creating value



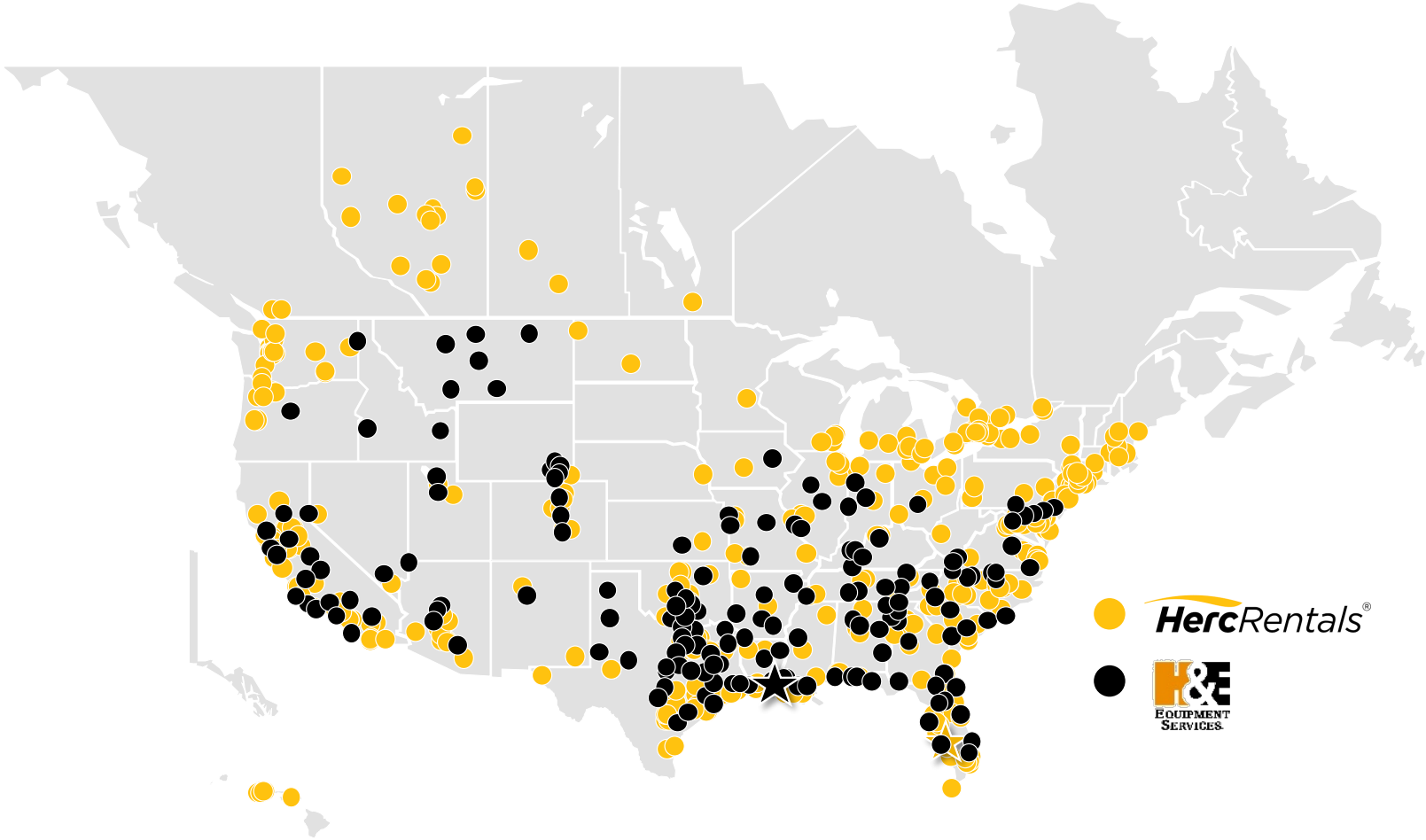
Multi-faceted diversification strategy offers growth, resiliency, differentiation



A market consolidator quickly building density, scale, capabilities

Herc Acquires H&E Equipment Services June 2, 2025

Scaling Herc's Premier Platform and Accelerating Our Strategy for Industry Leading Growth and Superior Value Creation



H&E Equipment Services — 162 locations[1]

HercRentals — 460 locations[1]

- A leading presence in 11 of the top 20 rental regions
- Improved urban density in 7 of the top 10 rental regions
- Fleet original equipment cost of $9.6 billion[2]
- ~5% market share[2]

(1) Physical location count as of June 2, 2025. Herc locations include Cinelease business, which was sold on July 31,2025
(2) Fleet OEC and market share as of September 30, 2025

Successfully Executing Against Our Integration Roadmap

Completed:

- Regional Operating Structure Expansion Q2
- Key Leadership Appointments Q2
- Sales & Territory Optimization Q2/Q3
- Safety Training Q3
- Systems Integration Q3

Ongoing:

- Branch Network Optimization
- Fleet Rationalization
- Cultural Assimilation
- Go-to-market Strategy Implementation
- Standardized Process Alignment



Clear Line of Sight to $300 Million of Incremental EBITDA

~$175 million of Adj. EBITDA[1] from revenue synergies fully realized by end of year 3



Value-Added Offerings
Solution-based selling, technology and sales strategies

General Rental Opportunity
Deploying Herc's broader general rental fleet to complete H&E branch offering

Specialty
Investments in higher-margin specialty equipment to unlock cross-selling opportunities within the acquired customer base

~$125 million of estimated run-rate cost synergies largely achieved by the end of year 2



G&A

Operating

1. Assumes EBITDA flow-through of ~70%.

How We Win



1 Grow the Core

Increasing fleet and locations in urban markets drives revenue, scale and operating leverage

2 Expand Specialty

Accelerating secular shift from ownership to rental and a service-driven model leads to higher utilization and returns, and macro resiliency

3 Elevate Technology

Ongoing investment in technology to improve customer experience and operational effectiveness

4 Allocate Capital

Targeting net leverage of 2.0x to 3.0x provides opportunities for investment in fleet growth, M&A, and returns to shareholders

5 Execute at Highest Level

Delivering a superior customer experience through continuous improvement and standardized processes with our E3OS business operating system

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