

Scaling for Sustainable Growth

Q1 2026 EARNINGS CONFERENCE CALL

April 28, 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

Q1 2026 Overview

Q1 Operations Review

Q1 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 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 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.

First Quarter 2026 Overview

Larry Silber

Chief Executive Officer



Q1 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

- Completed branch optimization program as part of acquisition integration, increasing specialty branch network by 25%
- Opened 3 previously planned greenfield locations

Enhance fleet mix

- Added specialty fleet for mega projects, cross-selling and end-market expansion

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



Operations Review

Aaron Birnbaum

President



Focusing on Safety

Continuing focus on Perfect Days

- Q1 26 all branches reported > 96% Perfect Days
- Perfect Days are those with no:
 - OSHA reportable incidents
 - At-fault moving vehicle accidents
 - DOT violations

Total TTM Recordable Incident Rate is 0.98

— favorable to industry standard of 1.0

Proven safety record is a must-have for customers



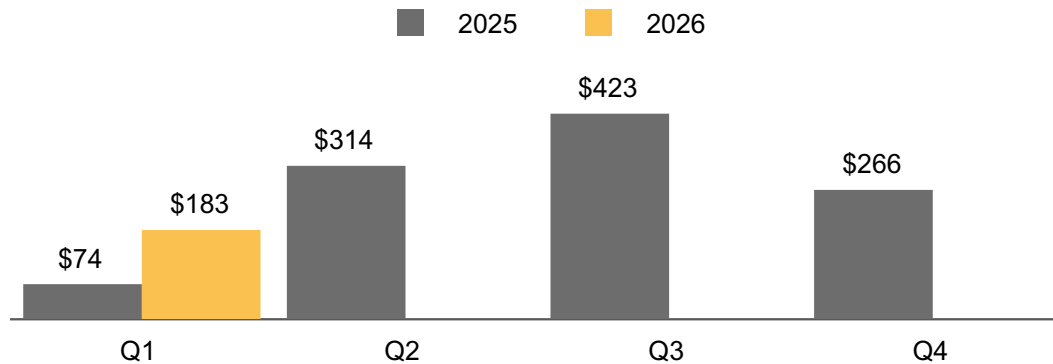
Think **Safety!**



Optimizing Fleet Mix and Lifecycle Performance

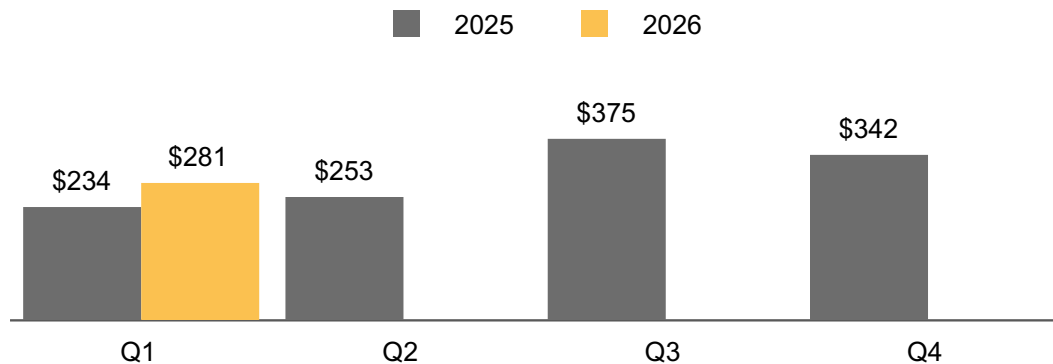
Fleet Expenditures at OEC¹

\$ in millions

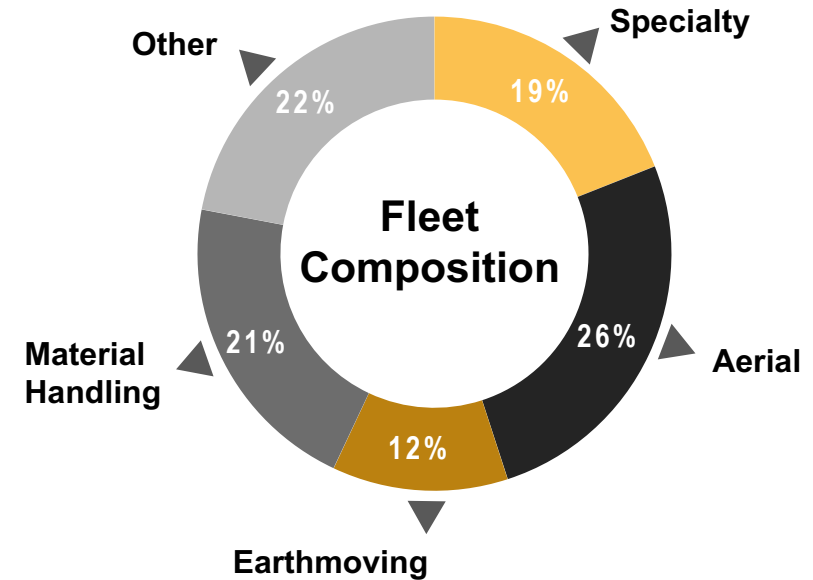


Fleet Disposals at OEC^{1,2}

\$ in millions



\$9.4 billion at OEC¹

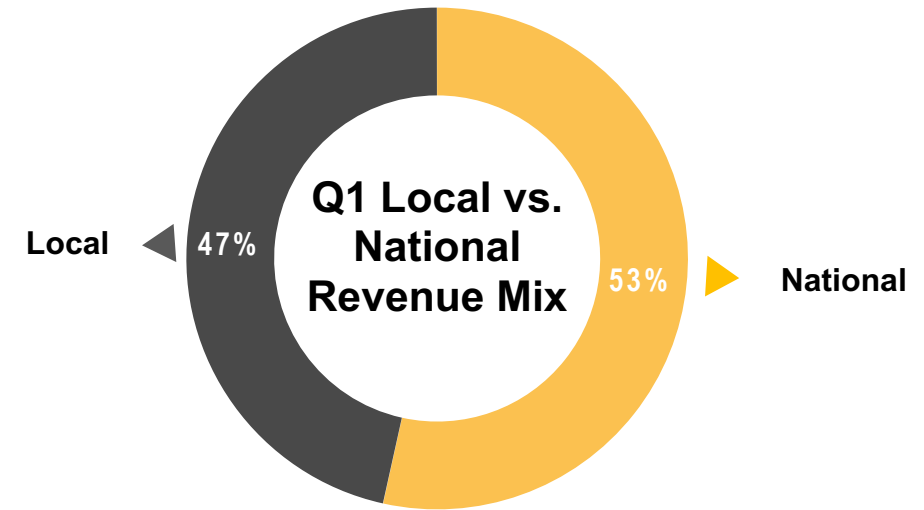
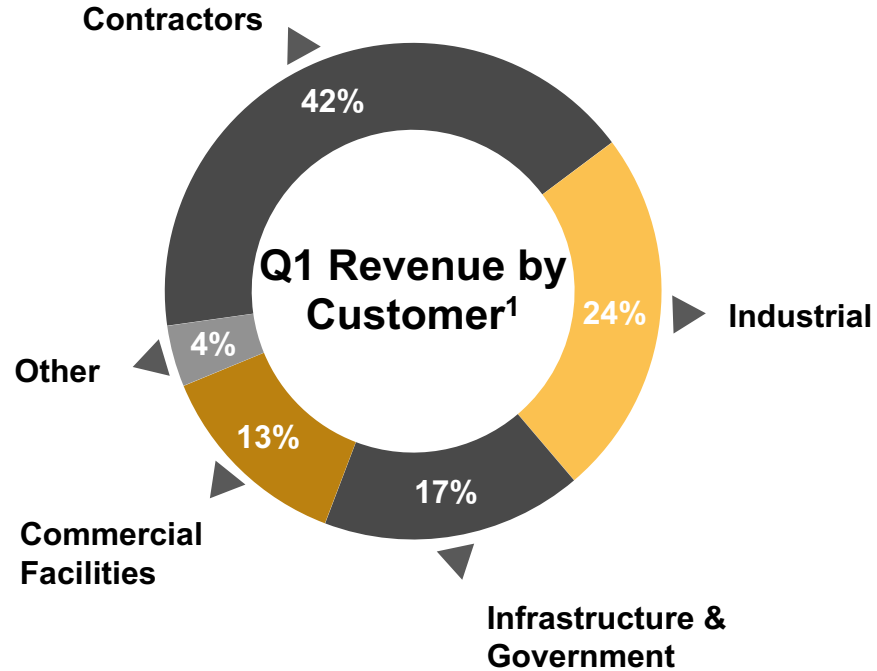


- Focus on acquired-fleet optimization:
 - Expenditures for rotation, mega projects, specialty equipment
 - Disposals to improve mix to align to customer demand
- Q1 26 disposals generated proceeds of ~49% of OEC
 - Average age of fleet disposals in the quarter of 79 months
- Average fleet age of 47 months at March 31, 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 expected stable - Infrastructure, government and MRO help offset moderated commercial sector
- National account revenue benefiting from diversification and mega project activity
- Specialty fleet, service capabilities and scale driving synergies with new, larger account base
- Long-term, balanced target 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%)	Industrial (24%)	Infrastructure & Gov. Direct (17%)	Commercial Facilities (13%)	Other (4%)
<ul style="list-style-type: none"> Electrical General Contractors Mechanical Remediation & Environmental Residential Restoration Specialty Contractors 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Airports Bridge Federal Government Local & State Government Military Base Prisons Railroad & Mass Transportation Streets, Road & Highway Sewer & Waste Disposal Water Supply & Distribution Utilities 	<ul style="list-style-type: none"> Banks Casinos Hospitality (hotel & motel) Parking Garages Religious Building Retail Facilities Commercial Warehousing Education Facility Maintenance Healthcare Data Centers 	<ul style="list-style-type: none"> 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

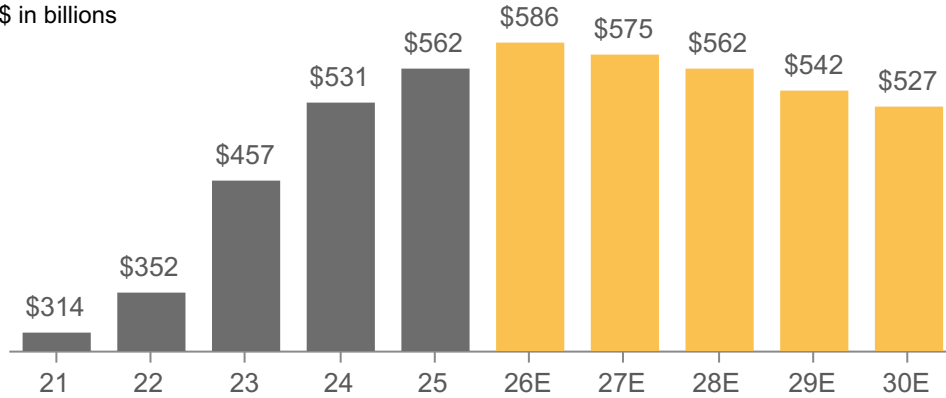
Pipeline of new construction and maintenance projects offers wide spectrum of growth opportunities

New verticals since 2016 in **bold**.

Continued Strength in Key End Markets

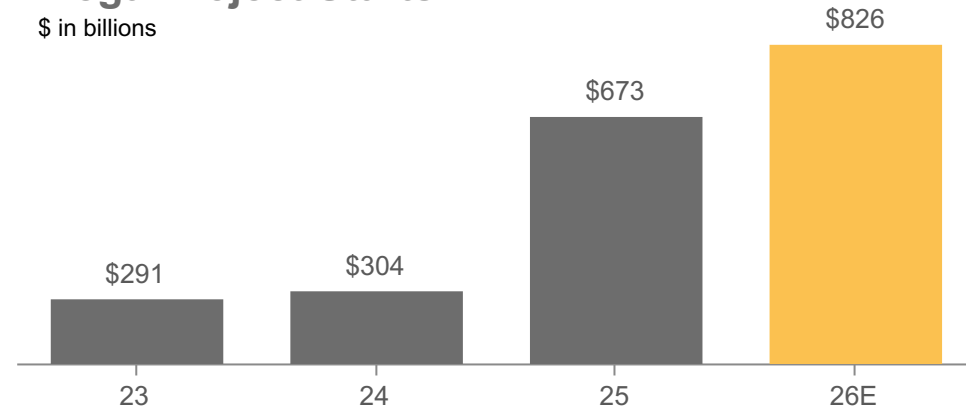
Industrial Spending¹

\$ in billions



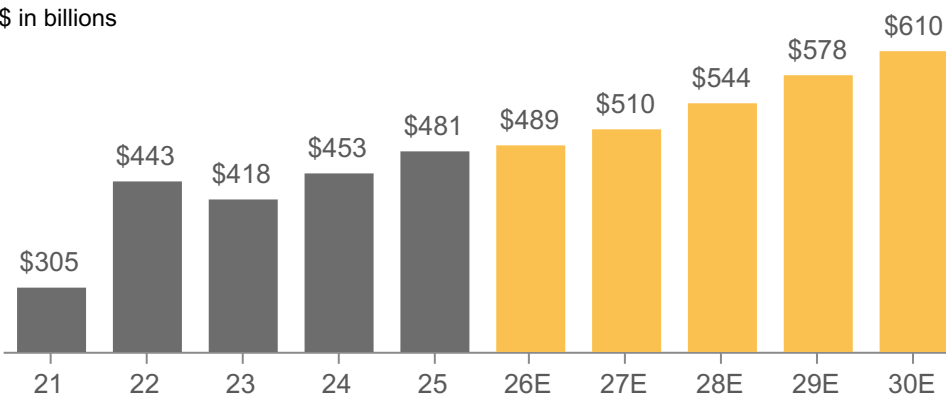
Mega Project Starts³

\$ in billions



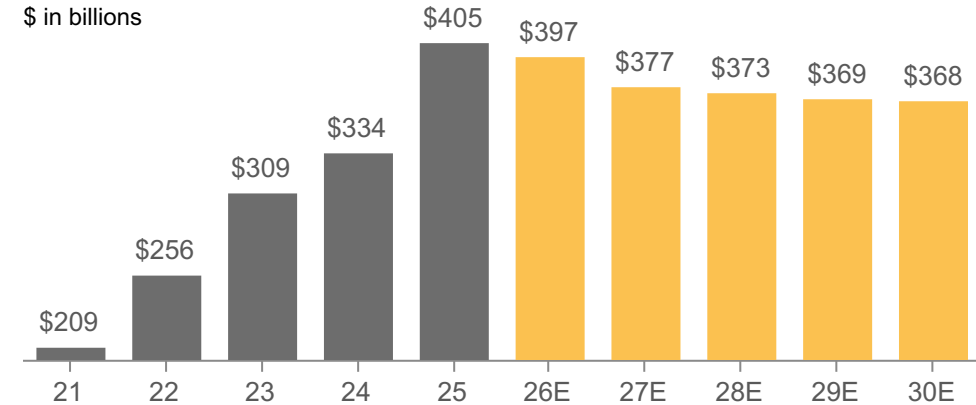
Non-Residential Starts²

\$ in billions



Infrastructure Starts²

\$ in billions



1.Source: IIR as of December 2025

2.Source: Dodge Analytics U.S. as of April 2026

3.Source: Dodge Analytics U.S. as of April 2026; mega project defined as total dollar value exceeding \$250 million

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

2H:25

Integration

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

1H:26

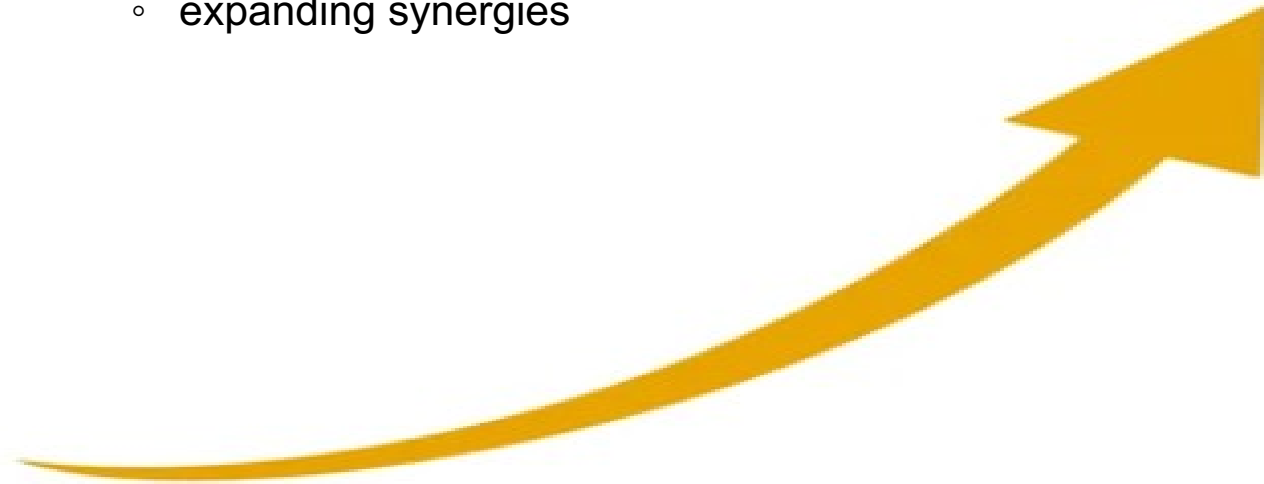
New Foundation

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

2H:26

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



Q1 2026 Financial Results

	Three Months Ended March 31,		
	2026	2025	2026 vs 2025 % Change
<i>\$ in millions, except per share data</i>			
Equipment Rental Revenue	\$981	\$739	32.7%
Total Revenues	\$1,139	\$861	32.3%
Net Loss	\$(24)	\$(18)	(33.3)%
Loss Per Diluted Share	\$(0.72)	\$(0.63)	(14.3)%
Adjusted Net Income¹	\$7	\$37	(81.1)%
Adjusted Earnings Per Diluted Share¹	\$0.21	\$1.30	(83.8)%
Adjusted EBITDA¹	\$448	\$338	32.5%
Adjusted EBITDA Margin¹	39.3%	39.3%	— bps
REBITDA^{1,2}	\$399	\$306	30.4%
REBITDA Margin^{1,2}	40.4%	41.1%	(70) bps
REBITDA YoY Flow-Through^{1,2}	38.3%	(36.8)%	
Average Fleet³ (YoY)	36.4%	9.2%	
Dollar Utilization³	36.4%	37.6%	(120) bps

1. For a reconciliation to the most comparable GAAP financial measure, see the Appendix beginning on Slide 18

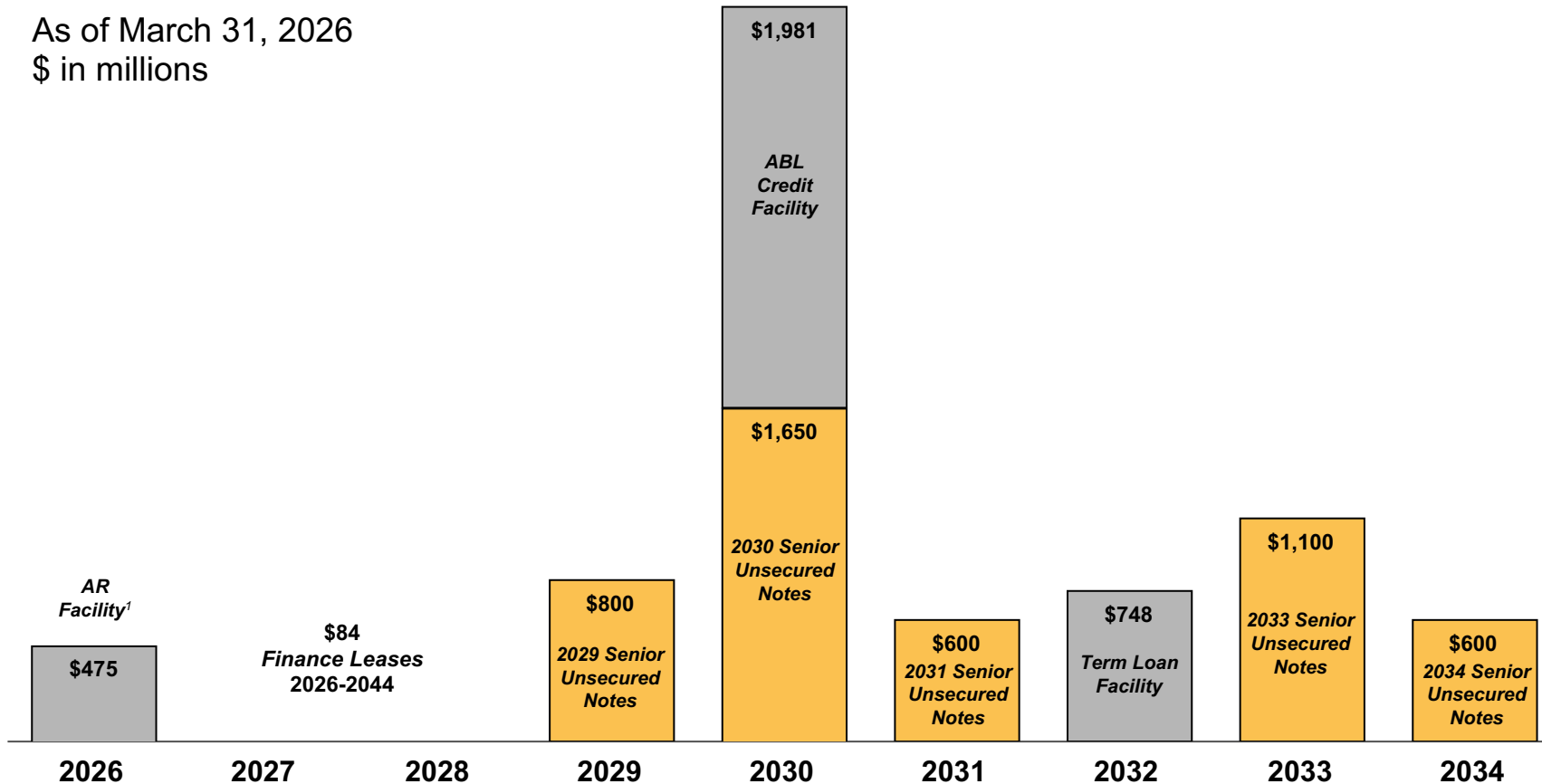
2. REBITDA measures contribution from our core rental business without impact of sales of equipment, parts and supplies

3. Based on ARA guidelines

Disciplined Capital Management

Maturities

As of March 31, 2026
\$ in millions



Ample liquidity² of \$1.9B provides financial flexibility

Net leverage³ of 3.96x

Free cash flow³ of \$94M for first quarter 2026

Quarterly dividend of \$0.70 per share, paid on March 4, 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.

2026 Outlook on Track

Metric	2025 Actual	2026 Guidance
Equipment Rental Revenue	\$3.8 billion	\$4.275 billion to \$4.4 billion
Adjusted EBITDA	\$1.8 billion	\$2.0 billion to \$2.1 billion
Net Rental Equipment Expenditures	\$649 million	\$500 million to \$800 million
Gross Capex	\$1.1 billion	\$800 million to \$1.1 billion

Key 2026 Assumptions:

- Specialty penetration, mega projects and synergies drive revenue growth; local markets stable
- Fleet dispositions estimated ~50% lower YoY
- Fleet efficiency remains a priority, improving into seasonal demand
- Revenue synergies estimated at an incremental \$100M to \$120M
- Cost synergies estimated at an incremental \$90M for fully realized target of \$125M by YE26
- Interest expense will reflect a full year of acquisition debt
- Effective tax rate ~25%
- Free cash flow in range of \$400–\$600 million

Purpose, Vision, Mission and Values



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

Appendix



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 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, 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 March 31,	
	2026	2025
Net loss	\$ (24)	\$ (18)
Income tax provision	1	10
Interest expense, net	128	62
Depreciation of rental equipment	242	172
Non-rental depreciation and amortization	73	33
EBITDA	420	259
Non-cash stock-based compensation charges	6	6
Transaction expenses	5	74
Impact of the fair value mark-up of acquired fleet ⁽¹⁾	16	—
Other ⁽²⁾	1	(1)
Adjusted EBITDA	448	338
Less: Gain on sales of rental equipment	29	29
Less: Gain on sales of new equipment, parts and supplies	4	3
Less: Impact of the fair value mark-up of acquired fleet ⁽¹⁾	16	—
Rental Adjusted EBITDA (REBITDA)	\$ 399	\$ 306
Total revenues	\$ 1,139	\$ 861
Less: Sales of rental equipment	138	105
Less: Sales of new equipment, parts and supplies	13	11
Equipment rental, service and other revenues	\$ 988	\$ 745
Total revenues	\$ 1,139	\$ 861
Adjusted EBITDA	\$ 448	\$ 338
Adjusted EBITDA Margin	39.3 %	39.3 %
Equipment rental, service and other revenues	\$ 988	\$ 745
REBITDA	\$ 399	\$ 306
REBITDA Margin	40.4 %	41.1 %
YOY Change in REBITDA	\$ 93	
YOY Change in Equipment rental, service and other revenues	\$ 243	
YOY REBITDA Flow-Through	38.3 %	

(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.

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

(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.

(2) Other consists of restructuring and restructuring related charges, impairment, spin-off costs 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
Impairment	3	3	—	—	—
Transaction related costs	4	7	8	11	199
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	—	4	13
Adjusted EBITDA	895	1,227	1,452	1,583	1,818
Less: Gain (loss) 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 restructuring and restructuring related charges, 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 restructuring related charges, 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 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.

\$ in millions	Three Months Ended March 31,	
	2026	2025
Net loss	\$ (24)	\$ (18)
Transaction expenses	5	74
Merger related intangible asset amortization ⁽¹⁾	31	—
Impact on depreciation related to acquired fleet ⁽²⁾	(12)	(1)
Impact of the fair value mark-up of acquired fleet ⁽³⁾	16	—
Other ⁽⁴⁾	1	—
Tax impact of adjustments above ⁽⁵⁾	(10)	(18)
Adjusted net income	\$ 7	\$ 37
Diluted shares outstanding	33.4	28.5
Adjusted earnings per diluted share	\$ 0.21	\$ 1.30

(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) Other consists of restructuring and restructuring related charges.

(5) The tax rate applied for all adjustments is 24.8% in the three months ended March 31, 2026, and 25.0% in the three months ended March 31, 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 months ended March 31, 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⁾
Long-term debt, net	\$ 4,026	\$ 8,251	\$ 8,164	\$ 8,021	\$ 7,958
(Plus) Current maturities of long-term debt	17	23	26	26	27
(Plus) Unamortized debt issuance costs and debt discount	11	50	49	56	53
(Less) Cash and cash equivalents	(48)	(53)	(61)	(52)	(43)
Net debt	\$ 4,006	\$ 8,271	\$ 8,178	\$ 8,051	\$ 7,995
Trailing twelve-month adjusted EBITDA	1,583	2,200	2,132	2,038	2,017
Net leverage	2.53 x	3.76 x	3.84 x	3.95 x	3.96 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.

\$ in millions	Three Months Ended March 31,		Year Ended December 31,		
	2026	2025	2025	2024	2023
Net cash provided by operating activities	\$ 277	\$ 171	\$ 1,085	\$ 1,225	\$ 1,086
Rental equipment expenditures	(272)	(187)	(1,097)	(1,048)	(1,320)
Proceeds from disposal of rental equipment	117	94	448	288	325
Net rental equipment expenditures	(155)	(93)	(649)	(760)	(995)
Non-rental capital expenditures	(41)	(33)	(157)	(161)	(156)
Proceeds from disposal of property and equipment	13	4	20	10	15
Other	—	—	—	—	(15)
Free cash flow	94	49	299	314	(65)
Acquisitions, net of cash acquired	—	(11)	(4,257)	(600)	(430)
Proceeds from disposal of business, net	—	—	99	—	—
Decrease (increase) in net debt, excluding financing activities	\$ 94	\$ 38	\$ (3,859)	\$ (286)	\$ (495)

Historical Fleet at OEC¹

\$ in millions	FY 2021	FY 2022	FY 2023	FY 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	FY 2025	Q1 2026
Beginning Balance	\$ 3,589	\$ 4,381	\$ 5,637	\$ 6,328	\$ 7,044	\$ 6,879	\$ 9,858	\$ 9,600	\$ 7,044	\$ 9,523
Expenditures	725	1,218	1,218	1,077	74	314	423	266	1,077	183
Disposals	(281)	(322)	(813)	(723)	(234)	(253)	(375)	(342)	(1,204)	(281)
Acquisitions	346	395	303	395	(1)	2,893	—	(3)	2,889	—
Divestiture	—	—	—	—	—	—	(301)	—	(301)	—
Foreign Currency / Other	2	(35)	(17)	(33)	(4)	25	(5)	2	18	16
Ending Balance	\$ 4,381	\$ 5,637	\$ 6,328	\$ 7,044	\$ 6,879	\$ 9,858	\$ 9,600	\$ 9,523	\$ 9,523	\$ 9,441
Proceeds as a percent of OEC	41.8 %	44.4 %	44.2 %	44.9 %	44.8 %	43.5 %	41.4 %	45.1 %	43.4 %	48.7 %

1. Original equipment cost based on ARA guidelines.

**For additional information,
please contact:**

Leslie Hunziker
SVP Investor Relations,
Communications & Sustainability
leslie.hunziker@hercrentals.com
239-301-1675

