



# Shifting Into High Gear

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**Baird 2022 Global  
Industrial Conference**

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# Safe Harbor Statements and Non-GAAP Financial Measures

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## Forward-Looking Statements

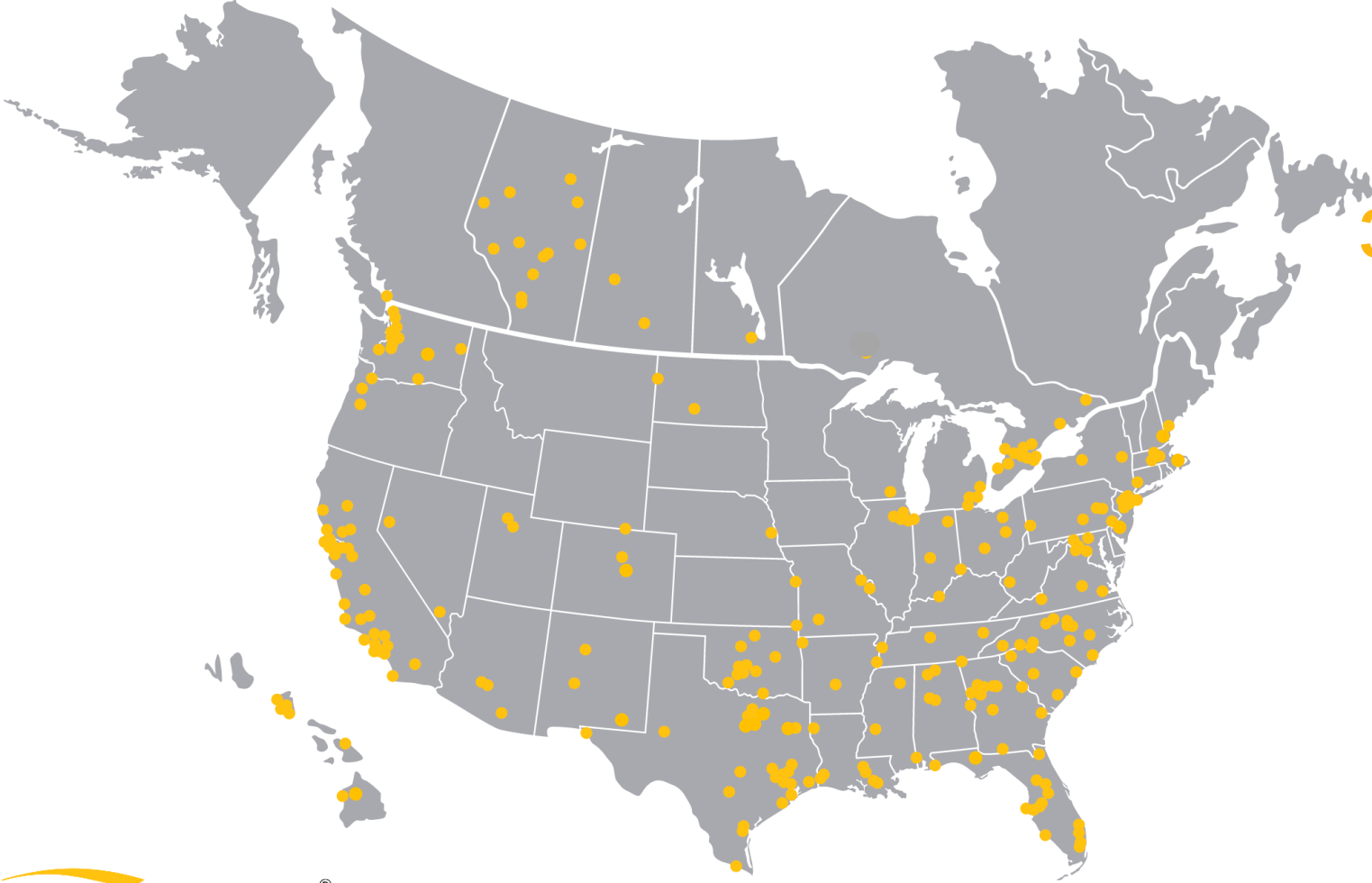
This presentation includes forward-looking statements as that term is defined by the federal securities laws, including statements concerning our business plans and strategy, projected profitability, performance or cash flows, future capital expenditures, our growth strategy, including our ability to grow organically and through M&A, anticipated financing needs, business trends, the impact of and our response to COVID-19, our capital allocation strategy, 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," "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. 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 EBITDA, and adjusted EBITDA margin. 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 refer to the Q3 2022 Earnings Call Presentation appendix at [ir.hercrentals.com](http://ir.hercrentals.com).

# Herc Rentals: A Leading Full-Line Equipment Rental Supplier



**57** Years serving customers

**~3,200** Equipment categories

**351** Locations in 42 states and five Canadian provinces<sup>1</sup>

**6,400** Employees serving North America

**\$61 billion** addressable market<sup>2</sup>

(1) Location count as of September 30, 2022  
(2) ARA estimate of the 2022 North American addressable market as of September 2022



# Executing On Our Strategy and Shifting Into High Gear

## 1 Grow the Core

- Core fleet growth of 23% in 2022
- Leveraging scale of large urban markets through M&A and greenfields, increase of 41 locations in target markets in 2022

## 2 Expand Specialty

- Increased specialty fleet to 24% of total
- Taking advantage of cross selling opportunities by leveraging the increasing density of our branch network

## 3 Elevate Technology

- Ongoing investment in technology to improve customer experience and operational effectiveness

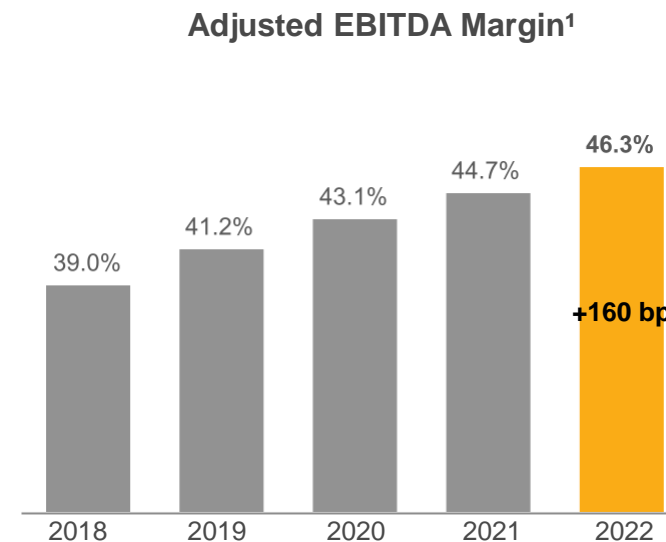
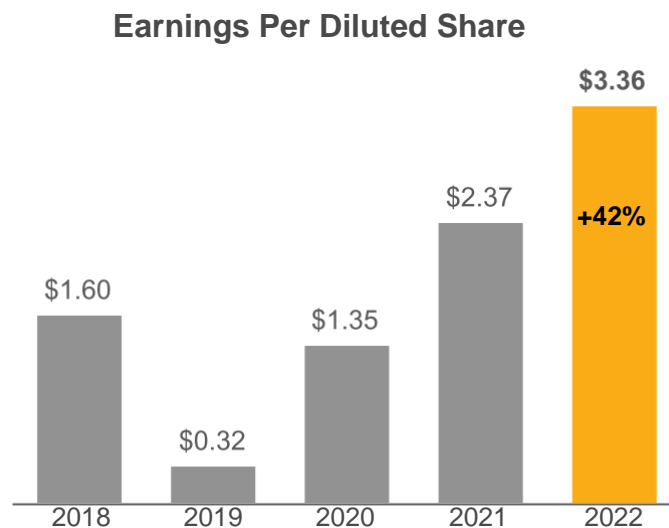
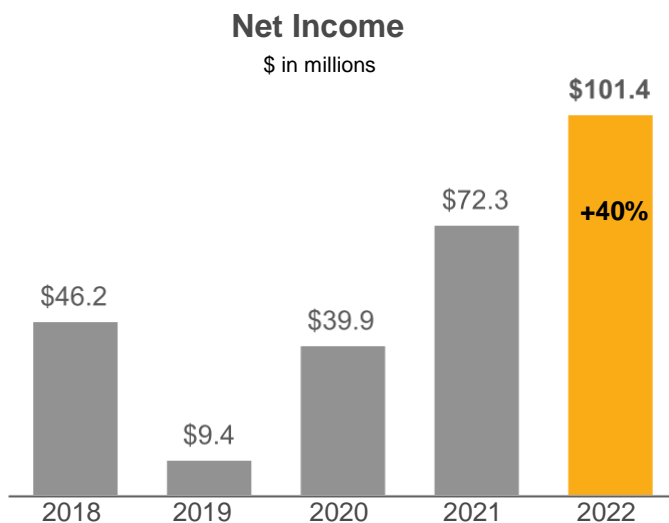
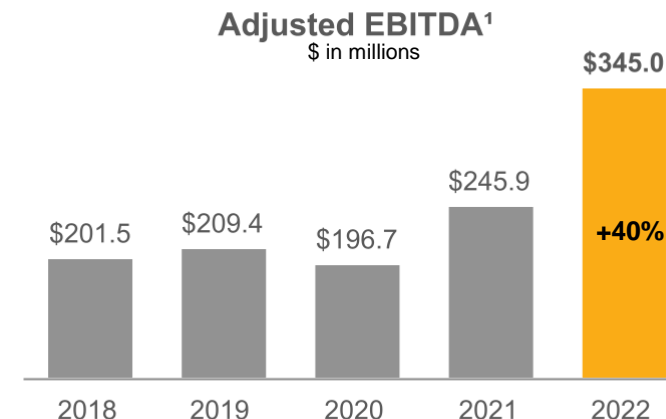
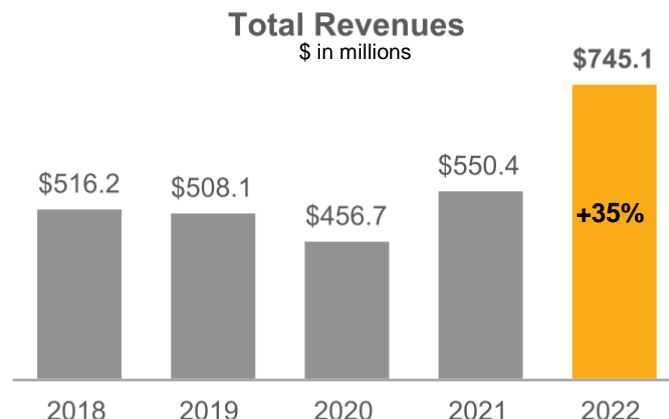
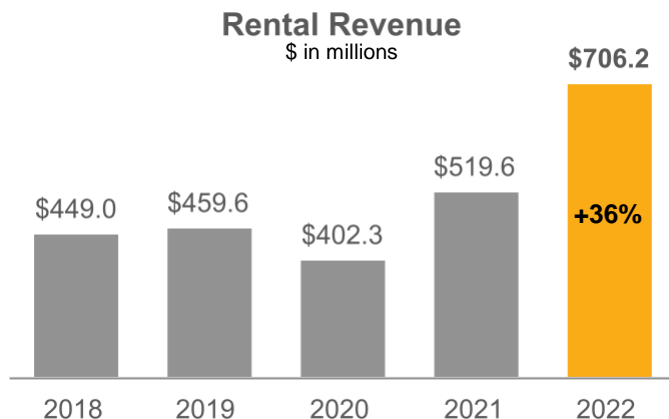
## 4 Integrate ESG

- Office of Sustainability oversees Company-wide ESG programs
- Reduction of Scope 1 & 2 GHG emissions intensity by 12% in 2021
- Steady improvement in total recordable incident rate
- Recipient of EcoVadis Silver Award in 2022

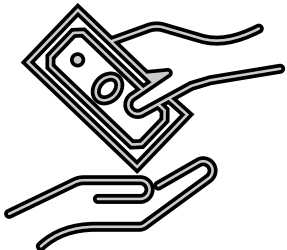
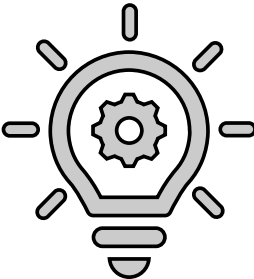
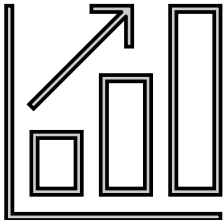
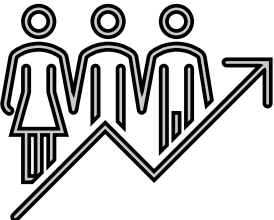
## 5 Allocate Capital

- Net leverage of 2.4x near low end of stated range
- Acquired 16 companies in 2022 with a net cash outlay of \$440.9 million
- Quarterly dividend of \$0.575, or \$2.30 annually
- Share repurchases of 0.5 million shares to date in 2022

# Third Quarter Financial Highlights: Accelerating Performance



# HRI Investment Highlights



Market leader with in-depth industry experience

Attractive long term industry growth dynamics

Investing to sustain profitable growth

Diverse, flexible business model provides resiliency

Disciplined capital management

# Herc Rentals: A Leading Full-Line Equipment Rental Supplier

We equip our customers and communities to build a brighter future



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