

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934
Date of Report (Date of earliest event reported): October 27, 2026

HERC HOLDINGS INC.

(Exact name of registrant as specified in its charter)

001-33139

(Commission File Number)

27500 Riverview Center Blvd.
Bonita Springs, Florida 34134

(Address of principal executive offices and zip code)

(239) 301-1000

(Registrant's telephone number,
including area code)

N/A

(Former name or former address, if
changed since last report)

20-3530539

(I.R.S Employer Identification No.)

Delaware
(State or other jurisdiction of incorporation)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- ☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- ☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- ☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of exchange on which registered
Common Stock, par value \$0.01 per share	HRI	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

ITEM 2.02 RESULTS OF OPERATIONS AND FINANCIAL CONDITION.

On October 27, 2026, Herc Holdings Inc. (the “Company”) issued a press release regarding its financial results for its third quarter ended September 30, 2026. A copy of the press release is furnished as Exhibit 99.1 to this Form 8-K.

On October 27, 2026, the Company will conduct an earnings webcast relating to the Company’s financial results for the third quarter of 2026. The earnings webcast will be made available to the public via a link on the Investor Relations section of the Company’s website, IR.HercRentals.com, as well as via telephone dial-in, and the slides that will accompany the presentation will be available to the public at the time of the earnings webcast through the Company’s website. Certain financial information relating to completed fiscal periods that will be part of the earnings webcast is included in the set of slides that will accompany the earnings webcast, a copy of which is furnished as Exhibit 99.2 to this Form 8-K.

The information in this Form 8-K and the exhibits attached hereto shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934 (the “Exchange Act”) or otherwise subject to the liabilities of that section, nor shall they be deemed incorporated by reference in any filing under the Securities Act of 1933 or the Exchange Act, except as shall be expressly set forth by specific reference in such a filing.

ITEM 9.01 FINANCIAL STATEMENTS AND EXHIBITS.

(d) Exhibits.

Exhibit Number	Description
99.1	Press Release of Herc Holdings Inc. dated October 27, 2026, describing its results for its third quarter ended September 30, 2026.
99.2	Set of slides that will accompany the October 27, 2026 earnings webcast.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

HERC HOLDINGS INC.
(Registrant)

By: /s/ MARK HUMPHREY
Name: Mark Humphrey
Title: Senior Vice President and Chief Financial Officer

Date: October 27, 2026

Herc Holdings Reports Third Quarter 2026 Results Increases 2026 Full Year Guidance

Third Quarter 2026 Highlights

- Record equipment rental revenue of \$1,254 million increased 12%
- Record total revenues of \$1,364 million increased 5%
- Net income of \$104 million, or \$3.10 per diluted share, and adjusted net income of \$131 million, or \$3.91 per diluted share
- Record adjusted EBITDA of \$603 million increased 9% with adjusted EBITDA margin up 190 bps

Bonita Springs, Fla., October 27, 2026 -- Herc Holdings Inc. (NYSE: HRI) ("Herc Holdings" or the "Company") today reported financial results for the quarter ended September 30, 2026.

"Our team delivered an exceptional third quarter, leveraging our scale, broad equipment offering, deep customer relationships and superior project execution to capitalize on accelerating customer demand," said Larry Silber, chief executive officer. "Equipment rental revenue increased 12% on an average OEC fleet that increased less than 2%, resulting in a 360 basis point improvement in dollar utilization. Expert fleet management drove high time utilization and disciplined fleet deployment, while pricing improvement and a higher specialty mix further enhanced fleet efficiency.

"The strong performance was led by robust mega-project volume and double-digit expansion in our specialty solutions business," said Silber. "Revenue synergies from H&E were an increasing contributor in the quarter, consistent with the second-half weighting we previously outlined, as new specialty branches continued to ramp and we advanced cross-selling, broader fleet access and national account penetration. Local-market demand remained stable.

"Growth in our large-project pipeline continues to exceed our expectations, with expanding opportunities across data centers, infrastructure, manufacturing facilities, and energy projects. As a result, we are raising our full-year 2026 revenue, adjusted EBITDA and capex guidance for the second time this year," Silber added. "Our ability to serve these complex projects and deliver for our customers reflects our increased scale and ongoing technological innovation, as well as the hard work, expertise and dedication of Team Herc. I want to thank all of our employees for their continued commitment to safely serving our customers and driving our success."

2026 Third Quarter Financial Results

- **Total revenues** increased 5% to \$1,364 million compared to \$1,304 million in the prior-year period. The increase was driven by a 12% increase in equipment rental revenue resulting from a slightly larger average fleet size, an increase in volume on mega projects and acquisition revenue synergies. Sales of rental equipment decreased by \$66 million as disposal volume was elevated in the prior year to optimize the fleet after the H&E acquisition.
- **Dollar utilization** was 43.5% in the third quarter up from 39.9% in the prior-year period, due to the increase in fleet efficiency and a favorable shift in mix to higher-return fleet on rent year-over-year.
- **Direct operating expenses** were \$532 million, or 42.4% of equipment rental revenue, compared to \$467 million, or 41.6%, in the prior-year period. Operating expenses as a percent of equipment rental revenue were elevated during the period primarily related to increased transportation and fuel expenses as a result of continued macroeconomic headwinds. Higher field incentive compensation, driven by outperformance, especially in fleet efficiency, also contributed to the increase during the quarter.

- **Depreciation of rental equipment** increased 4% to \$255 million due to higher year-over-year average fleet size. Non-rental depreciation and amortization increased 6% to \$74 million primarily due to amortization of acquisition intangibles, particularly the H&E customer relationship intangible asset, and an increase in non-rental asset depreciation resulting from the growth of the business.
- **Selling, general and administrative expenses** were \$178 million, or 14.2% of equipment rental revenue, compared to \$166 million, or 14.8%, in the prior-year period. The decrease as a percent of equipment rental revenue is due to continued focus on improving operating leverage, including acquisition cost synergies, while expanding revenues.
- **Interest expense** was \$126 million compared with \$134 million in the prior-year period, reflecting lower average outstanding borrowings and lower interest rates on floating-rate debt.
- **Net income** was \$104 million, or \$3.10 per diluted share, compared to \$30 million, or \$0.90 per diluted share, in the prior-year period. Adjusted net income was \$131 million, or \$3.91 per diluted share, compared to \$74 million, or \$2.22 per diluted share, in the prior-year period.
- **Adjusted EBITDA** increased 9% to \$603 million compared to \$551 million in the prior-year period. Adjusted EBITDA margin was 44.2% compared to 42.3% in the prior year period reflecting higher equipment rental revenue, improved operating leverage, partially offset by higher delivery and fuel costs.

Nine Months 2026 Financial Results

- **Total revenues** increased 17% to \$3,707 million compared to \$3,167 million in the prior-year period. This year-over-year increase was driven by a 21% increase in equipment rental revenue resulting from the larger fleet size after the H&E acquisition, an increase in volume on mega projects and revenue synergies. Sales of rental equipment decreased by \$29 million during the period as disposal volume was elevated in the prior year to optimize the fleet after the H&E acquisition.
- **Dollar utilization** was 39.8%, up from 38.8% in the prior-year period due to the increase in fleet efficiency and the favorable shift in mix to higher-return fleet on rent year-over-year.
- **Direct operating expenses** were \$1,476 million, or 44.6% of equipment rental revenue compared to \$1,173 million, or 43.0%, in the prior-year period. Operating expenses as a percent of equipment rental revenue were elevated during the period primarily related to the impact of the H&E acquisition including new specialty locations from branch optimization as well as greenfields, all of which take more time to mature. Transportation and fuel costs were also significantly higher year-over-year.
- **Depreciation of rental equipment** increased 21% to \$739 million due to higher year-over-year average fleet size primarily as a result of the H&E acquisition. Non-rental depreciation and amortization increased 50% to \$222 million primarily due to amortization of acquisition intangibles, particularly the H&E customer relationship intangible asset, and an increase in non-rental asset depreciation resulting from the growth of the business.
- **Selling, general and administrative expenses** were \$479 million, or 14.5% of equipment rental revenue, compared to \$411 million, or 15.0%, in the prior-year period. The decrease as a percent of equipment rental revenue primarily was related to continued focus on improving operating leverage, including acquisition cost synergies, while expanding revenues.
- **Interest expense** was \$380 million compared with \$282 million in the prior-year period, reflecting the new debt issued in June 2025 to fund the H&E acquisition, partially offset by lower average interest rates on floating-rate debt year-over-year.

- **Net income** was \$99 million, or \$2.96 per diluted share, compared to \$23 million net loss, or \$0.75 loss per diluted share, in the prior-year period. Adjusted net income was \$186 million, or \$5.55 per diluted share, compared to \$170 million, or \$5.54 per diluted share, in the prior-year period.
- **Adjusted EBITDA** increased 18% to \$1,538 million compared to \$1,299 million in the prior-year period. Adjusted EBITDA margin was 41.5% compared to 41.0% in the prior year period primarily reflecting revenue growth and improved operating leverage, partially offset by higher direct operating expenses, including delivery and fuel costs.

Rental Fleet

- Net rental equipment capital expenditures were as follows (in millions):

	Nine Months Ended September 30,			
	2026		2025	
Rental equipment expenditures	\$	1,056	\$	835
Proceeds from disposal of rental equipment		(319)		(306)
Net rental equipment capital expenditures	\$	737	\$	529

- As of September 30, 2026, the Company's total fleet was approximately \$10.0 billion at OEC.
- Average fleet at OEC in the third quarter increased 1.7% compared to the prior-year period.
- Average fleet age was 46 and 45 months as of September 30, 2026 and 2025, respectively.

Disciplined Capital Management

- The Company opened 2 previously planned greenfield locations in the third quarter.
- Net debt was \$8.0 billion as of September 30, 2026, with net leverage of 3.90x compared to \$8.2 billion and 3.84x¹ in the same prior-year period. Cash and cash equivalents and unused commitments under the ABL Credit Facility contributed to approximately \$2.1 billion of liquidity as of September 30, 2026.
- The Company declared its quarterly dividend of \$0.70 and paid to shareholders of record as of September 2, 2026, on September 16, 2026.

(1) Net leverage is calculated using pro forma trailing twelve month adjusted EBITDA including the standalone, pre-acquisition results of H&E.

Updating 2026 Outlook

The Company is raising its full year 2026 equipment rental revenue, adjusted EBITDA, gross and net rental capital expenditures guidance ranges.

	Previous Guidance	Updated 2026 Guidance
Equipment rental revenue:	\$4.375 billion to \$4.475 billion	\$4.475 billion to \$4.550 billion
Adjusted EBITDA:	\$2.05 billion to \$2.125 billion	\$2.10 billion to \$2.15 billion
Net rental equipment capital expenditures:	\$850 million to \$950 million	\$1.0 billion to \$1.1 billion
Gross capex:	\$1.25 billion to \$1.40 billion	\$1.45 billion to \$1.60 billion

As a leader in an industry where scale matters, the Company expects to continue to gain share by capturing an outsized portion of the forecasted higher construction spending in 2026, strengthening its fleet through targeted investment and ongoing gains in fleet efficiency, capitalizing on acquisition-related branch optimization and greenfield openings, and cross-selling a diversified product portfolio.

Earnings Call and Webcast Information

Herc Holdings' third quarter 2026 earnings webcast will be held today at 8:30 a.m. U.S. Eastern Time. Interested U.S. parties may call +1-833-461-5787 and international participants should call the country specific dial in numbers listed at <https://help.events.q4inc.com/eahc/international-dial-in-numbers>, using the meeting ID: 383 873 427. Please dial in at least 10 minutes before the call start time to ensure that you are connected to the call and to register your name and company.

Those who wish to listen to the live conference call and view the accompanying presentation slides should visit the Events and Presentations tab of the Investor Relations section of the Company's website at IR.HercRentals.com. The press release and presentation slides for the call will be posted to this section of the website prior to the call. A replay of the conference call will be available via webcast on the Company website at IR.HercRentals.com, where it will be archived for 12 months after the call.

About Herc Holdings Inc.

Founded in 1965, Herc Holdings Inc., which operates through its Herc Rentals Inc. subsidiary, is a full-line rental supplier with 615 locations across North America and 2025 total revenues were approximately \$4.4 billion. We offer products, services and technologies aimed at helping customers work more efficiently, effectively and safely. Our classic fleet includes aerial, earthmoving, material handling, trucks and trailers, air compressors, and compaction. Our Herc Rentals ProSolutions® offering includes industry-specific, solutions-based services in tandem with power generation, climate control, remediation and restoration, pumps, and trench shoring equipment as well as our Herc Rentals ProContractor® professional grade tools. Our ProControl by Herc Rentals™ digital platform combines a seamless e-commerce experience with integrated project and fleet management tools, leveraging telematics and real-time analytics to help customers optimize productivity across their operations. We employ approximately 10,200 employees, who equip our customers and communities to build a brighter future. Learn more at www.HercRentals.com and follow us on Instagram, Facebook and LinkedIn.

All references to "Herc Holdings" or the "Company" in this press release refer to Herc Holdings Inc. and its subsidiaries, unless otherwise indicated.

Certain Additional Information

In this release we refer to the following operating measures:

- Dollar utilization: calculated by dividing 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 the guidelines of the American Rental Association (ARA).
- OEC: original equipment cost based on the guidelines of the 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).

Forward-Looking Statements

This press release 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 release 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 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 supplemental schedules that accompany this release.

Contact:

Leslie Hunziker

Senior Vice President,

Investor Relations, Communications & Sustainability

Leslie.hunziker@hercrentals.com

239-301-1675

(See Accompanying Tables)

HERC HOLDINGS INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

Unaudited

(In millions, except per share data)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Revenues:				
Equipment rental	\$ 1,254	\$ 1,122	\$ 3,307	\$ 2,731
Sales of rental equipment	85	151	333	362
Sales of new equipment, parts and supplies	13	18	38	46
Service and other revenue	12	13	29	28
Total revenues	1,364	1,304	3,707	3,167
Expenses:				
Direct operating	532	467	1,476	1,173
Depreciation of rental equipment	255	246	739	613
Cost of sales of rental equipment	68	134	263	296
Cost of sales of new equipment, parts and supplies	9	12	26	30
Selling, general and administrative	178	166	479	411
Transaction expenses	1	38	9	185
Non-rental depreciation and amortization	74	70	222	148
Interest expense, net	126	134	380	282
(Gain) loss on assets held for sale	—	(1)	—	48
Other expense (income), net	1	—	(8)	(3)
Total expenses	1,244	1,266	3,586	3,183
Income (loss) before income taxes	120	38	121	(16)
Income tax provision	(16)	(8)	(22)	(7)
Net income (loss)	\$ 104	\$ 30	\$ 99	\$ (23)
Weighted average shares outstanding:				
Basic	33.4	33.2	33.4	30.6
Diluted	33.5	33.3	33.5	30.6
Income (loss) per share:				
Basic	\$ 3.11	\$ 0.90	\$ 2.96	\$ (0.75)
Diluted	\$ 3.10	\$ 0.90	\$ 2.96	\$ (0.75)

HERC HOLDINGS INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS
(In millions)

	September 30, 2026	December 31, 2025
	Unaudited	
ASSETS		
Cash and cash equivalents	\$ 66	\$ 52
Receivables, net of allowances	929	769
Prepaid expenses	62	72
Other current assets	52	63
Total current assets	1,109	956
Rental equipment, net	6,190	5,880
Property and equipment, net	855	868
Right-of-use lease assets	1,444	1,489
Intangible assets, net	1,559	1,665
Goodwill	2,859	2,873
Other long-term assets	41	45
Total assets	\$ 14,057	\$ 13,776
LIABILITIES AND EQUITY		
Current maturities of long-term debt and financing obligations	\$ 32	\$ 32
Current maturities of operating lease liabilities	59	56
Accounts payable	556	337
Accrued liabilities	384	305
Total current liabilities	1,031	730
Long-term debt, net	8,004	8,021
Financing obligations, net	92	95
Operating lease liabilities	1,443	1,479
Deferred tax liabilities	1,449	1,446
Other long-term liabilities	54	57
Total liabilities	12,073	11,828
Total equity	1,984	1,948
Total liabilities and equity	\$ 14,057	\$ 13,776

HERC HOLDINGS INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
Unaudited
(In millions)

	Nine Months Ended September 30,	
	2026	2025
Cash flows from operating activities:		
Net income (loss)	\$ 99	\$ (23)
<i>Adjustments to reconcile net income (loss) to net cash provided by operating activities:</i>		
Depreciation of rental equipment	739	613
Depreciation of property and equipment	97	77
Amortization of intangible assets	125	71
Amortization of deferred debt and financing obligations costs	9	6
Stock-based compensation charges	22	28
Provision for receivables allowances	79	58
Loss on assets held for sale	—	48
Deferred taxes	4	2
Gain on sale of rental equipment	(70)	(66)
Other	13	11
<i>Changes in assets and liabilities, net of effects from acquisitions:</i>		
Receivables	(260)	(59)
Other assets	11	(19)
Accounts payable	(22)	10
Accrued liabilities and other long-term liabilities	105	13
Net cash provided by operating activities	951	770
Cash flows from investing activities:		
Rental equipment expenditures	(1,056)	(835)
Proceeds from disposal of rental equipment	319	306
Non-rental capital expenditures	(107)	(123)
Proceeds from disposal of property and equipment	26	15
Acquisitions, net of cash acquired	—	(4,256)
Proceeds from disposal of business, net	—	99
Net cash used in investing activities	(818)	(4,794)
Cash flows from financing activities:		
Proceeds from issuance of long-term debt	—	3,467
Repayments of long-term debt	(6)	—
Proceeds from revolving lines of credit and securitization	1,688	3,928
Repayments on revolving lines of credit and securitization	(1,709)	(3,299)
Principal payments under finance lease and financing obligations	(18)	(16)
Dividends paid	(71)	(64)
Other financing activities, net	(3)	(14)
Net cash provided by (used in) financing activities	(119)	4,002
Effect of foreign exchange rate changes on cash and cash equivalents	—	—
Net change in cash and cash equivalents during the period	14	(22)
Cash and cash equivalents at beginning of period	52	83
Cash and cash equivalents at end of period	\$ 66	\$ 61

HERC HOLDINGS INC. AND SUBSIDIARIES
SUPPLEMENTAL SCHEDULES
EBITDA AND ADJUSTED EBITDA RECONCILIATIONS
Unaudited
(In millions)

EBITDA and adjusted EBITDA—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 the disposal of a business, impact of the fair value mark-up of acquired fleet, impact of the studio entertainment business and certain other items. EBITDA and adjusted EBITDA do not purport to be alternatives to net income as an indicator of operating performance. Additionally, neither measure 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—Adjusted EBITDA Margin, calculated by dividing Adjusted EBITDA by Total Revenues, is a commonly used profitability ratio.

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2026	2025	2026	2025
Net income (loss)	\$ 104	\$ 30	\$ 99	\$ (23)
Income tax provision	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
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 %

(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.

HERC HOLDINGS INC. AND SUBSIDIARIES
SUPPLEMENTAL SCHEDULES
ADJUSTED NET INCOME AND ADJUSTED EARNINGS PER DILUTED SHARE
Unaudited
(In millions, except per share data)

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, and 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,	
	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.

HERC HOLDINGS INC. AND SUBSIDIARIES
SUPPLEMENTAL SCHEDULES
FREE CASH FLOW
Unaudited
(In millions)

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,			
	2026		2025	
Net cash provided by operating activities	\$	951	\$	770
Rental equipment expenditures		(1,056)		(835)
Proceeds from disposal of rental equipment		319		306
Net rental equipment expenditures		(737)		(529)
Non-rental capital expenditures		(107)		(123)
Proceeds from disposal of property and equipment		26		15
Free cash flow	\$	133	\$	133
Acquisitions, net of cash acquired		—		(4,256)
Proceeds from disposal of business, net		—		99
Decrease (increase) in net debt, excluding financing activities	\$	133	\$	(4,024)

Scaling for Sustainable Growth

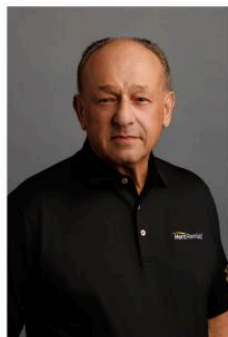
Q3 2026 EARNINGS CONFERENCE CALL

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



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



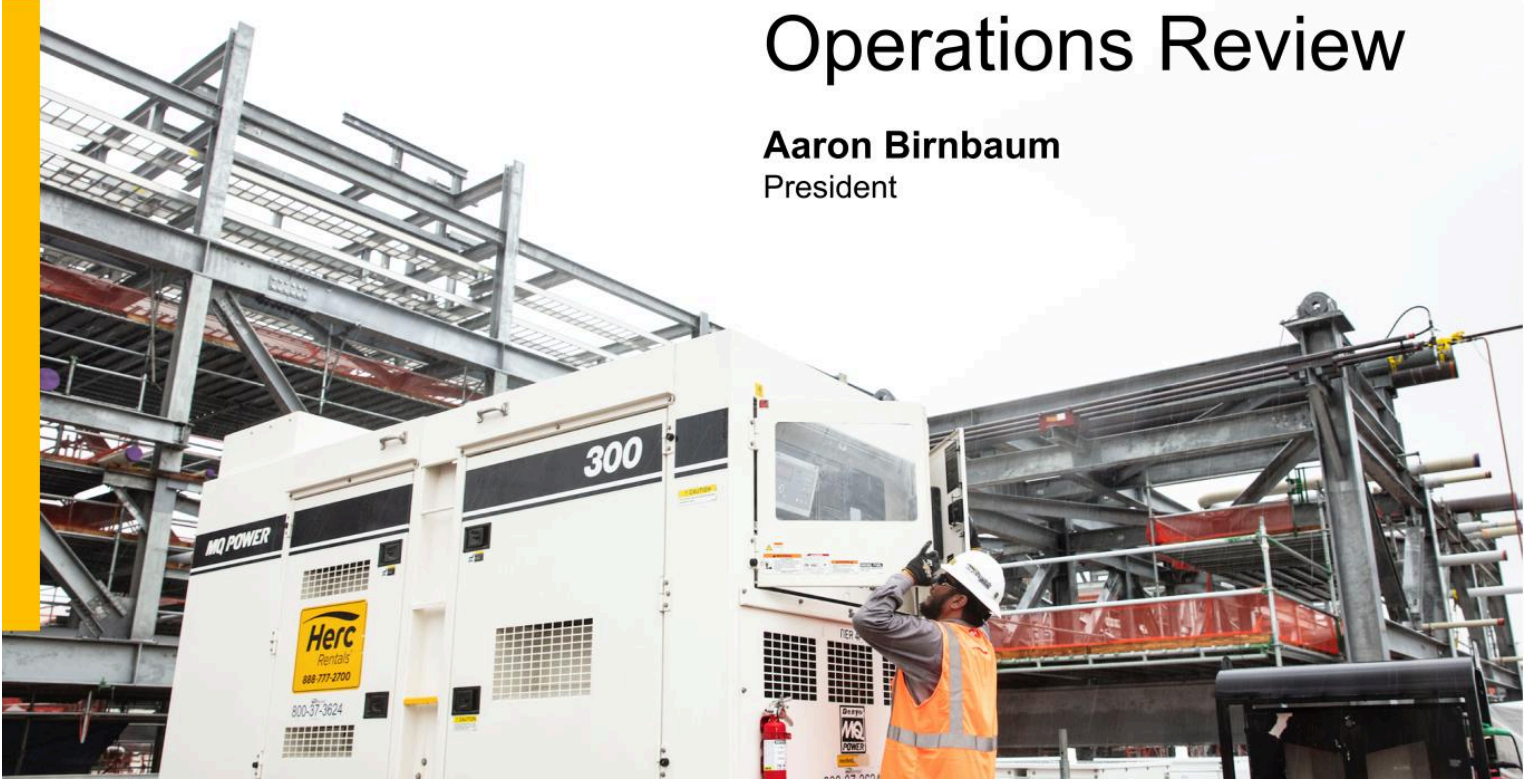
Technology Innovation

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

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

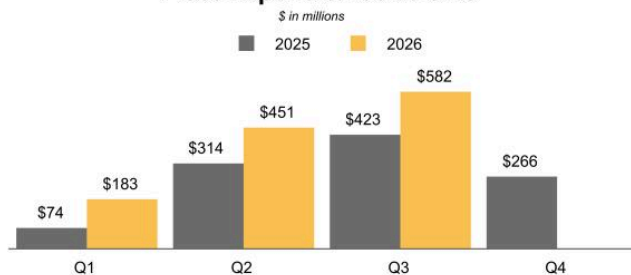
Operations Review

Aaron Birnbaum
President

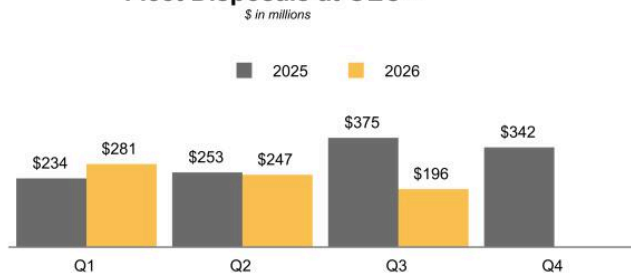


Optimizing Fleet Mix and Lifecycle Performance

Fleet Expenditures at OEC¹



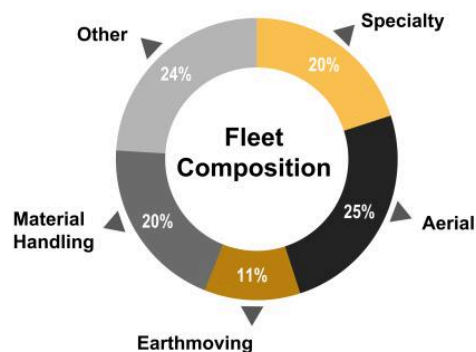
Fleet Disposals at OEC^{1,2}



1. Original equipment cost based on ARA guidelines

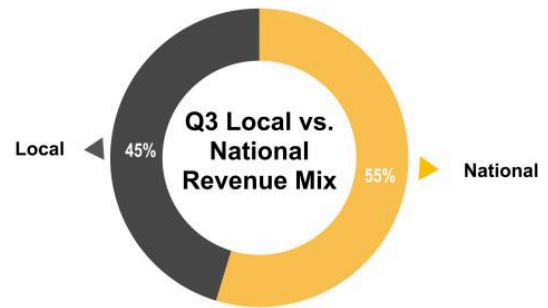
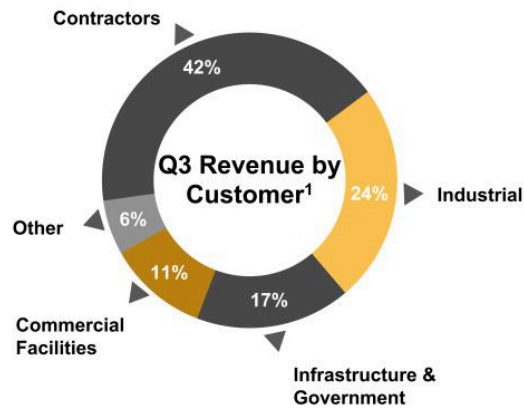
2. Q3 2025 disposals exclude the divestiture of Cinelease OEC of \$301 million

\$10.0 billion at OEC¹



- 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

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%)	Industrial (24%)	Infrastructure & Gov. Direct (17%)	Commercial Facilities (11%)	Other (6%)
- Electrical - General Contractors - Mechanical - Remediation & Environmental - Residential - Restoration - Specialty Contractors	- Agriculture - Chemical Processing - Industrial Manufacturing - Metals & Minerals - Oil & Gas Production - Oil & Gas Refineries - Pharmaceutical - Power - Pulp, Paper & Wood - Shipbuilding/Yards - Aerospace - Alternative - Automotive - Energy/Renewables - Food & Beverage	- Airports - Bridge - Federal Government - Local & State Government - Military Base - Prisons - Railroad & Mass Transportation - Streets, Road & Highway - Sewer & Waste Disposal - Water Supply & Distribution - Utilities	- Banks - Casinos - Hospitality (hotel & motel) - Parking Garages - Religious Building - Retail Facilities - Commercial Warehousing - Education - Facility Maintenance - Healthcare - Datacenters	- 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 Spending¹

\$ in billions



Mega Project Starts³

\$ in billions



Non-Residential Starts²

\$ in billions



Infrastructure Starts²

\$ in billions

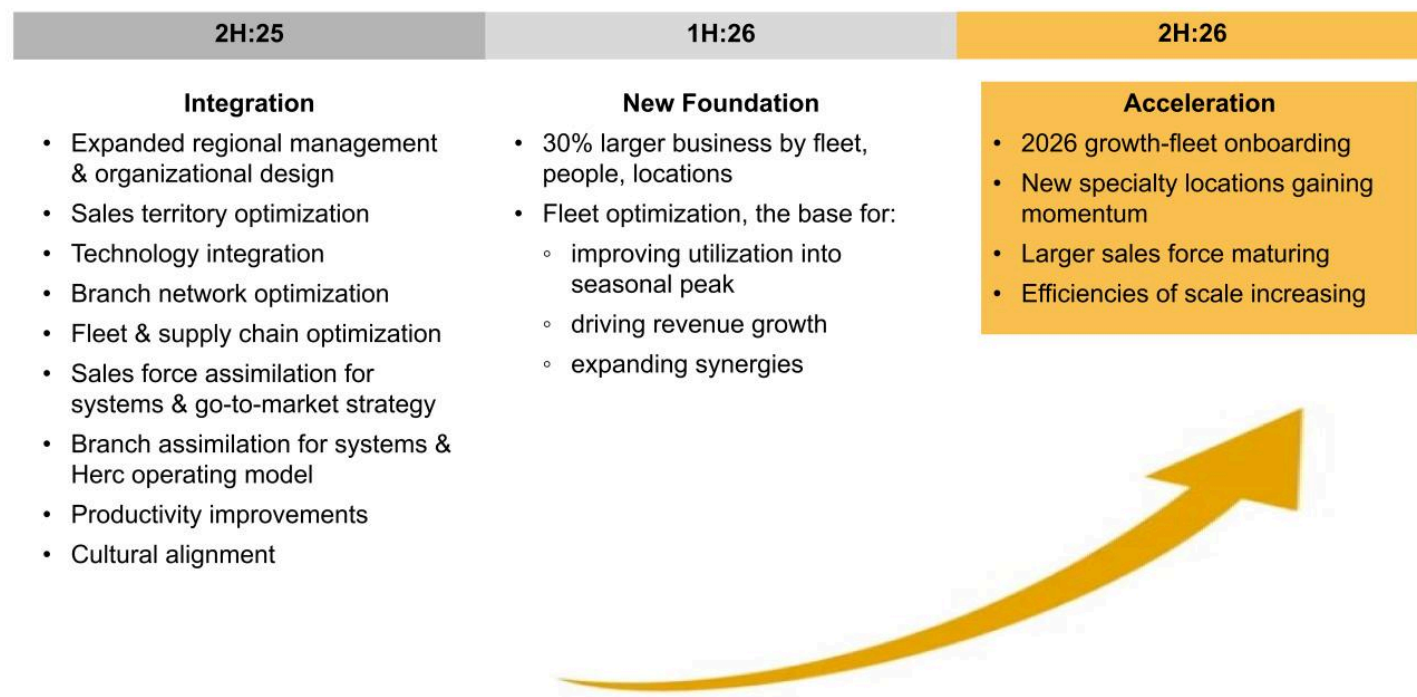


1.Source: IIR as of September 2026

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



Financial Review

Mark Humphrey

Senior Vice President and
Chief Financial Officer



Q3 2026 Financial Results

	Three Months Ended September 30,			Nine Months Ended September 30,		
	2026	2025	2026 vs 2025 % Change	2026	2025	2026 vs 2025 % Change
\$ in millions, except per share data						
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



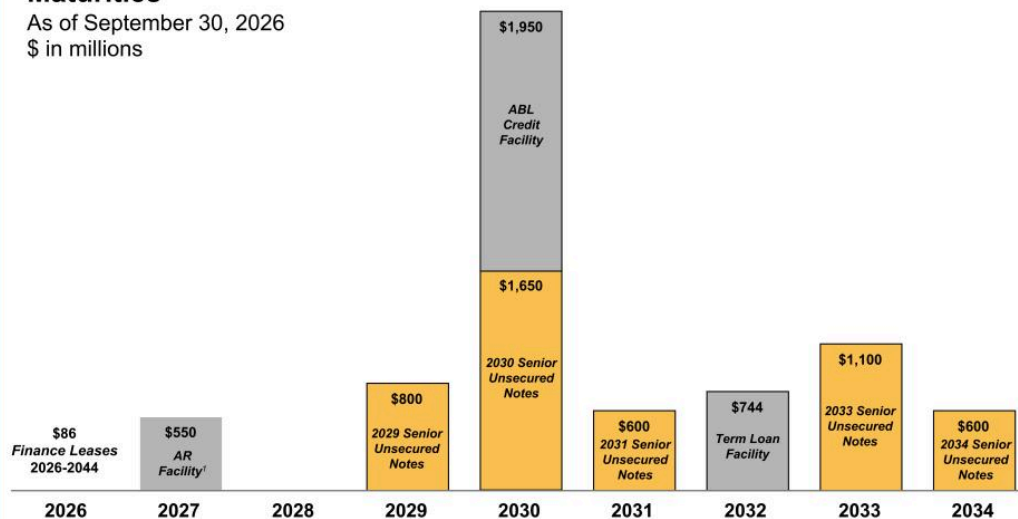
Herc Holdings Inc. NYSE: HRI

Q3 2026 14

Disciplined Capital Management

Maturities

As of September 30, 2026
\$ in millions



Ample liquidity² of \$2.1B provides financial flexibility

Net leverage³ of 3.90x

Free cash flow³ 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:

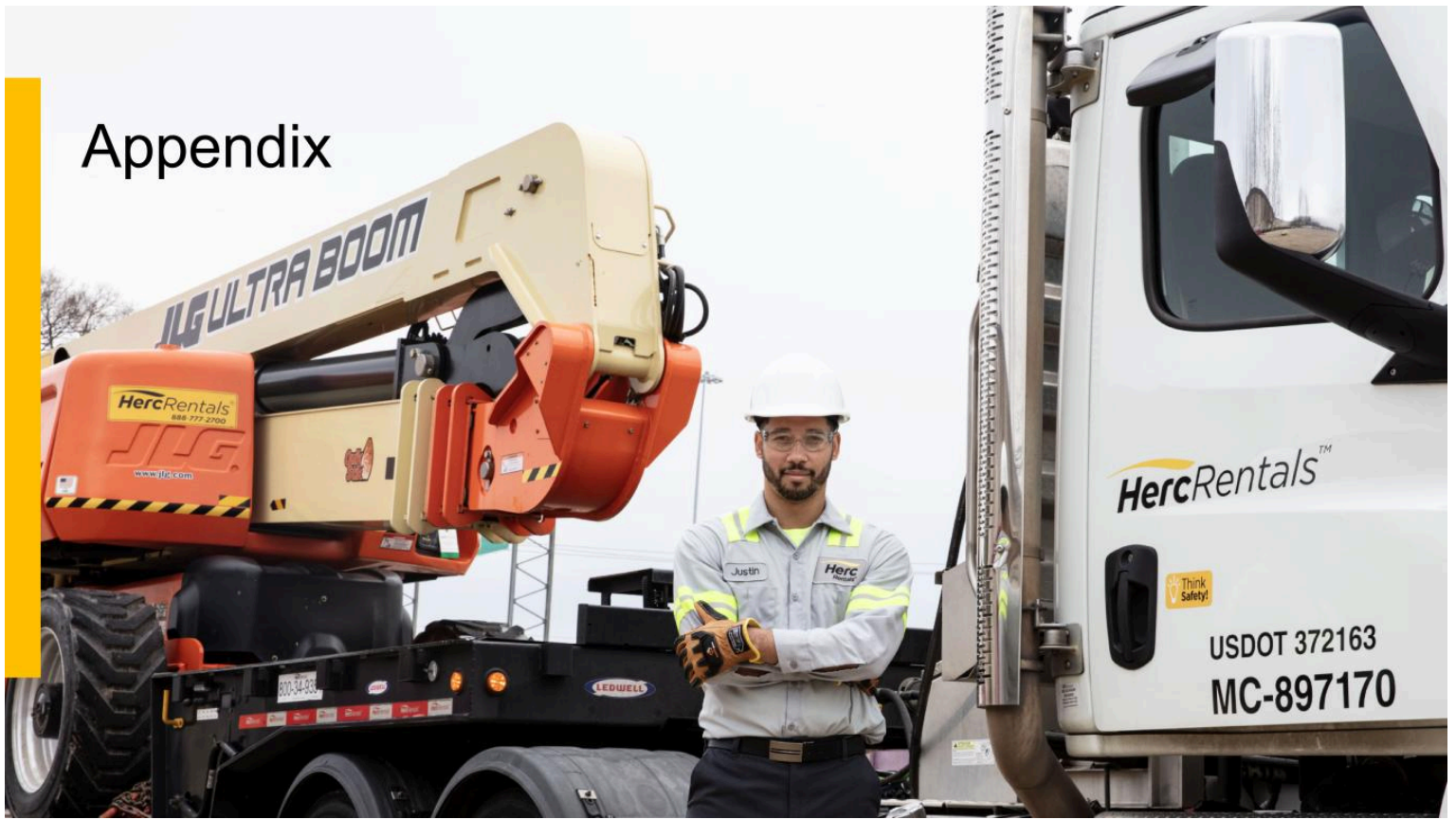
- Revenue synergies estimated at an incremental \$100–\$120M
- Cost synergies estimated at an incremental \$90M for fully realized target of \$125M by YE26
- Fuel inflation persists through remainder of 2026
- Fleet dispositions at OEC estimate updated to ~\$950M to \$1B
- Effective tax rate ~20%
- Free 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



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,		Nine Months Ended September 30,	
	2026	2025	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.



Herc Holdings Inc. NYSE: HRI

Q3 2026 22

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.

\$ in millions	Three Months Ended September 30,		Nine Months Ended September 30,	
	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.

\$ in millions	Nine Months Ended September 30,		Year Ended December 31,		
	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 OEC¹

\$ 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.

**For additional information,
please contact:**

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



