Hertz

Record reported quarterly revenue	Strong RPD in premium Hertz brand	Ongoing focus on costs to improve margins

Q3 2023 KEY BUSINESS METRICS

REVENUE	ADJUSTED CORPORATE EBITDA*	ADJUSTED EPS*	MONTHLY REVENUE PER UNIT*
$2.7B	$359M	$0.70	$1,596
	GAAP Net Income = $629M	*GAAP EPS = $0.92*	

NET CORP. LEVERAGE*	LIQUIDITY	ADJUSTED OPERATING CASH FLOW*
1.9x	$1.7B	$215M
		GAAP = $851M

"Hertz produced record revenue in the quarter, reflecting ongoing strength in demand and stability in pricing. Our premium Hertz brand performed well, and we saw further growth in our rideshare business and progress in reinvigorating our value brands. We nonetheless remain focused on the cost side to improve margins. Our ongoing investments will give rise to better operating fundamentals, and with the growth opportunities ahead of us, I am confident in the trajectory of our business and the forward for Hertz. Across these efforts, we remain committed to delivering excellent service to our customers while shaping the future of mobility."

- Stephen Scherr, Hertz Chair and CEO

STRATEGIC PRIORITIES

Value Brand Revitalization	Continued Growth in Rideshare Business and Electrification	Global Operational Efficiency

*Definitions and calculations of key metrics and reconciliations of non-GAAP measures to the most directly comparable GAAP measure are included herein

HERTZ GLOBAL HOLDINGS, INC.
RECONCILIATION OF GAAP TO NON-GAAP MEASURE – ADJUSTED CORPORATE EBITDA
UNAUDITED

Adjusted Corporate EBITDA represents income or loss attributable to the Company as adjusted to eliminate the impact of GAAP income tax; non-vehicle depreciation and amortization; non-vehicle debt interest, net; vehicle debt-related charges; restructuring and restructuring related charges; change in fair value of Public Warrants; unrealized (gains) losses on financial instruments; gain on sale of non-vehicle capital assets and certain other miscellaneous items.

Adjusted Corporate EBITDA Margin is calculated as the ratio of Adjusted Corporate EBITDA to Revenues.

Management uses these measures as operating performance metrics for internal monitoring and planning purposes, including the preparation of the Company's annual operating budget and monthly operating reviews, and analysis of investment decisions, profitability and performance trends. These measurements enable management and investors to assess the performance of the entire business on the same basis as its reportable segments. Adjusted Corporate EBITDA is also utilized in the determination of certain executive compensation. When evaluating our operating performance, investors should not consider Adjusted Corporate EBITDA in isolation of, or as a substitute for, measures of our financial performance determined in accordance with U.S. GAAP. The reconciliation to the most comparable consolidated U.S. GAAP measure are presented herein.

(In Millions)	Q3 2023
Adjusted Corporate EBITDA:	
Net Income (Loss)	$629
Adjustments:	
Income Tax Provision (Benefit)	(70)
Non-vehicle Depreciation and Amortization	33
Non-vehicle Debt Interest, Net of Interest Income	63
Vehicle Debt-related Charges [(A)]	11
Restructuring and Restructuring Related Charges [(B)]	2
Unrealized (Gains) Losses on Financial Instruments [(C)]	1
Change in Fair Value of Public Warrants	(328)
Other Items [(D)]	18
Adjusted Corporate EBITDA	**$359**

A. Represents debt-related charges relating to the amortization of deferred financing costs and debt discounts and premiums.
B. Represents charges incurred under restructuring actions as defined in U.S. GAAP. Also includes restructuring related charges such as incremental costs incurred directly supporting business transformation initiatives.
C. Represents unrealized gains (losses) on derivative financial instruments.
D. Represents miscellaneous items.

HERTZ GLOBAL HOLDINGS, INC.
RECONCILIATION OF GAAP TO NON-GAAP MEASURE – ADJUSTED EPS
UNAUDITED

Adjusted Net Income (Loss) represents income or loss attributable to the Company as adjusted to eliminate the impact of GAAP income tax; vehicle and non-vehicle debt-related charges; restructuring and restructuring related charges; acquisition accounting-related depreciation and amortization; change in fair value of Public Warrants; unrealized (gains) losses on financial instruments, gain on sale of non-vehicle capital assets and certain other miscellaneous items on a pre-tax basis. Adjusted Net Income (Loss) includes a provision (benefit) for income taxes derived utilizing a combined statutory rate. The combined statutory rate is management's estimate of the Company's long-term tax rate. Its most comparable GAAP measure is net income (loss) attributable to the Company.

Adjusted EPS represents Adjusted Net Income (Loss) on a per diluted share basis using the weighted-average number of diluted shares outstanding for the period. Its most comparable GAAP measure is diluted earnings (loss) per share

Adjusted Net Income (Loss) and Adjusted EPS are important operating metrics because they allow management and investors to assess operational performance of the Company's business, exclusive of the items mentioned above that are not operational in nature or comparable to those of the Company's competitors. When evaluating our operating performance, investors should not consider Adjusted Net Income or Adjusted EPS in isolation of, or as a substitute for, measures of our financial performance determined in accordance with U.S. GAAP. The reconciliation to the most comparable consolidated U.S. GAAP measure are presented herein.

(In Millions, except per share data)	Q3 2023
Adjusted Net Income (Loss) and Adjusted Diluted Earnings (Loss) Per Share:	
Net Income (Loss)	$629
Adjustments:	
Income Tax Provision (Benefit)	(70)
Vehicle and Non-vehicle Debt-related Charges (A)	16
Non-vehicle Debt Interest, Net of Interest Income	2
Restructuring and Restructuring Related Charges (B)	–
Acquisition Account-related Depreciation and Amortization (C)	1
Unrealized (Gains) Losses on Financial Instruments (D)	–
(Gain) on Sale of Non-vehicle Capital Assets	
Change in Fair Value of Public Warrants	(328)
Other Items (E)	20
Adjusted Pre-tax Income (Loss)	270
Income Tax (Provision) Benefit on Adjusted Pre-tax Income (Loss) (F)	(40)
Adjusted Net Income (Loss)	$230
Weighted-average Number of Diluted Shared Outstanding	327
Adjusted Diluted Earnings (Loss) Per Share (G)	$0.70

A. Represents debt-related charges relating to the amortization of deferred financing costs and debt discounts and premiums.
B. Represents charges incurred under restructuring actions as defined in U.S. GAAP. Also includes restructuring related charges such as incremental costs incurred directly supporting business transformation initiatives.
C. Represents incremental expense associated with the amortization of other intangible assets and depreciation of property and equipment relating to acquisition accounting.
D. Represents unrealized gains (losses) on derivative financial instruments.
E. Represents miscellaneous items.
F. Derived utilizing a combined statutory rate of 15%
G. Adjustments used to reconcile diluted earnings (loss) per share on a GAAP basis to Adjusted Diluted Earnings (Loss) Per Share are comprised of the same adjustments, inclusive of the tax impact, used to reconcile net income (loss) to Adjusted Net Income (Loss) divided by the weighted-average diluted shares outstanding during the period.

HERTZ GLOBAL HOLDINGS, INC.
RECONCILIATION OF GAAP TO NON-GAAP
MEASURE – ADJUSTED OPERATING CASH FLOW AND ADJUSTED FREE CASH FLOW
UNAUDITED

Adjusted operating cash flow represents net cash provided by operating activities net of the non-cash add back for vehicle depreciation and reserves, and exclusive of bankruptcy related payments made post emergence. Adjusted operating cash flow is important to management and investors as it provides useful information about the amount of cash generated from operations when fully burdened by fleet costs.

Adjusted free cash flow represents adjusted operating cash flow plus the impact of net non-vehicle capital expenditures and net fleet growth after financing. Adjusted free cash flow is important to management and investors as it provides useful information about the amount of cash available for, but not limited to, the reduction of non-vehicle debt, share repurchase and acquisition. When evaluating our operating performance, investors should not consider Adjusted Corporate Operating Cash Flow or Adjusted Free Cash Flow in isolation of, or as a substitute for, measures of our financial performance determined in accordance with U.S. GAAP. The most comparable GAAP measure for adjusted operating cash flow and adjusted free cash flow is net cash provided by (used in) operating activities. The reconciliation to the most comparable consolidated U.S. GAAP measure are presented herein.

Net Fleet Growth After Financing is defined as revenue earning vehicles expenditures, net of proceeds from disposals, plus vehicle depreciation and net vehicle financing, which includes borrowings, repayments and the change in restricted cash associated with vehicles. Fleet Growth is important as it allows the Company to assess the cash flow required to support its investment in revenue earning vehicles.

(In Millions)	Q3 2023
Adjusted Operating Cash Flow And Adjusted Free Cash Flow:	
Net cash provided by (used in) operating activities	$851
Depreciation and reserves for revenue earning vehicles, net	(606)
Bankruptcy related payments (post emergence) and other payments	(30)
Adjusted operating cash flow	215
Non-vehicle capital asset proceeds (expenditures), net	(26)
Adjusted operating cash flow before vehicle investment	189
Net fleet growth after financing	124
Adjusted free cash flow	**$313**
Calculation Of Net Fleet Growth After Financing:	
Revenue earning vehicles expenditures	$(1,769)
Proceeds from disposal of revenue earning vehicles	1,412
Revenue earning vehicles capital expenditures, net	(357)
Depreciation and reserves for revenue earning vehicles, net	606
Financing activity related to vehicles:	
Borrowings	1,720
Payment	(1,867)
Restricted cash changes, vehicles	22
Net financing activity related to vehicles	(125)
Net fleet growth after financing	**$124**

Net Non-vehicle Debt

Net Non-vehicle Debt is calculated as non-vehicle debt as reported on the Company's balance sheet, excluding the impact of unamortized debt issuance costs associated with non-vehicle debt, less cash and cash equivalents. Non-vehicle debt consists of the Company's Senior Term Loan, Senior RCF, Senior Notes, Senior Second Priority Secured Notes, Promissory Notes and certain other non-vehicle indebtedness of its domestic and foreign subsidiaries. Net Non-vehicle Debt is important to management and investors as it helps measure the Company's corporate leverage. Net Non-vehicle Debt also assists in the evaluation of the Company's ability to service its non-vehicle debt without reference to the expense associated with the vehicle debt, which is collateralized by assets not available to lenders under the non-vehicle debt facilities.

Net Vehicle Debt

Net Vehicle Debt is calculated as vehicle debt as reported on the Company's balance sheet, excluding the impact of unamortized debt issue costs associated with vehicle debt, less restricted cash associated with vehicles. Restricted cash associated with vehicle debt is restricted for the purchase of revenue earning vehicles and other specified uses under the Company's vehicle debt facilities. Net Vehicle Debt is important to management, investors and ratings agencies as it helps measure the Company's leverage with respect to its vehicle assets.

Total Net Debt

Total Net Debt is calculated as total debt, excluding the impact of unamortized debt issuance costs, less total cash and cash equivalents and restricted cash associated with vehicle debt. Unamortized debt issuance costs are required to be reported as a deduction from the carrying amount of the related debt obligation under GAAP. Management believes that eliminating the effects that these costs have on debt will more accurately reflect the Company's net debt position. Total Net Debt is important to management, investors and ratings agencies as it helps measure the Company's gross leverage.

Net Corporate Leverage

Net Corporate Leverage is calculated as non-vehicle net debt divided by Adjusted Corporate EBITDA for the last twelve months. Net Corporate Leverage is important to management and investors as it measures the Company's corporate leverage net of unrestricted cash. Net Corporate Leverage also assists in the evaluation of the Company's ability to service its non-vehicle debt with reference to the generation of Adjusted Corporate EBITDA.

	As of September 30, 2023		
(In Millions)	Vehicle	Non-Vehicle	Total
Term Loans	$ -	$1,516	$1,516
First Lien RCF	-	150	150
Senior Notes	-	1,500	1,500
U.S. Vehicle Financing (HVF III)	10,785	-	10,785
International Vehicle Financing (Various)	2,105	-	2,105
Other Debt	83	4	87
Debt Issue Costs, Discounts and Premiums	(79)	(51)	(130)
Debt as Reported in the Balance Sheet	**$12,894**	**$3,119**	**$16,013**
Add:			
Debt Issue costs, Discounts and Premiums	79	51	130
Less:			
Cash and Cash Equivalents	-	594	594
Restricted Cash	168	-	168
Restricted Cash and Restricted Cash Equivalents Associated with Term C Loan	-	245	245
Net Debt	**$12,805**	**$2,331**	**$15,136**
LTM Adjusted Corp EBITDA[(A)]		$1,252	
Net Corporate Leverage		1.9x	

(A) Reconciliation of LTM Adjusted Corporate EBITDA for the nine months ended September.

LTM Adjusted Corporate EBITDA:	
Net Income (Loss) Three Months Ended:	
December 31, 2022	$116
March 31, 2023	196
June 30, 2023	139
September 30, 2023	629
LTM Net Income (Loss)	**1,080**
Adjustments:	
Income Tax Provision (Benefit)	(174)
Non-vehicle Depreciation and Amortization	137
Non-vehicle Debt Interest, Net of Interest Income	216
Vehicle Debt-related Charges	41
Restructuring and Restructuring Related Charges	26
Unrealized (Gains) Losses on Financial Instruments	116
(Gain) on Sale of Non-vehicle Capital Assets	162)
Change in Fair Value of Public Warrants	(230)
Litigation Settlements	168
Other Items	34
LTM Adjusted Corporate EBITDA	**$1,252**

Total Revenue Per Unit Per Month ("Total RPU", "RPU" or "Total RPU Per Month")

Total RPU Per Month represents the amount of revenue generated per vehicle in the rental fleet each month, excluding the impact of foreign currency exchange rates so as not to affect the comparability of underlying trends. This metric is important to management and investors as it provides a measure of revenue productivity relative to the number of vehicles in our rental fleet whether owned or leased, or asset efficiency.

($ In Millions, except where noted)	Q3 2023
Total Revenue Per Unit Per Month	
Revenues	$2,703
Foreign Currency Adjustment[(A)]	(11)
Total Revenues – Adjusted for Foreign Currency	$2,692
Average Rentable Vehicles (In Whole Units)	562.267
Total Revenue Per Unit (In Whole Dollars)	$4,788
Number of Months in Period (In Whole Units)	3
Total RPU Per Month (In Whole Dollars)	$1,596

A. Based on December 31, 2022 foreign exchange rates.