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# HERTZ GLOBAL HOLDINGS, INC.

1Q 2020 Earnings Call | May 12, 2020 | 8:30 am ET

# Forward Looking Statements

Certain statements made within this presentation contain forward-looking statements. Forward-looking statements are not guarantees of performance and by their nature are subject to inherent uncertainties. Actual results may differ materially. Any forward-looking information relayed in this presentation speaks only as of May 12, 2020, and Hertz Global Holdings, Inc. (the “Company”) undertakes no obligation to update that information to reflect changed circumstances.

Additional information concerning these statements is contained in the Company’s press release regarding its first quarter 2020 results issued on May 11, 2020, and the note on forward-looking statements contained in the Company’s 2019 Annual Report on Form 10-K filed on February 25, 2020, the First Quarter 2020 Quarterly Report on Form 10-Q filed on May 11, 2020 and other filings available from the SEC, the Hertz website, or the Company’s Investor Relations Department.

# Non-GAAP Measures and Key Metrics

The following key metrics<sup>1</sup> and non-GAAP measures<sup>1</sup> will be used in the presentation:

- Total RPD
- Transaction Days
- Adjusted Corporate EBITDA
- Adjusted Corporate EBITDA Margin
- Adjusted Net Income (Loss)
- Adjusted Diluted EPS





## **BUSINESS OVERVIEW**

**Kathryn Marinello**

President & Chief Executive Officer  
Hertz Global Holdings, Inc.

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## **FINANCIAL RESULTS OVERVIEW**

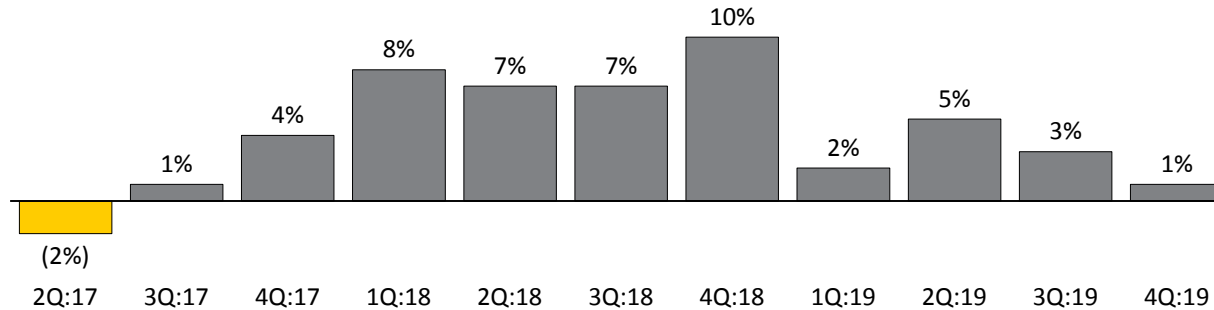
**Jamere Jackson**

Chief Financial Officer  
Hertz Global Holdings, Inc.

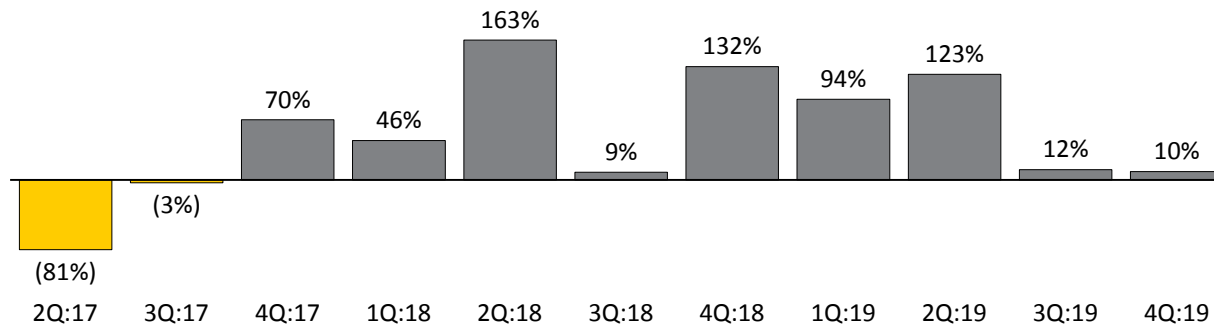
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# Positive Momentum to Start 2020

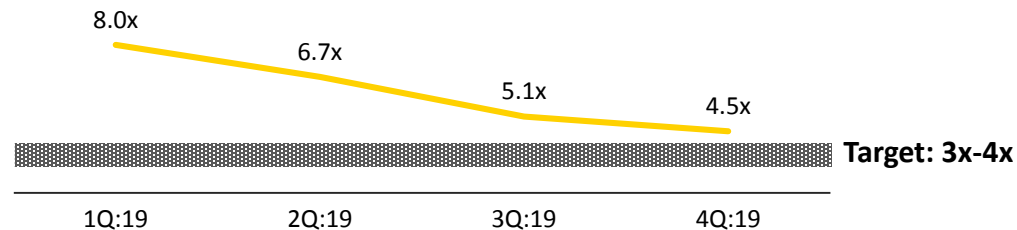
## 10 Consecutive Quarters of YoY Revenue Growth



## 9 Consecutive Quarters of YoY Adjusted Corporate EBITDA Growth

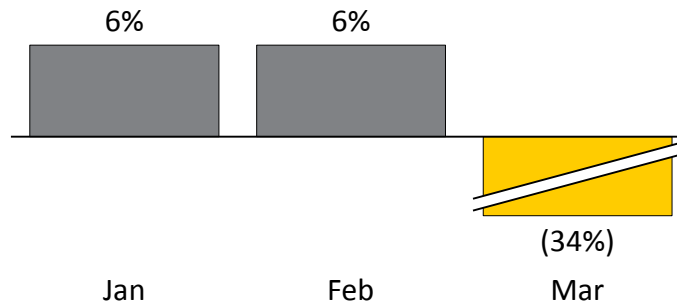


## Improved Net Corporate Leverage Ratio<sup>1</sup> Nearing Target

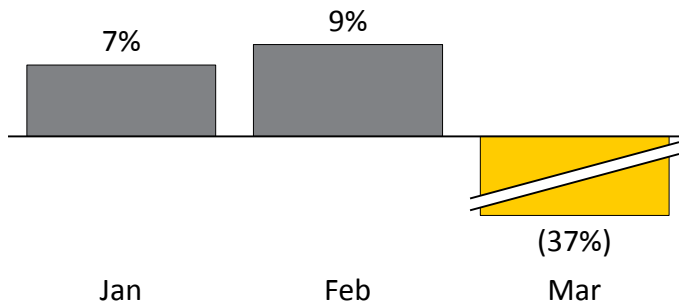


# 1Q:20 COVID-19 Impact - A Dramatically Different Operating Environment

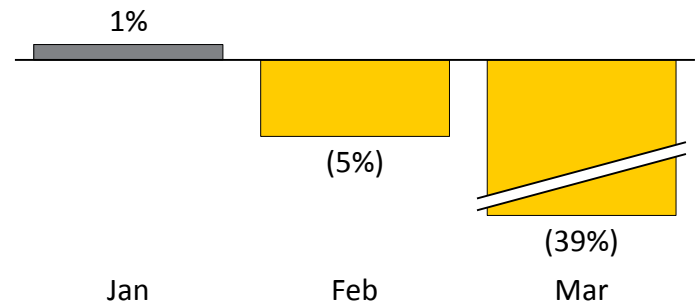
### 1Q:20 Monthly Consolidated Revenue Growth



### 1Q:20 Monthly U.S. RAC Revenue Growth



### 1Q:20 Monthly Int'l RAC Revenue Growth



**Positive momentum leading up to COVID-19**



# Response to COVID-19 Revenue Collapse and Used-Car Market Disruption

## Employee & Customer Safety

- Adopted new cleaning procedures
  - ✓ 15-point cleaning process
  - ✓ CDC guidelines
  - ✓ Hertz Total Disinfectant
  - ✓ Sealed for your protection



Introducing the all-new  
Hertz Gold Standard Clean.  
Sanitized. Sealed. Delivered.

- Touchless rentals
- Home delivery of local rentals and used vehicle purchases

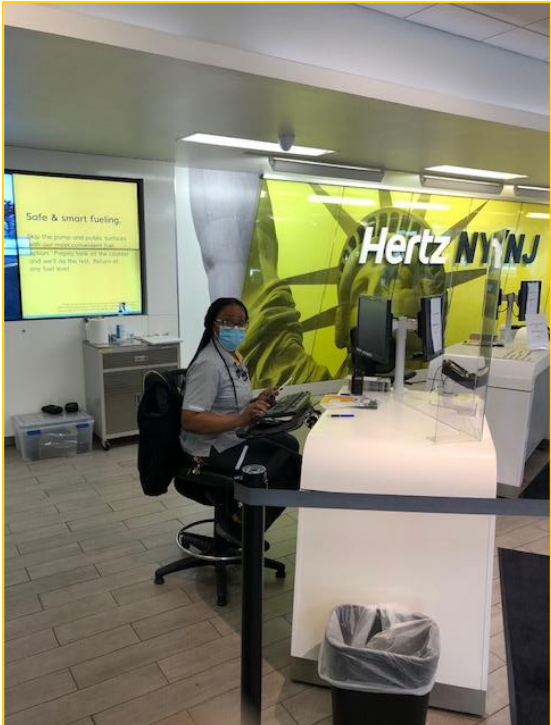
## Expense Management

- Eliminated non-essential spending
- Deferred all but critical investments
- Accelerated global dispositions of risk vehicles and turnbacks of program vehicles
- Canceled remaining MY20 U.S. rental fleet orders
- ~20,000 employee furloughs/lay-offs worldwide
- Approx.\$2.5B in annualized savings

## Liquidity Measures

- Slashing expenses
- Accelerating vehicle sales
- Canceled remaining MY20 U.S. rental fleet orders
- Engaging with U.S. and European governments for financial support
- Granted waivers/forbearances through May 22 regarding U.S. lease payments
- Continuing discussions with lenders, seeking longer-term capital structure solutions due to uncertain duration of COVID-19 impact

# Supporting Healthcare Workers and First Responders on the Front Line of COVID



**Hertz**

Hertz thanks our healthcare workers.



On behalf of everyone at Hertz, we deeply and sincerely thank the healthcare workers fighting so courageously on the frontline of the COVID-19 pandemic.





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# QUARTERLY OVERVIEW

Jamere Jackson - Chief Financial Officer

# 1Q:20 Consolidated Results

*\$ in millions, except per share data*

	1Q:19 Results	1Q:20 Results	YoY Better/(Worse)
<b>GAAP</b>			
Total revenues	\$2,107	\$1,923	(9%)
Net loss attributable to Hertz Global	(\$147)	(\$356)	NM
Diluted loss per share	(\$1.54)	(\$2.50)	NM
Weighted average shares outstanding: diluted	96M	142M	
<b>Non-GAAP</b>			
Adjusted Corporate EBITDA	(\$4)	(\$243)	NM
Adjusted Corporate EBITDA Margin	-%	(13%)	NM
Adjusted Net Loss	(\$83)	(\$253)	NM
Adjusted Diluted EPS	(\$0.87)	(\$1.78)	NM

NM = Not meaningful

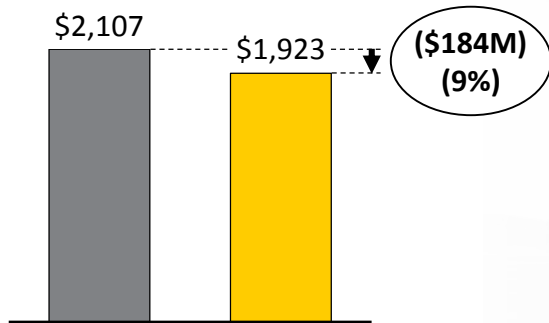


# 1Q:20 Global Performance

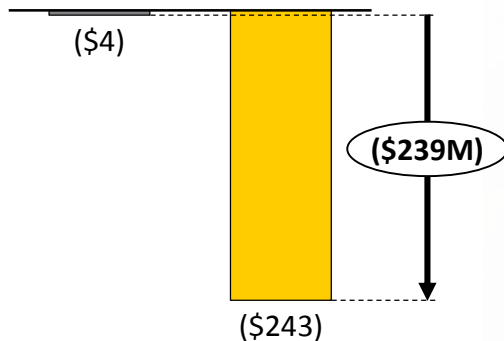
\$ in millions

■ 1Q:2019 ■ 1Q:2020

## Total Revenue



## Adjusted EBITDA



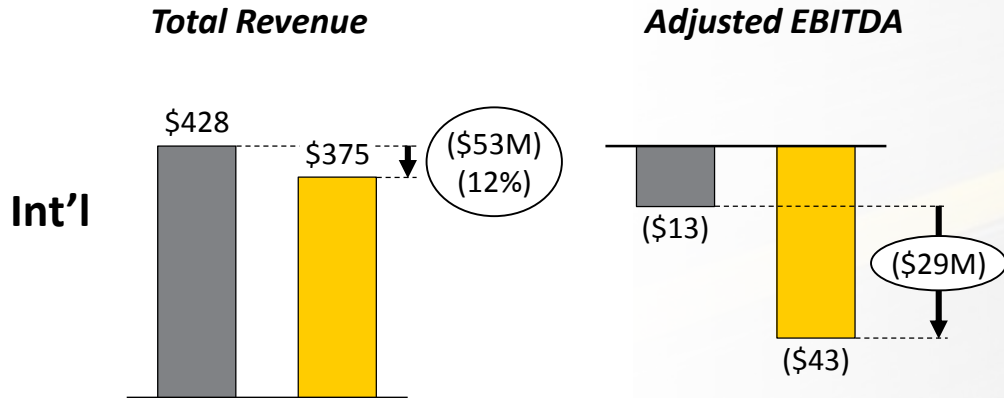
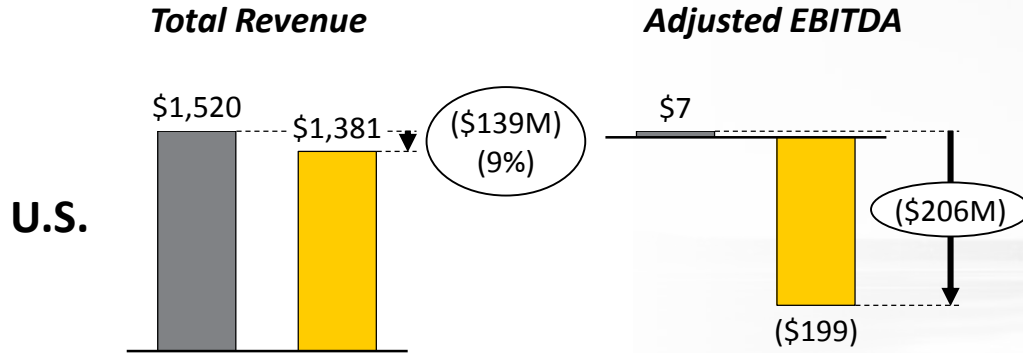
## Performance Overview:

- Revenue (8%) on constant currency
  - WW RAC RPD +2%
  - WW RAC Transaction Days (12%)
- Before COVID-19 we experienced:
  - Feb YTD revenue +7% on constant currency
  - WW RAC RPD +4%
  - WW RAC Transaction Days +2%
  - Feb YTD 2020 Adjusted EBITDA +2%
    - Margin expansion +20bps
- COVID-19 impact:
  - Swift decline in travel demand impacted March volume
    - WW RAC Transaction Days (34%)

# 1Q:20 U.S. RAC and International RAC

\$ in millions, in constant currency<sup>1</sup>

■ 1Q:2019 ■ 1Q:2020



## Revenue Dynamics:

- U.S. RAC revenue (9%), Int'l (12%)
  - U.S. RAC RPD +2%, Days (11%)
  - Int'l RAC RPD flat, Days (12%)
- Before COVID-19 we experienced:
  - Feb YTD rev U.S. RAC +8%, Int'l RAC +1%
    - U.S. RAC RPD +5%, Days +2%
    - Int'l RAC RPD +1%, Days flat
- COVID-19 impact:
  - March volume declines
    - U.S. RAC (34%)
    - Int'l RAC (35%)

<sup>1</sup>Constant currency for both periods presented is based on December 31, 2019 foreign currency exchange rates.



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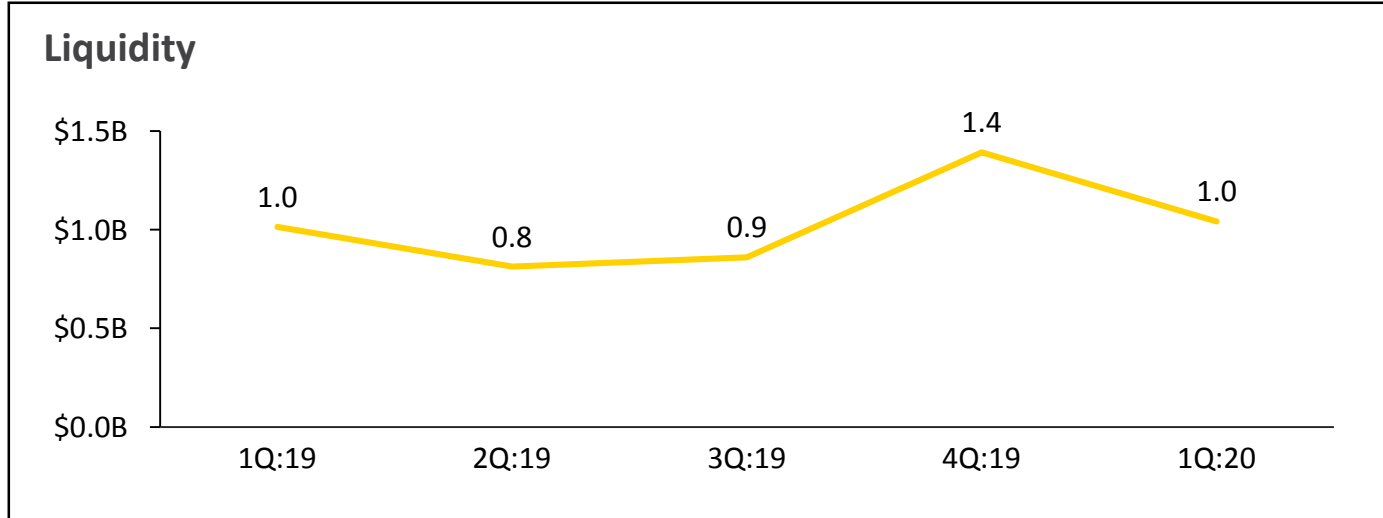


# LIQUIDITY OVERVIEW

Jamere Jackson - Chief Financial Officer



# 1Q:20 Liquidity Overview



## Overview at March 31, 2020:

- Liquidity of approximately \$1.0B, substantially in the form of unrestricted cash and cash equivalents
- No corporate debt maturities until June 2021

