

## UNITED RENTALS, INC.

### CORPORATE GOVERNANCE GUIDELINES

The following corporate governance guidelines have been adopted by the Board of Directors (the “Board”) of United Rentals, Inc. (the “Company”), upon the recommendation of its Nominating and Corporate Governance Committee, to promote the effective functioning of the Board and its committees. These guidelines are intended to set forth general guidance for the functioning of the Board and its committees and should not be viewed as a set of legally binding obligations, subject to the existence of any separate rule or regulation of the Securities and Exchange Commission (the “SEC”) or the New York Stock Exchange (the “NYSE”). The Board may, from time to time, modify these guidelines or approve deviations from these guidelines as it deems appropriate.

#### 1. Matters Relating to Board Composition.

- 1.1. Number of Directors. The number of directors comprising the entire Board is fixed, from time to time, by the Board as provided in the Company’s certificate of incorporation and by-laws. The size of the Board should facilitate substantive discussions of the whole Board in which each director can participate meaningfully.
- 1.2. Mix of Independent and Inside Directors. A substantial majority of the directors shall have no material relationship with the Company and shall otherwise be “independent” within the meaning of the rules of the NYSE. The Board should regularly review the status of each director and candidate for director to determine if he or she meets and continues to meet the requirement to be considered “independent.” The Board believes that it is useful and appropriate to have members of senior management as directors.
- 1.3. Qualifications for Directors.
  - 1.3.1. The members of the Board should collectively possess a broad range of experience, skills, expertise, knowledge, contacts, personal attributes and diversity of opinion useful to the effective oversight of the Company’s business.
  - 1.3.2. In addition to independence, the general factors to be considered in evaluating a prospective candidate to the Board should include:
    - business or other relevant experience;
    - expertise, skills and knowledge;

- contacts in the communities in which the Company does business and in the Company’s industry or other industries relevant to the Company’s business;
- personal qualities and characteristics, accomplishments, integrity and reputation in the business community;
- the extent to which the candidate will enhance the objective of having directors with diverse viewpoints, backgrounds, experience, expertise, skills and other demographics;
- willingness and ability to commit sufficient time to Board and committee duties and responsibilities; and
- qualification to serve on specialized Board committees, such as the Audit Committee or Compensation Committee.

1.3.3. At least one director should qualify as an “audit committee financial expert” within the meaning of applicable SEC rules and regulations.

1.3.4. The Board has delegated to the Nominating and Corporate Governance Committee certain responsibilities relating to the evaluation, recruitment, screening and recommendation of prospective candidates to the Board. However, the Board retains authority for final approval of those individuals that will be nominees for election to the Board.

1.3.5. It is expected that the members of the Nominating and Corporate Governance Committee will consider input from other members of the Board.

1.3.6. The Company values the experience directors bring from other boards on which they serve, but recognizes that those boards may also present demands on a director’s time and availability and may present conflicts or legal issues. Directors should advise the Chairman, the Chairman of the Nominating and Corporate Governance Committee and the Company’s Chief Executive Officer (the “CEO”) before accepting membership on other boards of directors (including advisory boards or boards of trustees) or other significant commitments involving affiliation with other businesses, governmental units, non-profit or educational entities.

1.4. Retirement and Resignation of Directors.

1.4.1. The Board has not established term limits.

1.4.2. If a director nominee is not elected by a majority vote in an election in which such standard applies in accordance with the Company's by-laws, the director shall offer to tender his or her resignation to the Board on the date of the certification of the election results. The Nominating and Corporate Governance Committee shall consider the resignation offer and shall make a recommendation to the Board on whether to accept or reject the resignation, or whether other action should be taken. The Board shall accept such resignation unless it determines that the best interests of the Company and its stockholders would not be served in doing so. The Board shall act on the Committee's recommendation within 90 days from the date of the certification of the election results, unless such action would cause the Company to fail to comply with any requirement of the NYSE or any rule or regulation under the Securities Exchange Act of 1934, in which event the Company shall take action as promptly as is practicable while continuing to meet such requirements. The Board shall promptly disclose its decision and the rationale behind it in a Form 8-K furnished to the SEC. The director who offers to tender his or her resignation shall not participate in the Nominating and Corporate Governance Committee's recommendation or in the Board's decision.

1.5. Invitation to Join Board. The invitation to join the Board should be extended by the Board via the Chairman and the CEO, or any other director or directors approved by the Board.

2. Compensation of Directors.

2.1. Directors who are executive officers of the Company should not be paid additional compensation for serving on the Board.

2.2. The Board has authority to establish the amount and form of director compensation.

2.3. The general factors to be considered in establishing director compensation include:

- the Board's assessment of the level of compensation required to recruit and retain qualified directors;
- compensation practices at other companies;

- the estimated time that directors are expected to devote to their duties and responsibilities; and
  - the number and type of committees on which a director serves.
- 2.4. The Board should conduct a review periodically, as circumstances warrant, of the amount and form of director compensation (including a review of the general factors to be considered in establishing director compensation).
3. General Responsibilities of the Board.
- 3.1. The business and affairs of the Company are managed by or under the direction of the Board in accordance with Delaware law. In performing their duties, directors are expected to exercise their business judgment with due care and in the best interests of the Company.
- 3.2. The primary responsibilities of the Board are:
- overseeing the performance of management and providing counseling and direction to management;
  - reviewing and, where appropriate, approving the Company's major financial objectives, strategic and operating plans and actions;
  - reviewing the Company's annual budget and regularly reviewing the Company's operating results;
  - overseeing the processes for maintaining the integrity of the Company's financial statements and compliance with applicable legal requirements (acting through the Audit Committee, as appropriate);
  - selecting, regularly evaluating the performance of, and approving the compensation of, the Company's executive officers (acting through the Compensation Committee with respect to compensation);
  - succession planning with respect to the position of CEO and monitoring management's succession planning for other executive officers; and
  - approving the nominees for election to the Board.
- 3.3. The Board may delegate all or any portion of its duties and responsibilities to one or more committees of the Board to the fullest extent permitted by applicable law.

- 3.4. In performing its functions, the Board shall be entitled to rely in good faith on the records of the Company and on the information, advice, reports and opinions of officers and employees of the Company and of counsel, accountants, auditors and other professional advisors.
  - 3.5. In their roles as directors, all directors owe a duty of loyalty to the Company. This duty of loyalty mandates that the best interests of the Company take precedence over any interests possessed by a director.
4. Operation of Board.
- 4.1. Selection of Chairman. The Board should select a Chairman from among its members. Absent exceptional circumstances, the CEO should not serve as Chairman.
  - 4.2. Meetings.
    - 4.2.1. The Board should hold at least four regularly scheduled meetings each year and such additional meeting as may be required to discharge its duties and responsibilities.
    - 4.2.2. The agenda for each meeting should be established by the Chairman and the CEO. Any director may suggest the inclusion of additional items on the agenda.
    - 4.2.3. Each director is expected to make reasonable efforts to attend regularly scheduled meetings of the Board in person; it being understood, however, that the Board may schedule telephonic meetings and that scheduling conflicts, illness, or other similar circumstances may preclude a director from attending a meeting in person.
    - 4.2.4. With respect to meetings of Board committees, the Chair of each Board committee may determine whether meetings should be attended by directors in person or telephonically.
    - 4.2.5. Directors are invited to attend and participate in all Board committee meetings whether or not such directors serve on such committee.
    - 4.2.6. If any materials relevant to an upcoming meeting are circulated to directors, each director is expected to review such materials prior to the meeting.
  - 4.3. Executive Sessions of the Board.
    - 4.3.1. The non-management directors should, periodically, and at least twice a year, meet in executive session without the presence of

management. Non-management directors who do not qualify as “independent” within the meaning of the rules of the NYSE may participate in these meetings. However, at least once a year, the independent directors should meet in an executive session that includes only independent directors.

4.3.2. The purpose of the executive session meetings is to facilitate free and open discussion among the participants. Accordingly, the participants may determine that the minutes of these meetings not record the substance of the discussions.

4.3.3. The Chairman (or in the absence of the Chairman, the Chairman of the Audit Committee or such other independent director as may be selected by the Board) should preside over the executive session meetings of the Board and, as required, provide feedback to the CEO, and to such directors as is appropriate, based upon the matters discussed at such meetings.

## 5. Committees of the Board.

5.1. The Board should establish and maintain such committees of the Board as are required by the rules and regulations of the SEC and NYSE and any additional committees it deems appropriate. Each committee shall have such members as are designated by the Board and such responsibilities as are set forth in its Charter and/or the authorizing resolution for such committee, all in compliance with applicable rules and regulations. The Nominating and Corporate Governance Committee, with input from the other members of the Board, is expected to make recommendations to the Board with respect to the foregoing matters. A director may serve on more than one committee for which he or she qualifies.

5.2. Each of the Audit Committee, Compensation Committee and Nominating and Corporate Governance Committee shall be composed of directors who the Board has determined have no material relationship with the Company, are otherwise “independent” within the meaning of the rules of the NYSE and, in the case of the Audit Committee, shall satisfy the additional eligibility requirements of Rule 10A-3 under the Securities Exchange Act of 1934. At least one member of the Audit Committee should be an “audit committee financial expert” within the meaning of SEC rules. In addition, each such committee shall have a written charter satisfying the rules of the NYSE.

5.3. All directors, whether members of a committee or not, are invited to make suggestions to the applicable committee chairman for additions to the agenda of his or her committee or to request that an item from a committee agenda be considered by the Board. Each committee chair

will give a periodic report of his or her committee's activities to the Board.

6. Access to Management and Employees. Each director should be free to contact or meet with the Company's management and other employees, as often as the director deems necessary or advisable, to discuss any aspects of the Company's business. Members of management or other employees may be invited to attend Board or committee meetings.
7. Access to Advisors. Directors should have access to the Company's advisors. To the extent that the Board deems it necessary or appropriate, the Board may also retain independent advisors to assist the Board. The Company will pay the fees and expenses of any advisors retained by the Board.
8. Orientation and Continuing Education.
  - 8.1. The CEO or Chief Financial Officer should provide an orientation session for each new director. This session should generally be held within two months after a director is first elected to the Board. This session should give new directors the opportunity to gain familiarity with, among other things, the Company's strategic plans, financial statements, significant financial, accounting and risk management issues, principal officers and Code of Business Conduct.
  - 8.2. Senior management should on a regular basis arrange for presentations to be made to the Board on matters relevant to the Company, its business and risk profile.
  - 8.3. The Company will reimburse each director for reasonable expenses incurred in connection with his or her participation in one director education program per calendar year. Directors are encouraged to attend, at the Company's expense, one director education program every two years
  - 8.4. Directors are encouraged to visit Company facilities (and specifically branch facilities) once every two years. Visits made to facilities in conjunction with Board meetings would count toward fulfilling this guideline.
9. Assessment of Board Performance. The Board should conduct a self-evaluation at least annually to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee should coordinate and oversee completion of this process. Each committee of the Board should conduct a self-evaluation at least annually and review the results thereof with the Board.

10. Assessment of Executive Performance.
  - 10.1. The Board should evaluate the CEO's performance at least annually. This evaluation should be conducted at an executive session of non-management directors. The results of the evaluation should be communicated to the CEO by the Chairman of the Compensation Committee.
  - 10.2. The CEO should report to the Board at least annually on the performance of the other executive officers of the Company.
11. Succession Planning. The Board should review and approve a succession plan, developed by management, at least annually. The plan should address, among other things, policies and principles for selecting a successor to the CEO, both in the ordinary course of business and in the event of an unexpected departure by the CEO or other emergency situation. The succession plan should include an assessment of the experience, performance, skills and planned career paths for possible successors to the CEO.
12. Speaking on Behalf of the Company. The Board believes that it is important that the Company speak to employees and outside constituencies with one voice and that, as a general matter, senior management should speak for the Company. This policy is not intended to preclude any director from meeting or otherwise communicating with shareholders or other Company constituencies. If comments from the Board are appropriate, however, they should, in most circumstances, come from the Chairman.
13. Confidentiality. The proceedings and deliberations of the Board and its committees are confidential. Each director should maintain the confidentiality of the information received in connection with his or her service as a director.
14. Process to Allow Security Holders to Communicate with the Board. The Board should provide a process to enable security holders to send communications to the Board.
15. Modification of Guidelines. Any modification of these guidelines shall be approved by the Board.