Executing for Growth and Returns

Quarterly Financial Review Update
First Quarter 2017

United Rentals®

Introductory Information

Unless otherwise specified, the information in this presentation, including forward-looking statements related to our outlook, is as of our most recent earnings call held on April 20, 2017. We make no commitment to update any such information contained in this presentation.

Certain statements in this presentation are forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995, known as the PSLRA. These statements can generally be identified by the use of forward-looking terminology such as "believe," "expect," "may," "will," "should," "seek," "on-track," "plan," "project," "forecast," "intend" or "anticipate," or the negative thereof or comparable terminology, or by discussions of vision, strategy or outlook. These statements are based on current plans, estimates and projections, and, therefore, you should not place undue reliance on them. No forward-looking statement can be guaranteed, and actual results may differ materially from those projected. Factors that could cause actual results to differ materially from those projected include, but are not limited to, the following: (1) the challenges associated with past or future acquisitions, including NES Rentals, such as undiscovered liabilities, costs, integration issues and/or the inability to achieve the cost and revenue synergies expected; (2) a slowdown in North American construction and industrial activities, which occurred during the 2008-2010 economic downturn and significantly affected our revenues and profitability, could reduce demand for equipment and prices that we can charge; (3) our significant indebtedness, which requires us to use a substantial portion of our cash flow for debt service and can constrain our flexibility in responding to unanticipated or adverse business conditions; (4) the inability to refinance our indebtedness at terms that are favorable to us, or at all; (5) the incurrence of additional debt, which could exacerbate the risks associated with our current level of indebtedness; (6) noncompliance with covenants in our debt agreements, which could result in termination of our credit facilities and acceleration of outstanding borrowings; (7) restrictive covenants and amount of borrowings permitted under our debt agreements, which could limit our financial and operational flexibility; (8) an overcapacity of fleet in the equipment rental industry; (9) a decrease in levels of infrastructure spending, including lower than expected government funding for construction projects; (10) fluctuations in the price of our common stock and inability to complete stock repurchases in the time frame and/or on the terms anticipated; (11) our rates and time utilization being less than anticipated; (12) our inability to manage credit risk adequately or to collect on contracts with customers; (13) our inability to access the capital that our business or growth plans may require; (14) the incurrence of impairment charges; (15) trends in oil and natural gas could adversely affect demand for our services and products; (16) our dependence on distributions from subsidiaries as a result of our holding company structure and the fact that such distributions could be limited by contractual or legal restrictions; (17) an increase in our loss reserves to address business operations or other claims and any claims that exceed our established levels of reserves; (18) the incurrence of additional costs and expenses (including indemnification obligations) in connection with litigation, regulatory or investigatory matters; (19) the outcome or other potential consequences of litigation and other claims and regulatory matters relating to our business, including certain claims that our insurance may not cover; (20) the effect that certain provisions in our charter and certain debt agreements and our significant indebtedness may have of making more difficult or otherwise discouraging, delaying or deterring a takeover or other change of control of us; (21) management turnover and inability to attract and retain key personnel; (22) our costs being more than anticipated, and the inability to realize expected savings in the amounts or timeframes planned; (23) our dependence on key suppliers to obtain equipment and other supplies for our business on acceptable terms; (24) our inability to sell our new or used fleet in the amounts, or at the prices, we expect; (25) competition from existing and new competitors; (26) security breaches, cybersecurity attacks and other significant disruptions in our information technology systems; (27) the costs of complying with environmental, safety and foreign laws and regulations as well as other risks associated with non-U.S. operations, including currency exchange risk; (28) labor difficulties and labor-based legislation affecting our labor relations and operations generally; and (29) increases in our maintenance and replacement costs, and/or decreases in the residual value of our equipment. For a more complete description of these and other possible risks and uncertainties, please refer to our Annual Report on Form 10-K for the year ended December 31, 2016, as well as to our subsequent filings with the SEC. The forward-looking statements contained herein speak only as of the date hereof, and we make no commitment to update or publicly release any revisions to forward-looking statements in order to reflect new information or subsequent events, circumstances or changes in expectations.

Note: This presentation provides information about free cash flow, EBITDA, adjusted EBITDA and adjusted EPS, which are non-GAAP financial measures. This presentation includes a reconciliation between free cash flow and GAAP cash from operations, a reconciliation between both adjusted EBITDA and EBITDA, on the one hand, and GAAP net income, on the other hand, a reconciliation between both adjusted EBITDA and EBITDA, on the one hand, and GAAP cash from operations, on the other hand, a reconciliation between adjusted EPS and GAAP EPS and a reconciliation between forward-looking free cash flow and forward-looking GAAP cash from operations. Information reconciling forward-looking adjusted EBITDA to GAAP financial measures is unavailable to the company without unreasonable effort. The company is not able to provide reconciliations of forward looking adjusted EBITDA to GAAP financial measures because certain items required for such reconciliations are outside of the company's control and/or cannot be reasonably predicted, such as the provision for income taxes. Preparation of such reconciliations would require a forward-looking balance sheet, statement of income and statement of cash flow, prepared in accordance with GAAP, and such forward-looking financial statements are unavailable to the company without unreasonable effort. The company provides a range for its adjusted EBITDA forecast that it believes will be achieved, however it cannot accurately predict all the components of the adjusted EBITDA calculation.

Q1 2017 Results

Rates	■ -1.4% YOY
Time Utilization	■ 66.0%, an increase of 190 bps YOY
Adjusted EBITDA*	■ $591M or 43.6%, reflecting an increase of $7M and a decrease of 100 bps YOY, respectively
LTM ROIC	■ 8.4%, a decrease of 30 bps YOY

*Adjusted EBITDA is a non-GAAP measure. See the tables provided elsewhere in this presentation for reconciliations to the most comparable GAAP measures.

Adjusted EBITDA Margin of 43.6% On Record Q1 Time Ute

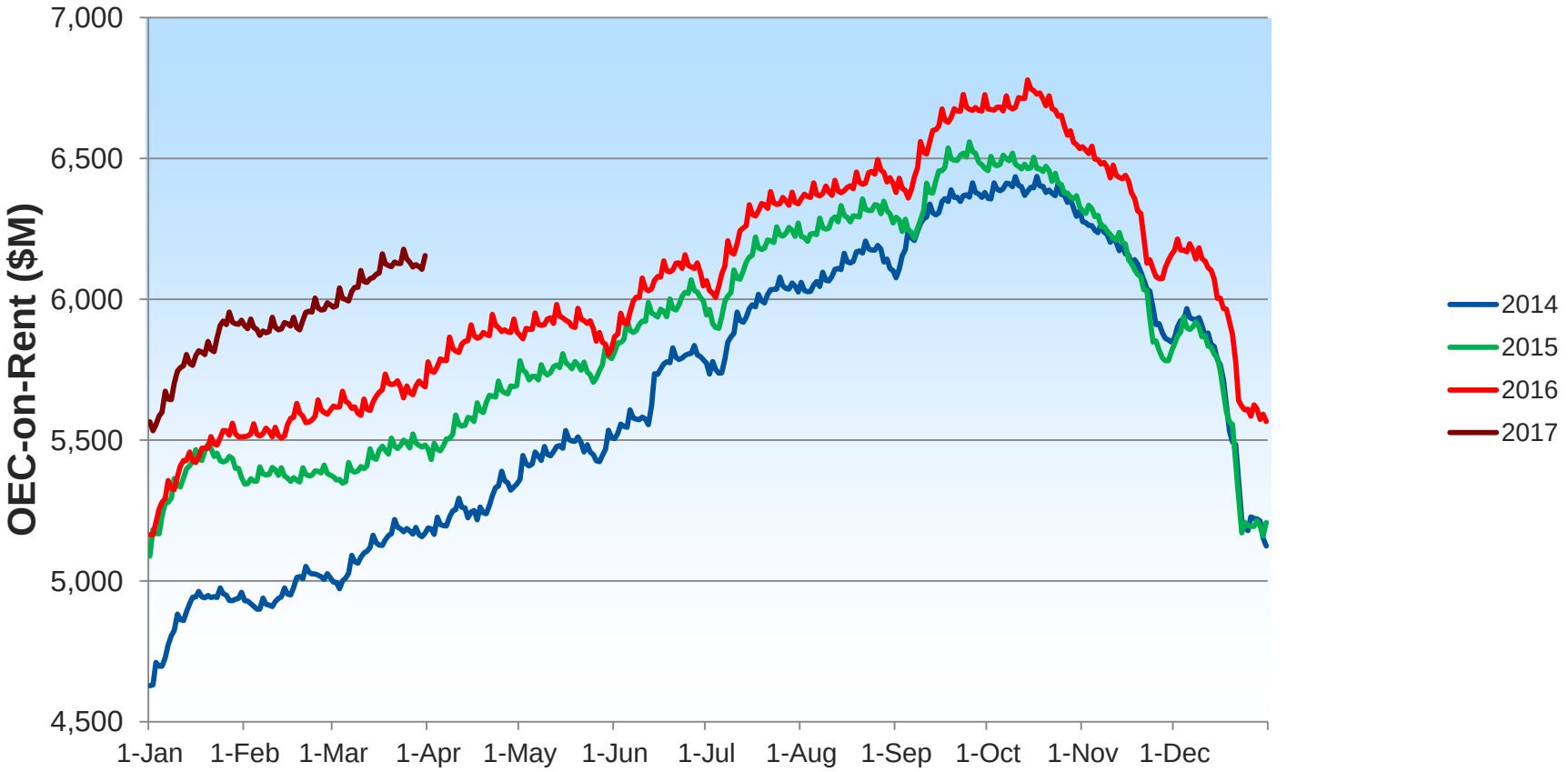
Updated 2017 Outlook(1)

Total Revenue	■ $6.05B to $6.25B
Adjusted EBITDA*	■ $2.835B to $2.985B
Net Rental Capital Expenditures	■ $925M to $1.075B, after gross purchases of $1.45B to $1.55B
Net Cash Provided by Operating Activities	■ $1.85B to $2.05B
Free Cash Flow*	■ $800M to $900M

(1) Updated to reflect the acquisition of NES Rentals which closed on April 3, 2017. 2017 stand-alone URI guidance reaffirmed for Total Revenue, Adjusted EBITDA and Capital Spending, and increased for Free Cash Flow.

*Adjusted EBITDA and Free Cash Flow are non-GAAP measures. See the table provided elsewhere in this presentation for a reconciliation of forecasted Free Cash Flow to the most comparable GAAP measure. Information reconciling forecasted adjusted EBITDA to the most comparable GAAP financial measures is unavailable to the company without unreasonable effort, as discussed in the "Introductory Information" slide.

OEC-on-Rent Progression



Q1 2017 OEC-on-Rent Growth Strong through March

Sequential Pricing and Time Utilization

Monthly Sequential Pricing

	2015	2016	2017
January	(0.5%)	(0.4%)	(0.5%)
February	(0.6%)	(0.8%)	(0.5%)
March	(0.3%)	(0.7%)	(0.2%)
April	0.0%	(0.2%)	
May	(0.1%)	0.5%	
June	(0.1%)	0.6%	
July	(0.2%)	0.0%	
August	0.0%	(0.1%)	
September	0.0%	(0.2%)	
October	(0.1%)	(0.2%)	
November	(0.5%)	(0.3%)	
December	(0.5%)	(0.2%)	

Time Utilization

	2015	2016	2017
January	63.7%	62.2%	64.1%
February	63.9%	64.3%	65.9%
March	64.9%	65.9%	68.1%
April	65.7%	67.5%	
May	66.6%	67.2%	
June	67.7%	68.0%	
July	68.6%	69.2%	
August	70.0%	70.0%	
September	71.3%	71.7%	
October	72.0%	72.8%	
November	68.7%	69.6%	
December	63.8%	65.5%	

Q1 Record Time Utilization

U.S. Economy Forecast to Grow

Real GDP and Industrial Production

Real GDP and its Components

Percent Change	2017F	2018F
Real GDP	2.4	2.6
Consumption	2.7	3.3
Residential Investment	4.8	2.6
Business Fixed Investment	4.5	5.1
Federal Government	-0.1	-0.3
State & Local Government	0.4	2.0
Exports	3.0	2.0
Imports	4.9	6.0

Source: IHS, *January 2017*

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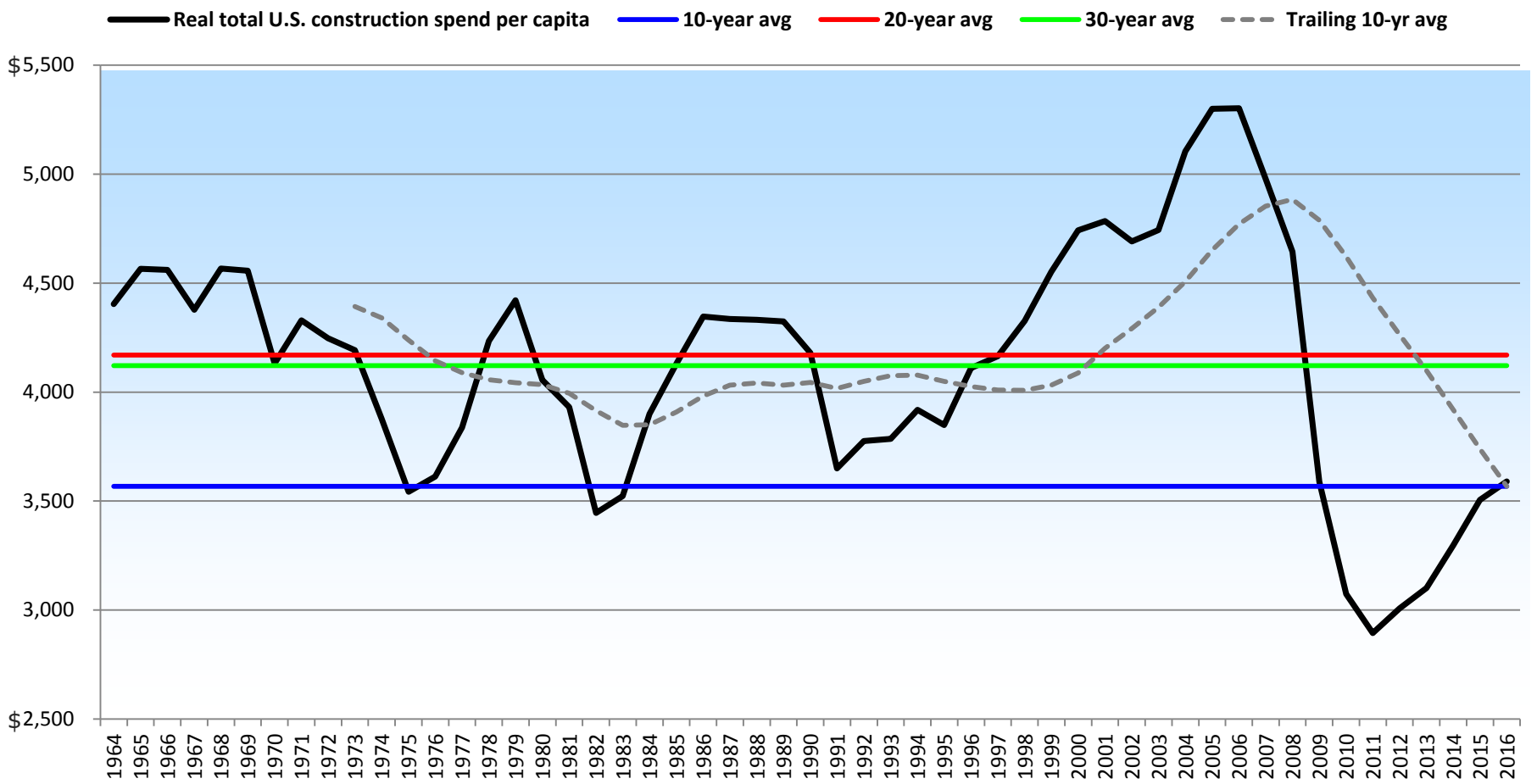
Consensus Forecast for U.S. Construction Put-in-Place

Percent Change	Year-over-Year	
	2017	2018
Commercial Total	8.3%	4.4%
Office	10.6%	4.6%
Retail and Other Commercial	6.8%	5.3%
Lodging/Hotel	7.2%	1.8%
Industrial Total	+0.4%	+3.3%
Institutional Total	5.7%	5.8%
Healthcare	4.9%	4.9%
Education	6.3%	6.7%
Religious	-1.9%	+0.6%
Public Safety	-0.7%	+4.0%
Recreation & Amusement	7.7%	+4.3%
Non-Residential Total	**5.6%**	**4.9%**
Consensus High	**8.2%**	**7.3%**
Consensus Low	**4.2%**	**2.4%**

Source: American Institute of Architects (AIA) – As of January 25, 2017 (most recent estimates)
Includes: Dodge, IHS Economics, Moody's Economy, FMI, CMD, Associated Builders & Contractors and Wells Fargo Securities

Real Total U.S. Construction Per Capita Spend Climbing



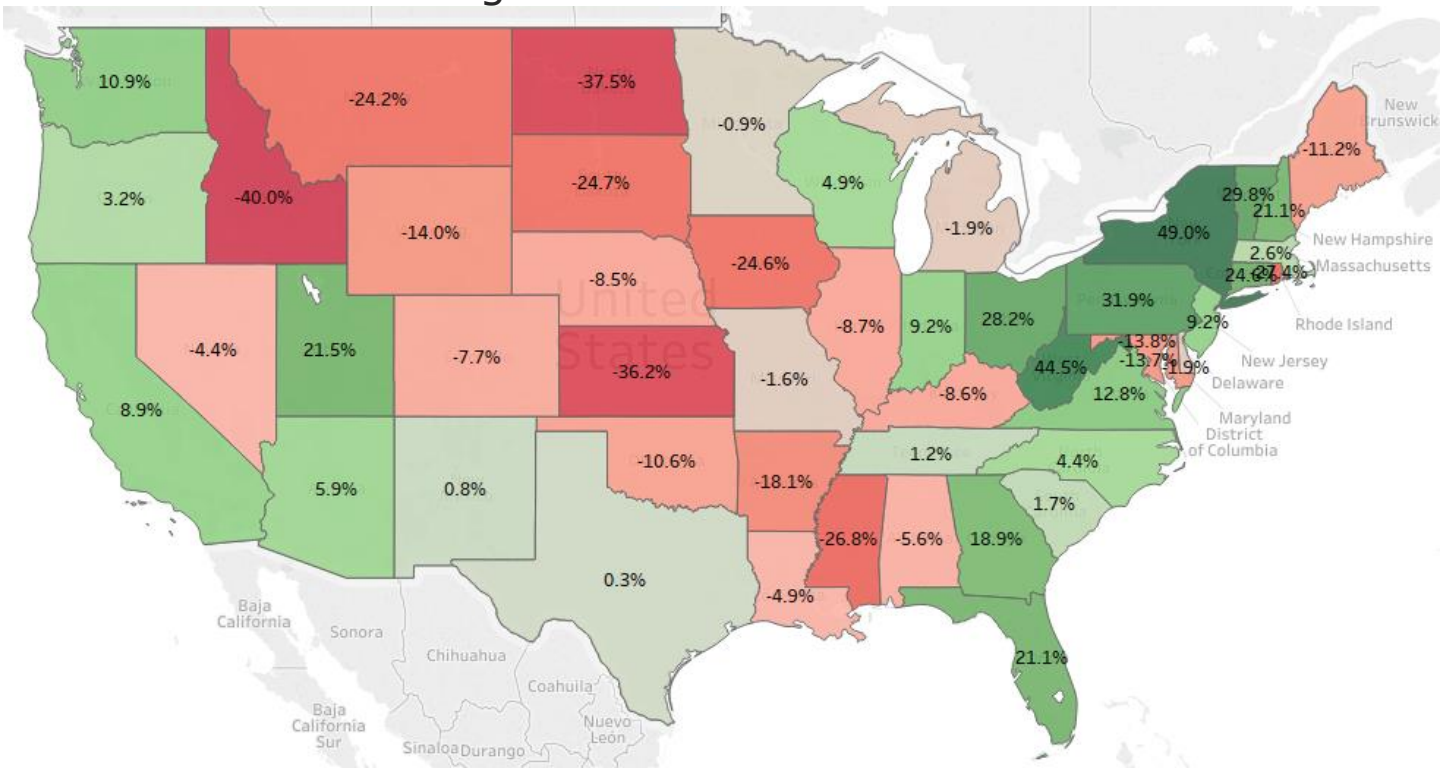
Investment Remains Modest Relative to Long Term Averages

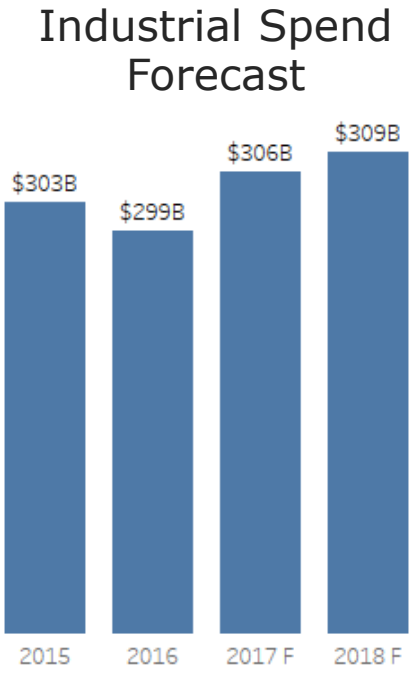
Source: U.S. Census Bureau

Industrial Outlook – U.S.

U.S. Industrial Spending Forecasted to Grow 2.4% in 2017

2016 to 2017 Change





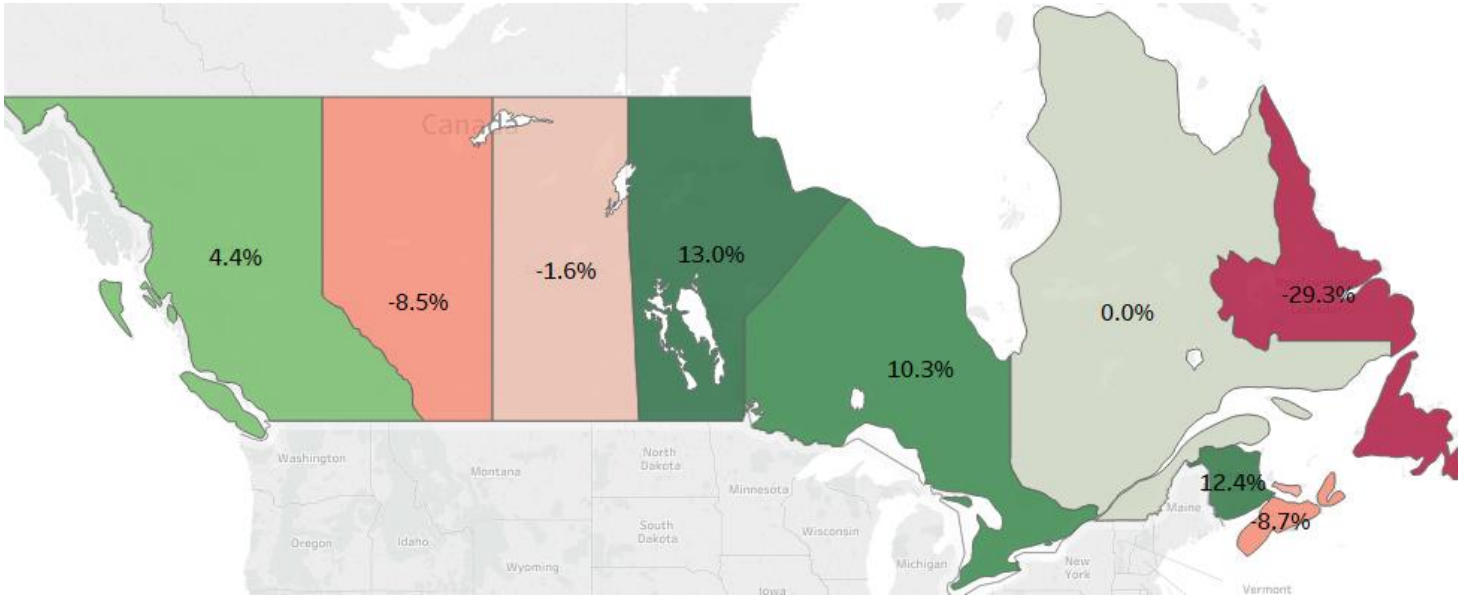
O&G Pipelines, O&G Production, Pharma, and Metals & Minerals Expected to Drive Industrial Growth in 2017

Source: Industrial Information Resources (April 2017)
Note: Based on total project spending

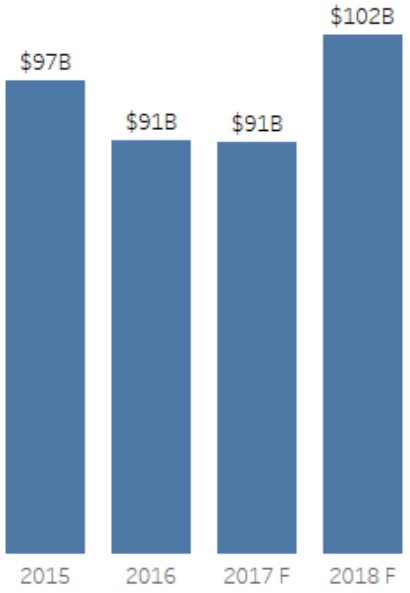
Industrial Outlook - Canada

Industrial Spending Expected to be -0.3% in 2017

2016 to 2017 Change



Industrial Spend Forecast (USD)

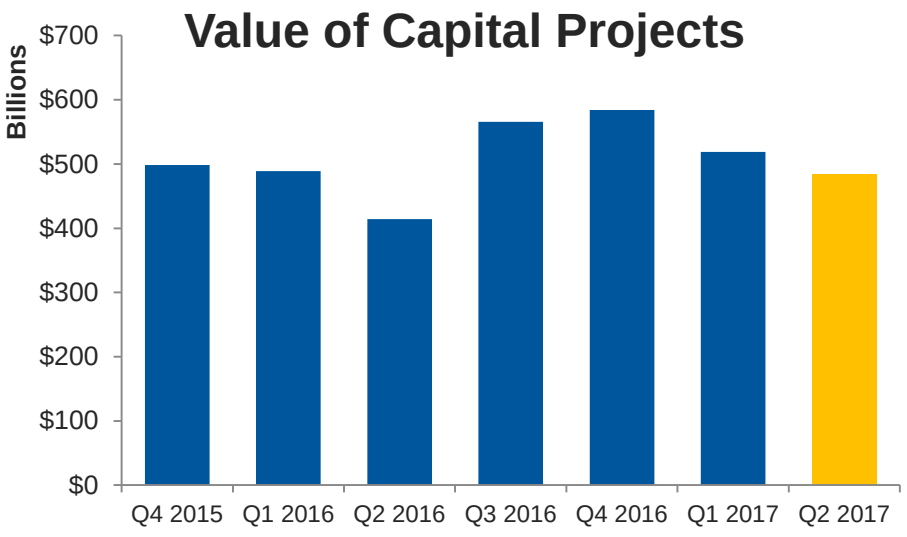


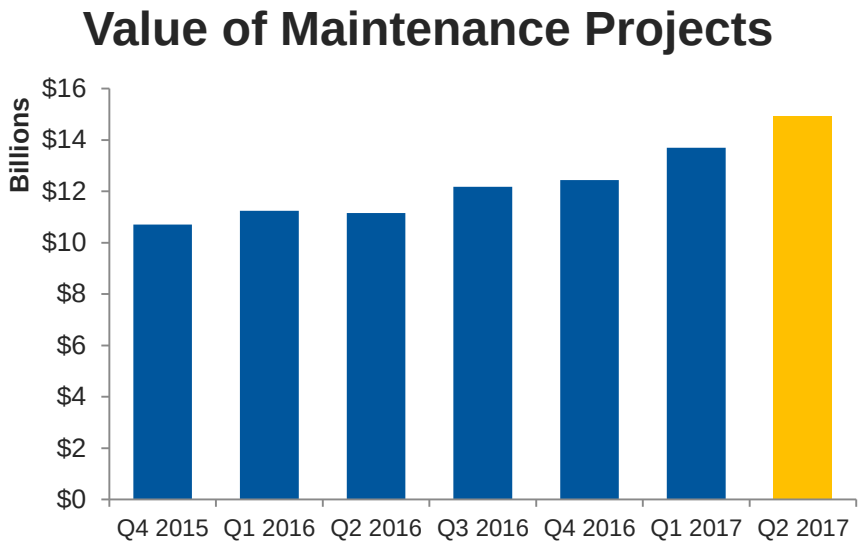
O&G Production, O&G Pipelines, and Chemical Forecasted to See Most Growth in 2017

Source: Industrial Information Resources (April 2017)
Note: Based on total project spending. Includes actual and forecasted impact of exchange rate from $CAD to $USD

Industrial Project Pipeline

Projects with targeted start date in next 12 months

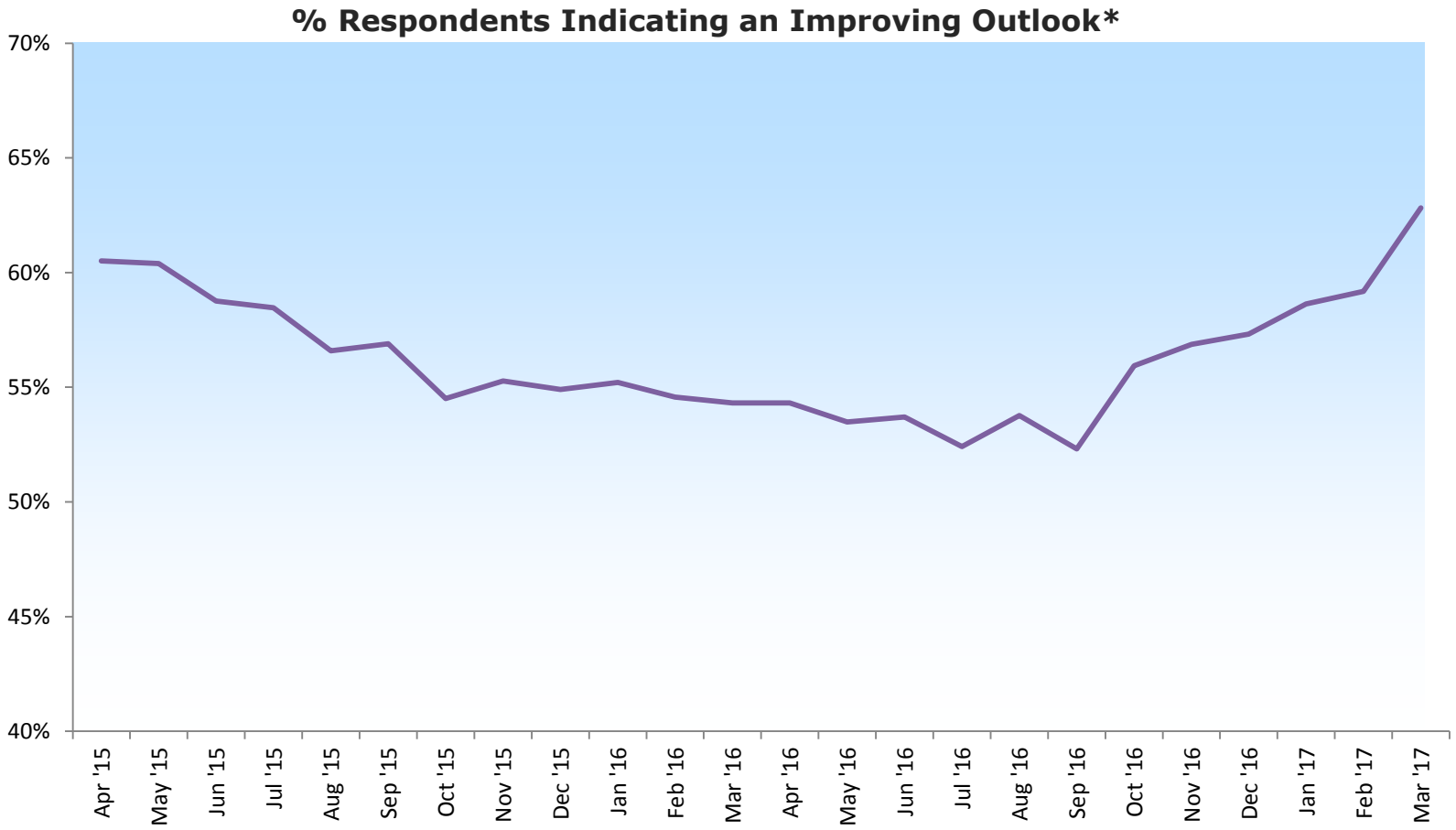




Maintenance Project Pipeline Increasing

Source: Industrial Information Resources (April 2017)
Project pipeline includes all active projects with a target start date in the following 12 months (all phases of planning)

Customer Confidence Index



Trend Reflects Improving Customer Optimism

*Survey of Key accounts conducted by third party. Approximately 250 surveys conducted each month
Graph is three month rolling average of the % indicating an improving outlook

3,200 Equipment Classes with Original Cost of $9.0B

	Booms and Lifts	Earth Moving	Forklifts	Trench and Other	Total/ Average
% of Q1 2017 Rental Revenue	34.8%	11.7%	19.2%	34.4%	
Time Utilization*	70.9%	60.7%	75.9%	54.1%	**66.0%**
Dollar Utilization	37.5%	39.3%	36.1%	50.6%	**41.1%**
Average Fleet Age (in months)**	53.0	41.9	37.7	44.5	**45.9**

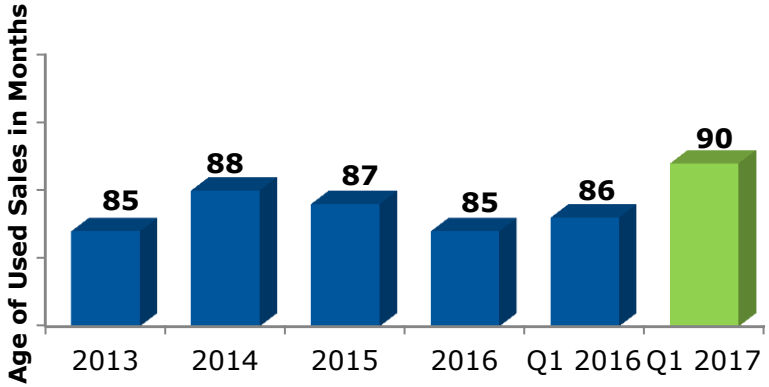
Q1 Dollar Utilization 41.1%

*All serialized assets regardless of equipment value (non bulk) included in time utilization
**Fleet age is calculated on an OEC-weighted basis

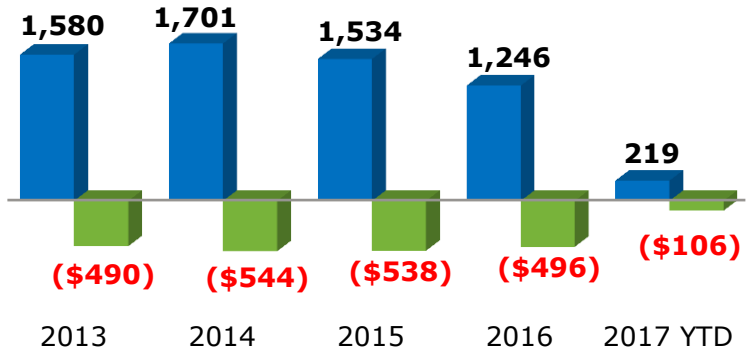
Note: Time Utilization, Dollar Utilization and Average Fleet Age are calculated using ARA metrics

Managing Fleet with a Life Cycle Approach

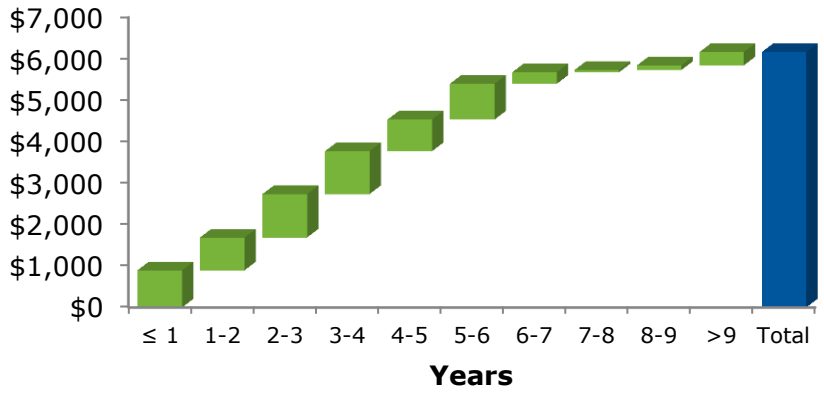
Selling Oldest Fleet



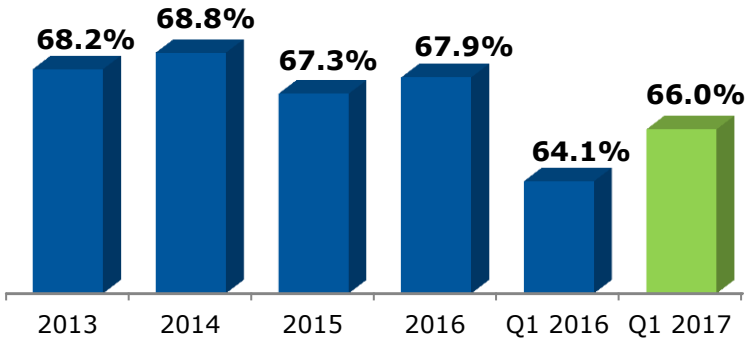
Rental Capex and Used Sales ($M)*



Age Composition ($M)

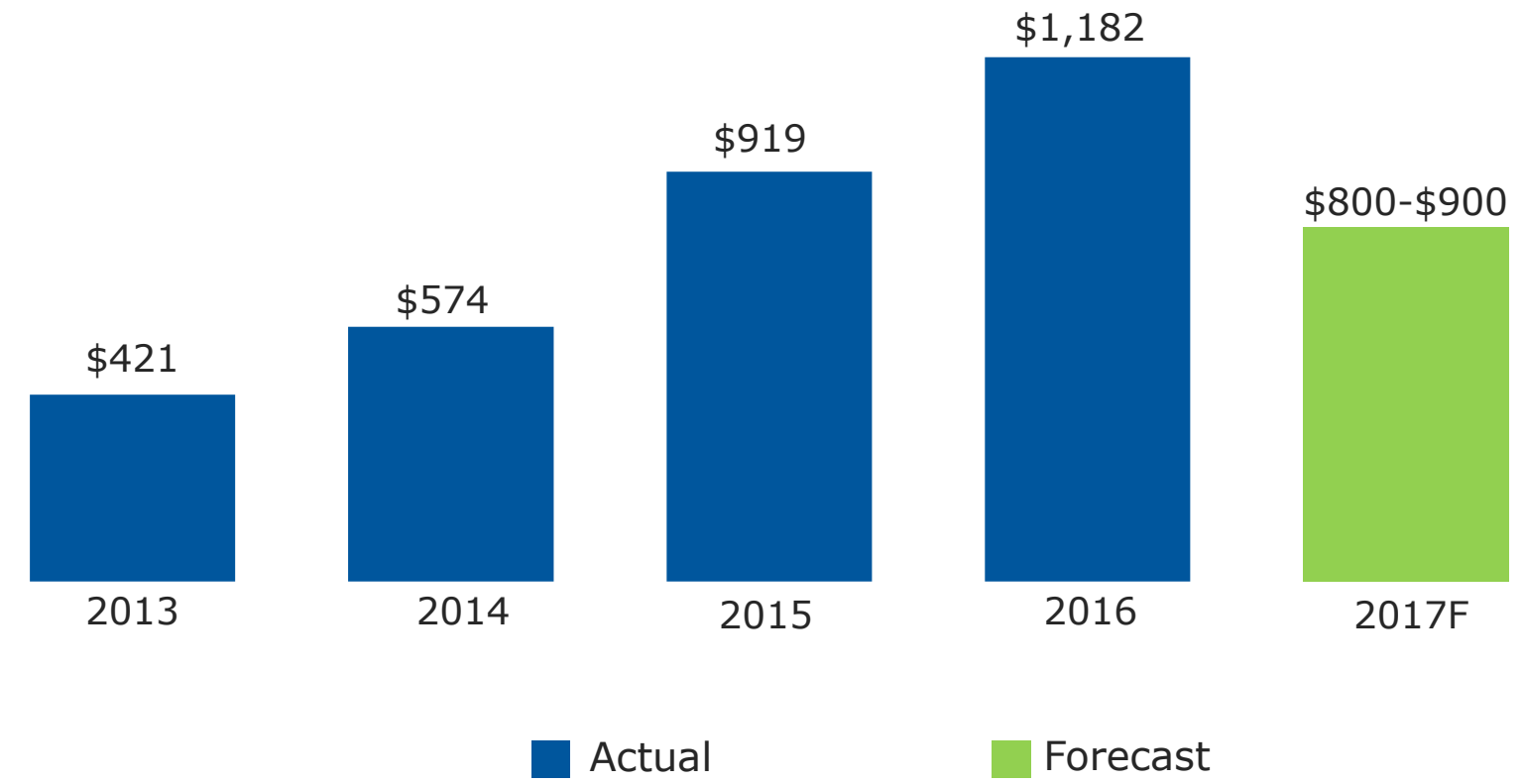


Time Utilization



Generating Free Cash Flow* across Cycle

$ Millions



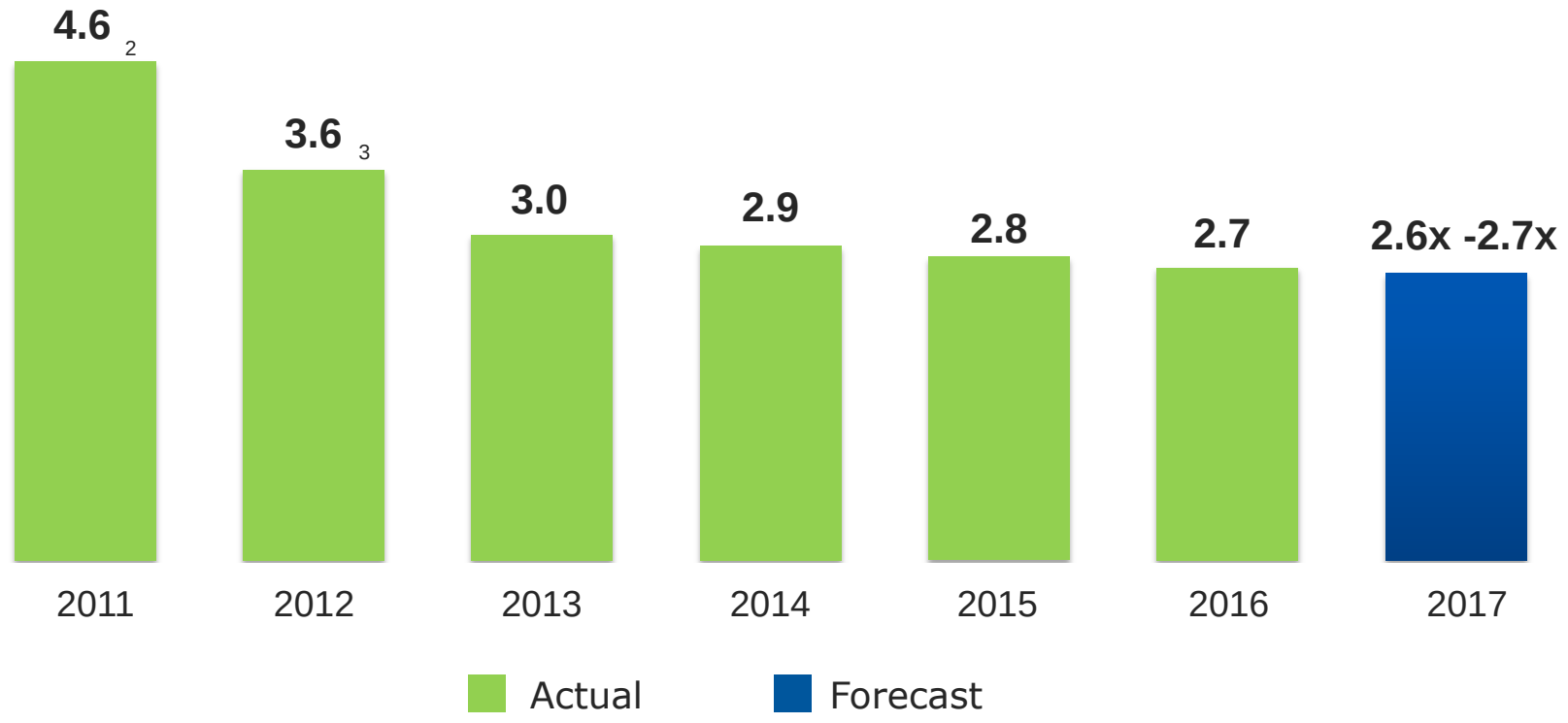
*Excludes merger and restructuring cash payments. Merger and restructuring cash payments were $38M in 2013, $17M in 2014.

Strong Cash Generation Provides Ample Financial Flexibility

Assumptions Driving FCF Outlook

	2016	2017E
Rental CapEx Spend	$1,246M – Gross $ 750M – Net	$1.45B - $1.55B – Gross $925M - $1.075B – Net
Cash Taxes	$99M	~ $260M
Cash Interest	$415M	~ $380M

Balance Sheet Strength Continues to Improve



(1) Leverage Ratio calculated as total debt and QUIPs, net of cash, excluding original issuance discounts, premiums, and deferred financing divided by adjusted EBITDA. assumes no M&A.
(2) Pro Forma assumes RSC acquisition occurred on January 1, 2011 and excludes cost synergies.
(3) Pro Forma assumes RSC acquisition occurred on January 1, 2012.

2.5x – 3.5x Target Leverage Range Across the Cycle

Adjusted Earnings Per Share GAAP Reconciliation

We define "earnings per share – adjusted" as the sum of earnings per share – GAAP, as reported plus the impact of the following special items: merger related costs, merger related intangible asset amortization, impact of the fair value mark-up of acquired RSC fleet, restructuring charge and asset impairment charge. Management believes that earnings per share - adjusted provides useful information concerning future profitability. However, earnings per share - adjusted is not a measure of financial performance under GAAP. Accordingly, earnings per share - adjusted should not be considered an alternative to GAAP earnings per share. The table below provides a reconciliation between earnings per share – GAAP, as reported, and earnings per share – adjusted.

	Three Months Ended March 31,	
	2017	**2016**
Earnings per share - GAAP, as reported	**$ 1.27**	**$ 1.01**
After-tax impact of:		
Merger related costs (1)	0.02	—
Merger related intangible asset amortization (2)	0.28	0.30
Impact of the fair value mark-up of acquired RSC fleet (3)	0.06	0.06
Restructuring charge (4)	—	0.01
Asset impairment charge (5)	—	0.02
Earnings per share - adjusted	**$ 1.63**	**$ 1.40**
Tax rate applied to above adjustments (6)	38.5%	38.3%

(1) Reflects transaction costs associated with the NES acquisition discussed above. We have made a number of acquisitions in the past and may continue to make acquisitions in the future. Merger related costs only include costs associated with major acquisitions that significantly impact our operations. The historic acquisitions that have included merger related costs are RSC, which had annual revenues of approximately $1.5 billion prior to the acquisition, and National Pump, which had annual revenues of over $200 million prior to the acquisition. NES has annual revenues of approximately $369 million.

(2) Reflects the amortization of the intangible assets acquired in the RSC and National Pump acquisitions.

(3) Reflects additional costs recorded in cost of rental equipment sales associated with the fair value mark-up of rental equipment acquired in the RSC acquisition and subsequently sold.

(4) Reflects severance and branch closure charges associated with our restructuring programs, all of which were closed as of March 31, 2107. We incur severance costs and branch closure charges in the ordinary course of our business. We only include such costs that are part of a restructuring program as restructuring charges. Since the first such restructuring program was initiated in 2008, we have completed three restructuring programs, under which we have incurred total restructuring charges of $234 million.

(5) Reflects write-offs of fixed assets in connection with our restructuring programs.

(6) The tax rates applied to the adjustments reflect the statutory rates in the applicable entity.

EBITDA and Adjusted EBITDA GAAP Reconciliations

EBITDA represents the sum of net income, provision for income taxes, interest expense, net, depreciation of rental equipment, and non-rental depreciation and amortization. Adjusted EBITDA represents EBITDA plus the sum of the merger related costs, restructuring charge, stock compensation expense, net, and the impact of the fair value mark-up of acquired RSC fleet. These items are excluded from adjusted EBITDA internally when evaluating our operating performance and for strategic planning and forecasting purposes, and allow investors to make a more meaningful comparison between our core business operating results over different periods of time, as well as with those of other similar companies. The EBITDA and adjusted EBITDA margins represent EBITDA or adjusted EBITDA divided by total revenue. Management believes that EBITDA and adjusted EBITDA, when viewed with the Company's results under GAAP and the accompanying reconciliation, provide useful information about operating performance and period-over-period growth, and provide additional information that is useful for evaluating the operating performance of our core business without regard to potential distortions. Additionally, management believes that EBITDA and adjusted EBITDA help investors gain an understanding of the factors and trends affecting our ongoing cash earnings, from which capital investments are made and debt is serviced.

The table below provides a reconciliation between net income and EBITDA and adjusted EBITDA.

$ Millions	Three Months Ended March 31, 2017	2016
Net income	**$ 109**	**$ 92**
Provision for income taxes	52	55
Interest expense, net	94	107
Depreciation of rental equipment	248	243
Non-rental depreciation and amortization	62	67
EBITDA (A)	**$ 565**	**$ 564**
Merger related costs (1)	2	—
Restructuring charge (2)	—	2
Stock compensation expense, net (3)	16	9
Impact of the fair value mark-up of acquired RSC fleet (4)	8	9
Adjusted EBITDA (B)	**$ 591**	**$ 584**

A) Our EBITDA margin was 41.7% and 43.1% for the three months ended March 31, 2017 and 2016. respectively.

B) Our adjusted EBITDA margin was 43.6% and 44.6% for the three months ended March 31, 2017 and 2016 , respectively .

(1) Reflects transaction costs associated with the NES acquisition discussed above. We have made a number of acquisitions in the past and may continue to make acquisitions in the future. Merger related costs only include costs associated with major acquisitions that significantly impact our operations. The historic acquisitions that have included merger related costs are RSC, which had annual revenues of approximately $1.5 billion prior to the acquisition, and National Pump, which had annual revenues of over $200 million prior to the acquisition. NES has annual revenues of approximately $369 million.

(2) Reflects severance and branch closure charges associated with our restructuring programs, all of which were closed as of March 31, 2017. We incur severance costs and branch closure charges in the ordinary course of our business. We only include such costs that are part of a restructuring program as restructuring charges. Since the first such restructuring program was initiated in 2008, we have completed three restructuring programs, under which we have incurred total restructuring charges of $234 million.

(3) Represents non-cash, share-based payments associated with the granting of equity instruments.

(4) Reflects additional costs recorded in cost of rental equipment sales associated with the fair value mark-up of rental equipment acquired in the RSC acquisition and subsequently sold.

Reconciliation of Net Cash Provided by Operating Activities to EBITDA and Adjusted EBITDA

$ Millions	Three Months Ended March 31,	
	2017	2016
Net cash provided by operating activities	**$ 623**	**$ 604**
Adjustments for items included in net cash provided by operating activities but excluded from the calculation of EBITDA:		
Amortization of deferred financing costs and original issue discounts	(2)	(2)
Gain on sales of rental equipment	46	47
Gain on sales of non-rental equipment	1	1
Merger related costs (1)	(2)	—
Restructuring charge (2)	—	(2)
Stock compensation expense, net (3)	(16)	(9)
Excess tax benefits from share-based payment arrangements	—	27
Changes in assets and liabilities	(176)	(118)
Cash paid for interest	90	69
Cash paid (received) for income taxes, net	1	(53)
EBITDA	**$ 565**	**$ 564**
Add back:		
Merger related costs (1)	2	—
Restructuring charge (2)	—	2
Stock compensation expense, net (3)	16	9
Impact of the fair value mark-up of acquired RSC fleet (4)	8	9
Adjusted EBITDA	**$ 591**	**$ 584**

(1) Reflects transaction costs associated with the NES acquisition discussed above. We have made a number of acquisitions in the past and may continue to make acquisitions in the future. Merger related costs only include costs associated with major acquisitions that significantly impact our operations. The historic acquisitions that have included merger related costs are RSC, which had annual revenues of approximately $1.5 billion prior to the acquisition, and National Pump, which had annual revenues of over $200 million prior to the acquisition. NES has annual revenues of approximately $369 million.

(2) Reflects severance and branch closure charges associated with our restructuring programs, all of which were closed as of March 31, 2017. We incur severance costs and branch closure charges in the ordinary course of our business. We only include such costs that are part of a restructuring program as restructuring charges. Since the first such restructuring program was initiated in 2008, we have completed three restructuring programs, under which we have incurred total restructuring charges of $234 million.

(3) Represents non-cash, share-based payments associated with the granting of equity instruments.

(4) Reflects additional costs recorded in cost of rental equipment sales associated with the fair value mark-up of rental equipment acquired in the RSC acquisition and subsequently sold.

Free Cash Flow GAAP Reconciliation

We define free cash flow as (i) net cash provided by operating activities less (ii) purchases of rental and non-rental equipment plus (iii) proceeds from sales of rental and non-rental equipment and excess tax benefits from share-based payment arrangements. Management believes that free cash flow provides useful additional information concerning cash flow available to meet future debt service obligations and working capital requirements. However, free cash flow is not a measure of financial performance or liquidity under GAAP. Accordingly, free cash flow should not be considered an alternative to net income or cash flow from operating activities as an indicator of operating performance or liquidity. The table below provides a reconciliation between net cash provided by operating activities and free cash flow.

$ Millions	Three Months Ended March 31, 2017	2016
Net cash provided by operating activities	**$ 623**	**$ 604**
Purchases of rental equipment	(219)	(100)
Purchases of non-rental equipment	(22)	(23)
Proceeds from sales of rental equipment	106	115
Proceeds from sales of non-rental equipment	2	4
Excess tax benefits from share-based payment arrangements (1)	—	27
Free cash flow	**$ 490**	**$ 627**

(1) The excess tax benefits from share-based payment arrangements result from stock-based compensation windfall deductions in excess of the amounts reported for financial reporting purposes. We adopted accounting guidance in the first quarter of 2017 that changed the cash flow presentation of excess tax benefits from share-based payment arrangements. In the table above, the excess tax benefits from share-based payment arrangements for 2017 are presented as a component of net cash provided by operating activities, while, for 2016, they are presented as a separate line item. Because we historically included the excess tax benefits from share-based payment arrangements in the free cash flow calculation, the adoption of this guidance did not change the calculation of free cash flow.

The table below provides a reconciliation between 2017 forecasted net cash provided by operating activities and free cash flow. The forecasted information below has been updated following the closing of the NES acquisition discussed above.

$ Millions	
Net cash provided by operating activities	**$1,850- $2,050**
Purchases of rental equipment	$(1,450)-$(1,550)
Proceeds from sales of rental equipment	$475-$525
Purchases of non-rental equipment, net of proceeds from sales	$(75)-$(125)
Free cash flow	**$800- $900**