



**Dale Asplund**  
**SVP, Business Services / CIO**  
**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 July 20, 2016. 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, such as undiscovered liabilities, costs, integration issues and/or the inability to achieve the cost and revenue synergies expected; (2) a slowdown in the recovery of North American construction and industrial activities, which decreased during the economic downturn and significantly affected our revenues and profitability, or a slowdown in the energy sector, in general, 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) a decrease in levels of infrastructure spending, including lower than expected government funding for construction projects; (9) fluctuations in the price of our common stock and inability to complete stock repurchases in the time frame and/or on the terms anticipated; (10) our rates and time utilization being less than anticipated; (11) our inability to manage credit risk adequately or to collect on contracts with customers; (12) our inability to access the capital that our business or growth plans may require; (13) the incurrence of impairment charges; (14) 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; (15) an increase in our loss reserves to address business operations or other claims and any claims that exceed our established levels of reserves; (16) the incurrence of additional costs and expenses (including indemnification obligations) in connection with litigation, regulatory or investigatory matters; (17) 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; (18) 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; (19) management turnover and inability to attract and retain key personnel; (20) our costs being more than anticipated, and the inability to realize expected savings in the amounts or timeframes planned; (21) our dependence on key suppliers to obtain equipment and other supplies for our business on acceptable terms; (22) our inability to sell our new or used fleet in the amounts, or at the prices, we expect; (23) competition from existing and new competitors; (24) security breaches, cybersecurity attacks and other significant disruptions in our information technology systems; (25) the costs of complying with environmental, safety and foreign laws and regulations as well as other risks associated with our non-U.S. operations, including currency exchange risk; (26) labor difficulties and labor-based legislation affecting labor relations and operations generally; and (27) 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, 2014, 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 (usage) flow, EBITDA, adjusted EBITDA and adjusted EPS, which are non-GAAP financial measures. This presentation includes a reconciliation between free cash (usage) flow and GAAP cash flow 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 flow from operations, on the other hand, and a reconciliation between adjusted EPS and GAAP EPS. (Information reconciling such forward-looking non-GAAP financial measures is unavailable to the Company without unreasonable effort.)



**The use of data to support the business.**



**The use of data to improve efficiencies.**

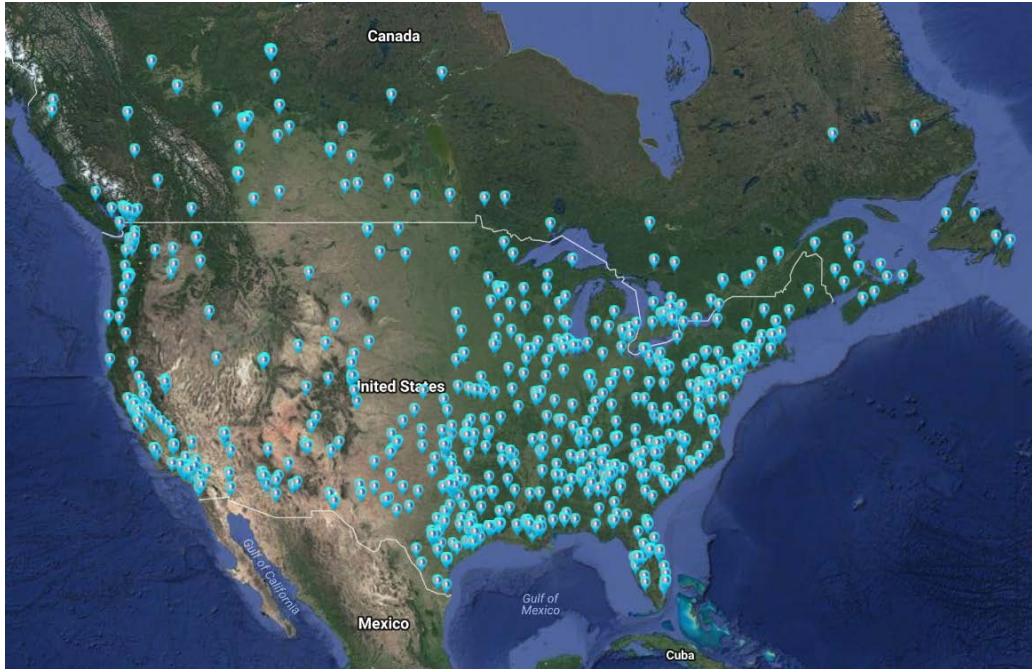


**The use of data to make better business decisions.**



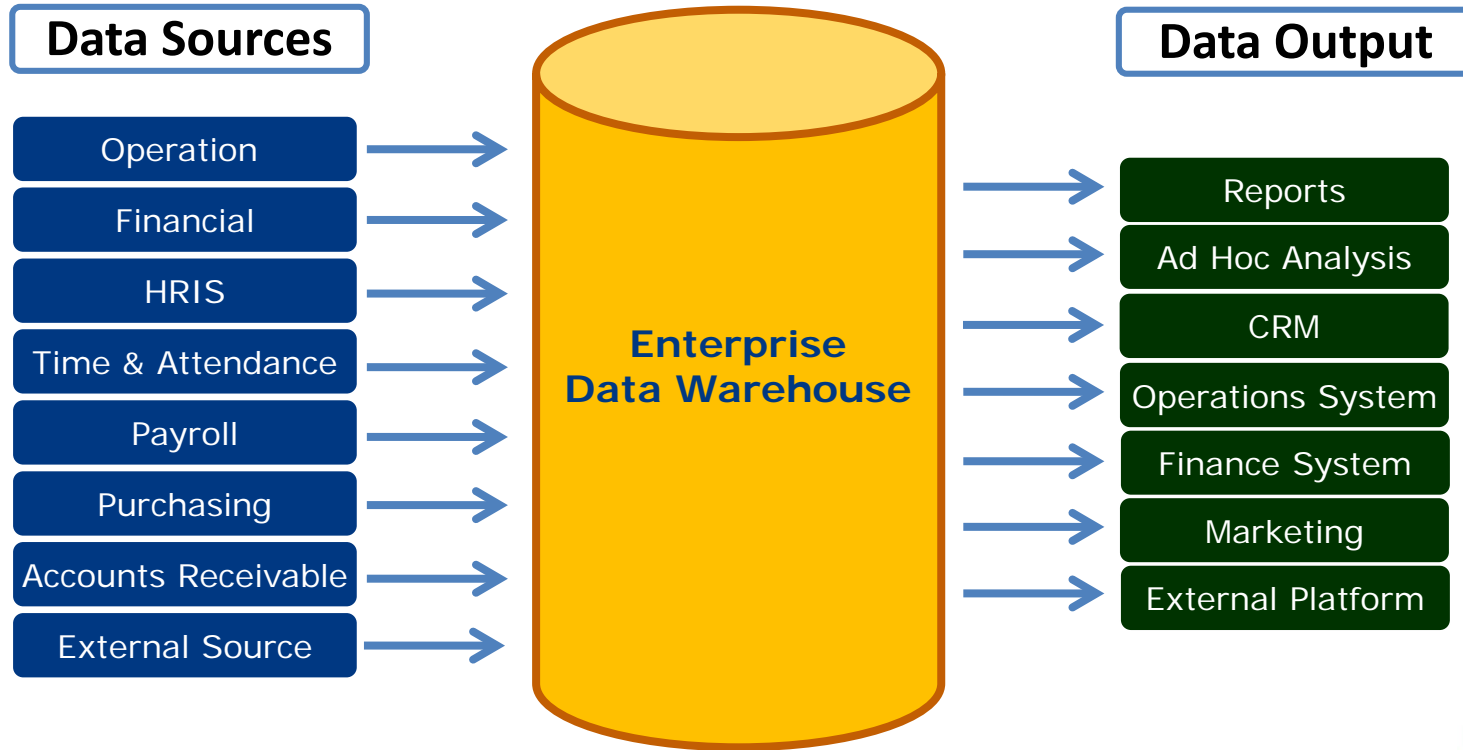
**The use of data to improve customer relationships.**

# United Rentals Overview

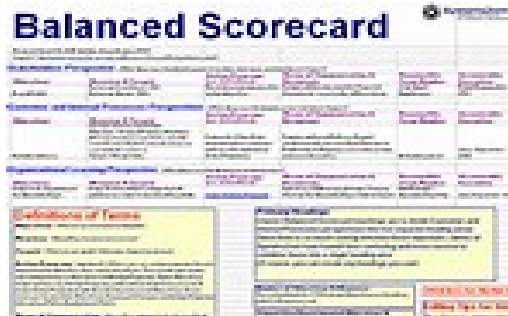


- 895 Locations
- \$8.94 Billion of Fleet Comprised of Approximately 440,000 Units
- 12,400 Employees

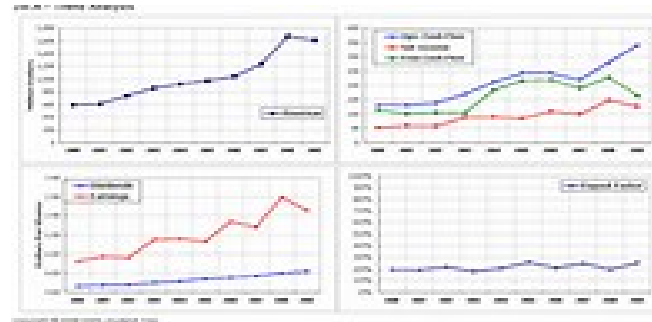
# Enterprise Data Warehouse = Enterprise Intelligence



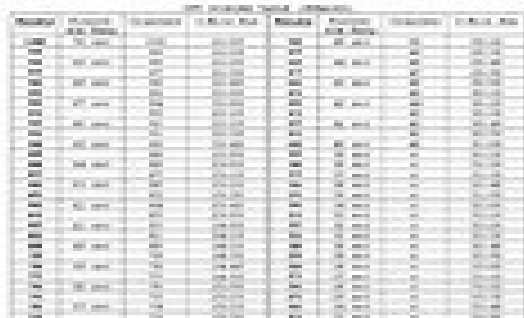
# Business Intelligence Reporting



Daily Scorecards




Ranking or Trend Reports



Monthly Statistics



Dashboards

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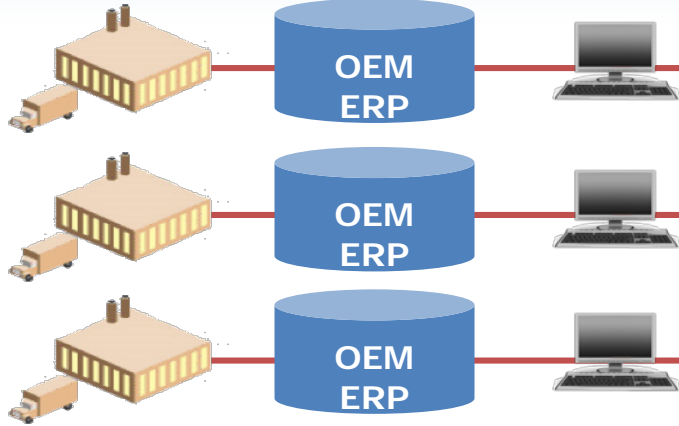
 **The use of data to improve customer relationships.**

# Fully Integrated Systems

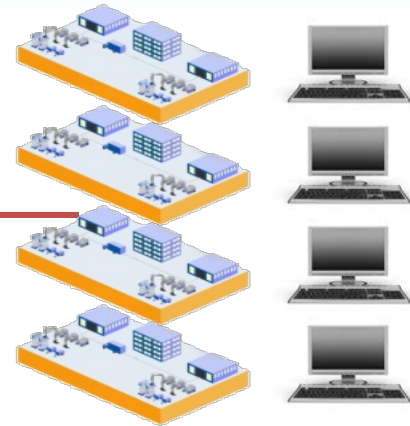
“Good for the Fleet, and Good for the Suppliers”

OEMs and Their Dealers Integrate Directly with  
Fleet Management & Procurement

OEMs



 **United Rentals**



Transaction  
Efficiency





# Driving Efficiencies Through Speed and Accuracy

## Intelligent Schematics for Accurate Part Identification

SmartEquip  
2-control valve assembly 2 section bang-bang  
Selected Parts

- 30- Plugger
- 36- Tube Guide
- 37- Pin, Actuator

## Inventory Look-ups for Quick Parts Location and Availability

SmartEquip  
Selected Parts

Part Number	Branch	Vendor	Part Description	Source	Last Price	File	Avail	B-10
7002344		JLG	Plunger	JLG	12.20		0	1
7004821		JLG	GUIDE TUBE ASSY (Transmated from 700470)	JLG	37.85		1	1
7002341		JLG	Pin, Actuator	JLG	2.01		1	1

## Self-populating POs for Price and Data Accuracy

SmartEquip  
Purchase Order  
2-control valve assembly 2 section bang-bang

Part #	Part Name	Unit	Qty	Price	Ext
7002344	Plunger		1	12.20	12.20
7004821	GUIDE TUBE ASSY (Transmated from 700470)		1	37.85	37.85
7002341	Pin, Actuator		1	2.01	2.01

## Up-to-date Technical Documentation

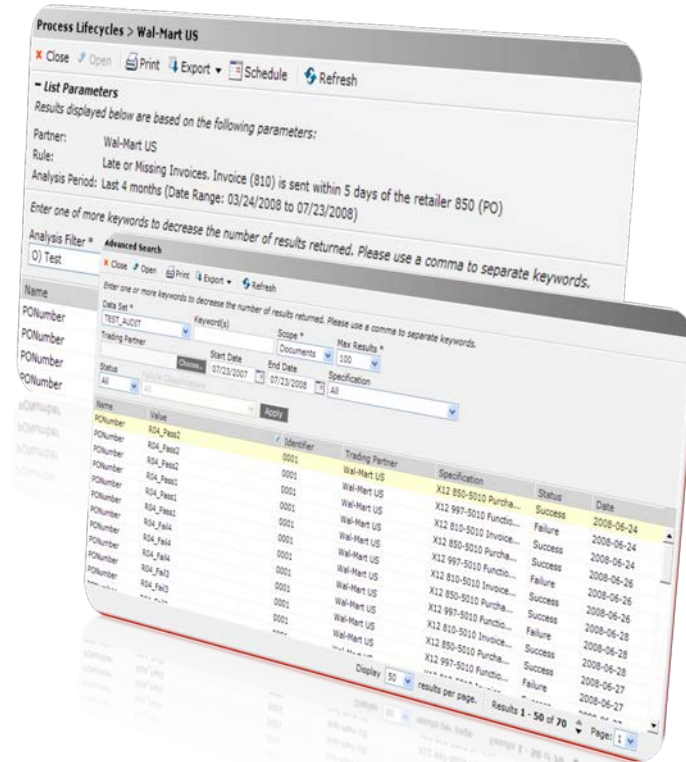
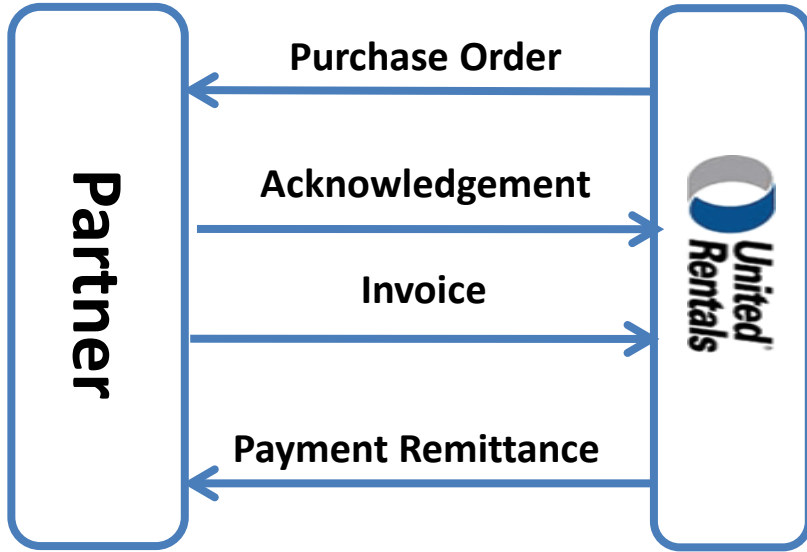
SmartEquip  
2-control valve assembly 2 section bang-bang  
SECTION 5 - EMERGENCY PROCEDURES


**5.1 GENERAL**  
This section explains the steps to be taken in case of an emergency or other safety situation.

**5.2 INCIDENT NOTIFICATION**  
If an incident occurs, the operator must notify the manufacturer immediately of any accident involving a JLG product. Should the operator be injured, please call the manufacturer's emergency line for assistance.

**5.3 EMERGENCY TOWING PROCEDURES**  
Towing the machine is prohibited. Unless properly equipped, tow trucks should not be used to tow a JLG machine. If a tow truck is used, the operator must ensure that the machine is properly supported and that the tow truck is equipped with the necessary equipment for towing.

# Complete Order Visibility and Accuracy



 **The use of data to support the business.**

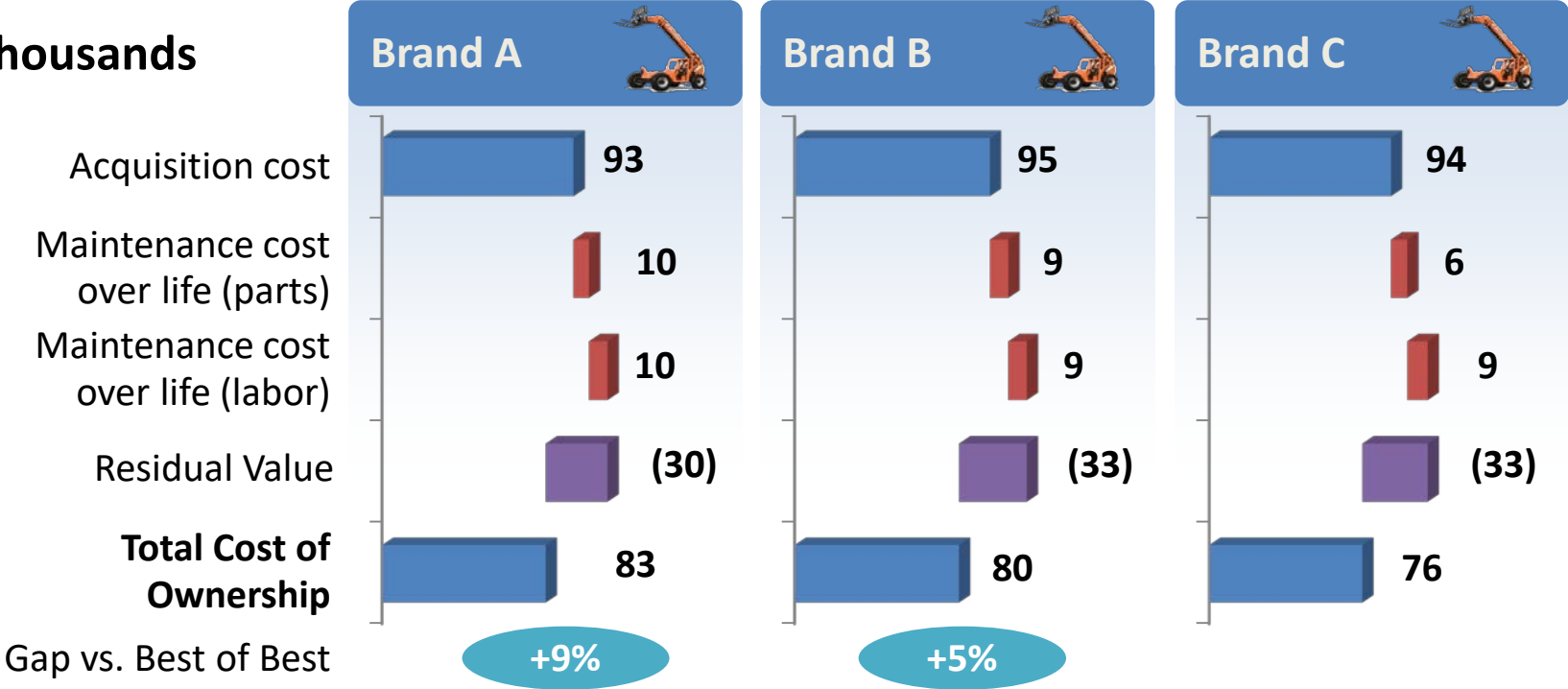
 **The use of data to improve efficiencies.**

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 **The use of data to improve customer relationships.**

# Total Cost of Ownership

\$ Thousands

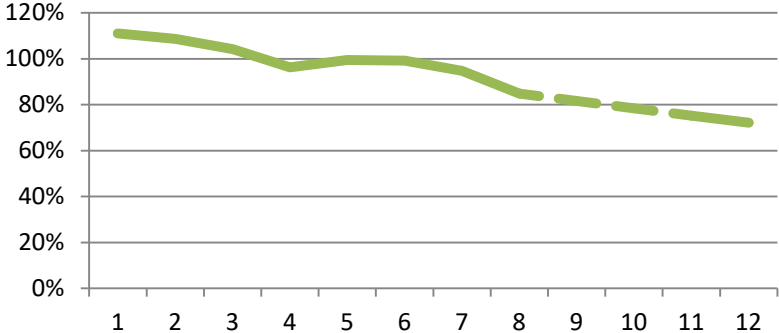


**Brand C Has a 5%–9% Total Cost Advantage**

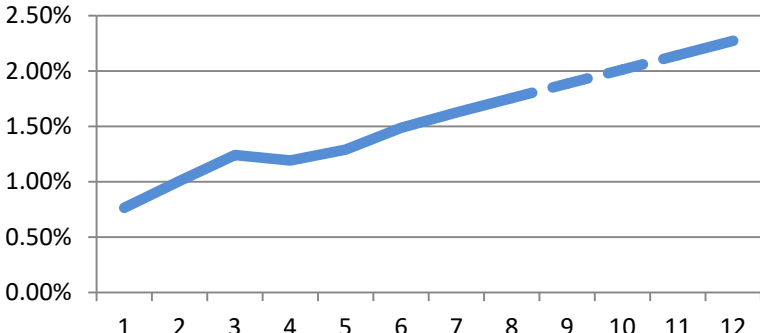
\* Sample data only

# Rental Useful Life Evaluation

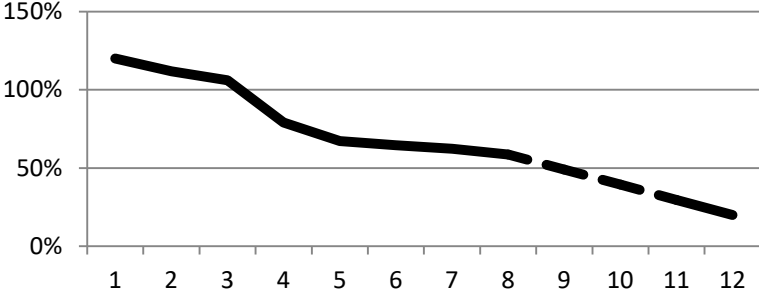
Rental Revenue % of Average



R&M Cost % of Replacement Cost (est.)

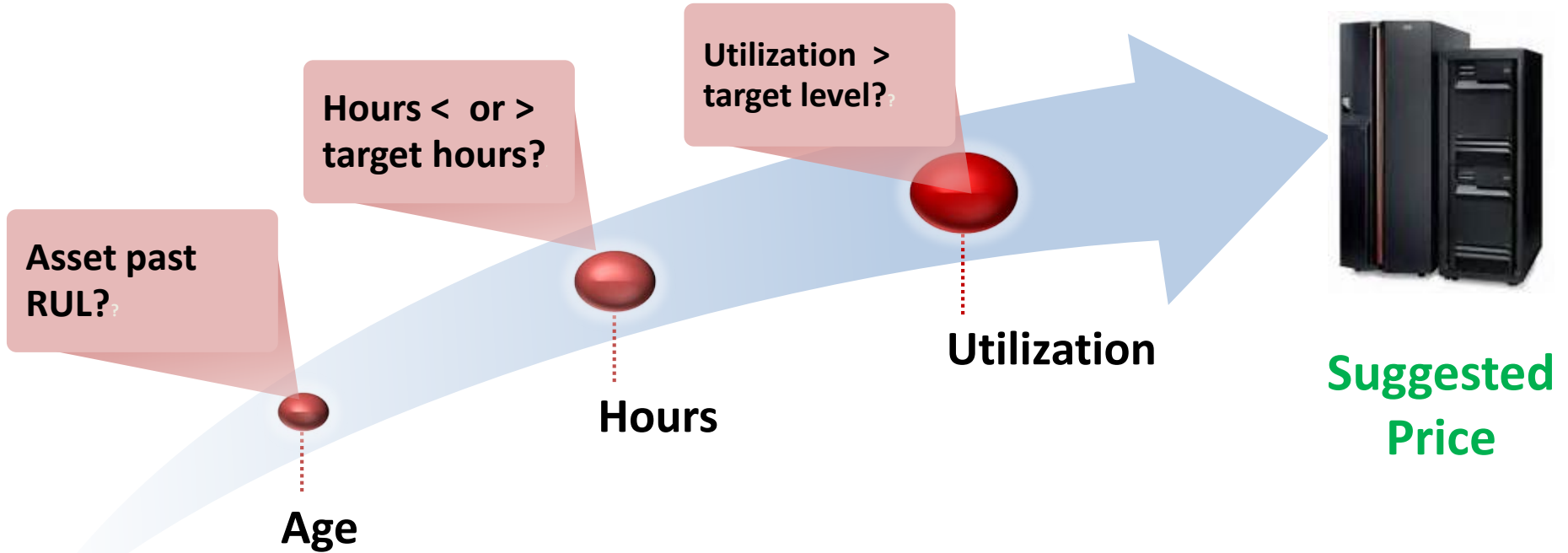



Resale Value % of Replacement Cost



❖ Rental useful life evaluated to set optimal age to sell an asset.

# Used Equipment Pricing Analytics



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 **The use of data to improve customer relationships.**

# Drivers of Loyalty –Customer Scorecard

**Customer Value Proposition Scorecard** Feb 1, 2011 12:22:14 PM

Trailing Twelve Months (TTM) from: Jan 31, 2011  
 Region: All; District: All; Lawson Unit: All; Branch: All;  
 Customer Name:

Category	Metrics	TTM		Prior Year TTM	
		Total	Percentage of	Total	Growth
Products and Services	Rental	\$3,203,842	92.6%	\$468,003	584.6%
	Contractor Supplies	\$21,053	0.0%	\$46,832	-55.0%
	New Equipment	\$117,872	3.4%	\$61,578	44.5%
	Used Equipment	\$1,500	0.0%	\$0	
	Service	\$114,087	3.3%	\$21,176	438.8%
	Categories Rented	32		27	18.5%
	Cat-Classes Rented	138		84	64.3%
Fulfillment	Orders Fulfilled	1,010	99.3%	260	288.5%
	Lost Orders	4		12	-66.7%
Delivery	On-Time Deliveries	515	91.0%	100	415.0%
	Total Deliveries	562		112	401.8%
Pickups	On-Time Pickups	119	65.4%	14	750.0%
	Total Pickups	182		18	911.1%
Repairs	On-Time Service Responses	336	95.2%	15	2,140.0%
	Total Service Responses	353		15	2,253.3%
Billing	Billing Accuracy	99.2%		93.2%	6.0%
Product Quality	Early Equipment Failures	3	0.0%	4	-25.0%
Channel Management	Sales Rep Job Calls	285	97.3%	175	62.9%
	Sales Rep Office Calls	8		12	-33.3%
	All Sales Calls	1,435		783	83.2%
FootPrint	Jobs Transacted To	8		7	14.3%
	Branches Transacted In	7		2	250.0%
	States/Provinces Transacted In	2		2	0.0%

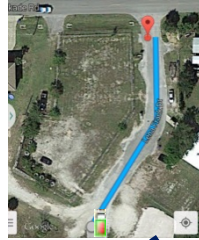
Property of United Rentals, Inc. Strictly Confidential Report ID: CU012; Data Refreshed on Jan 31, 2011 11:59:59 PM

- Fleet availability
- On-time delivery
- Service call response time
- Pick-up
- Invoice accuracy

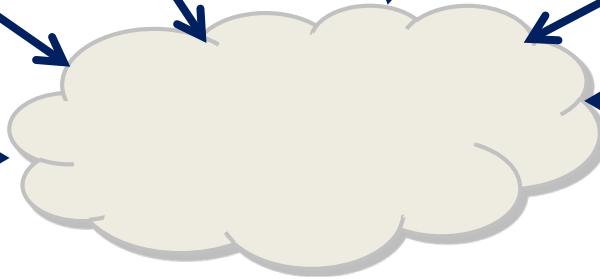
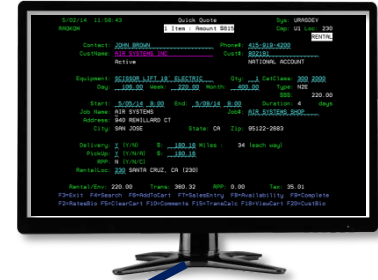
Sharing Results with the Customer



# Rental Companies Have a Wealth of Data



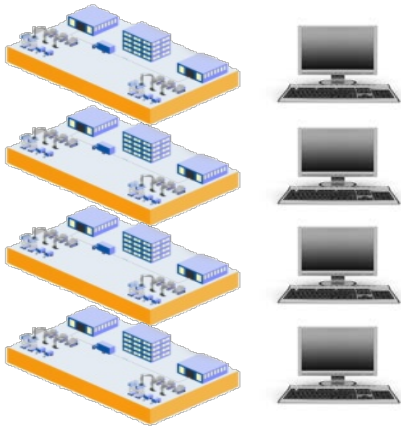
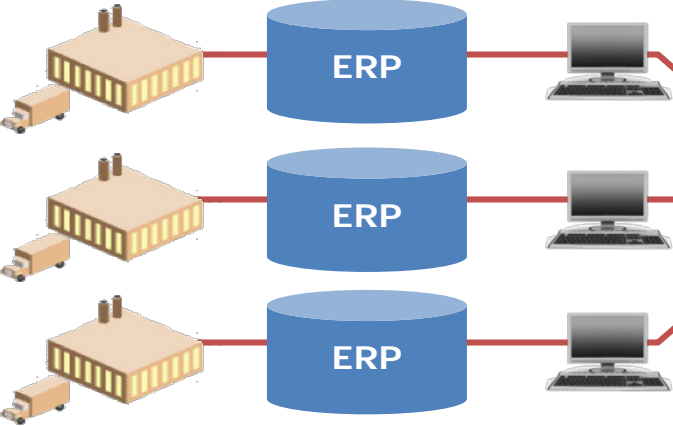
DATE	AMOUNT	DESCRIPTION	DATE	AMOUNT	DATE
12/15/10	1,000.00	RENTAL	12/15/10	1,000.00	
12/16/10	1,000.00	RENTAL	12/16/10	1,000.00	
12/17/10	1,000.00	RENTAL	12/17/10	1,000.00	
12/18/10	1,000.00	RENTAL	12/18/10	1,000.00	
12/19/10	1,000.00	RENTAL	12/19/10	1,000.00	
12/20/10	1,000.00	RENTAL	12/20/10	1,000.00	
12/21/10	1,000.00	RENTAL	12/21/10	1,000.00	
12/22/10	1,000.00	RENTAL	12/22/10	1,000.00	
12/23/10	1,000.00	RENTAL	12/23/10	1,000.00	
12/24/10	1,000.00	RENTAL	12/24/10	1,000.00	
12/25/10	1,000.00	RENTAL	12/25/10	1,000.00	
12/26/10	1,000.00	RENTAL	12/26/10	1,000.00	
12/27/10	1,000.00	RENTAL	12/27/10	1,000.00	
12/28/10	1,000.00	RENTAL	12/28/10	1,000.00	
12/29/10	1,000.00	RENTAL	12/29/10	1,000.00	
12/30/10	1,000.00	RENTAL	12/30/10	1,000.00	
12/31/10	1,000.00	RENTAL	12/31/10	1,000.00	
TOTAL	30,000.00		TOTAL	30,000.00	



# Customer System Integration

Customers

 **United Rentals®**



**Transaction Efficiency**

**Thank You**

**Questions?**