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. These guidelines are 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"), and should be interpreted in the context of all applicable laws and rules, the Company's certificate of incorporation, by-laws and other corporate governance documents, including committee charters which provide details about committee-specific responsibilities. 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 permit an appropriate mix of skills, qualifications and experiences while facilitating effective discussions 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 and any independence standards adopted by the Board. At least annually, the Board reviews the status of each director and candidate for director to determine if they qualify as "independent." The Board believes that it is useful and appropriate to have members of senior management as directors.

1.3 **Selection of Director Nominees**. 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 nominated for election or re-election to the Board or appointed to fill vacancies on the Board. In making its recommendations, the Nominating and Corporate Governance Committee considers all candidates recommended by the Company's stockholders in the same manner as other candidates identified by or submitted to the Nominating and Corporate Governance Committee. It is expected that the members of the Nominating and Corporate Governance Committee will consider input from other members of the Board.

1.4 **Qualifications for Directors**.

1.4.1 The members of the Board should collectively possess a broad and appropriate mix of experience, skills, expertise, knowledge, contacts, personal attributes and perspectives useful to the effective oversight of the Company's business.

1.4.2 When evaluating directors and director candidates, the Board and the Nominating and Corporate Governance Committee should consider factors such as:

- independence and potential conflicts of interest;
- 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 individual will enhance the objective of having directors with an appropriate mix of perspectives, backgrounds, experience, expertise, skills and other relevant attributes;

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- willingness and ability to commit sufficient time to Board and committee duties and responsibilities (including whether such individual also serves on the board of other public companies and the number of such positions); and
- qualification to serve on specialized Board committees, such as the Audit Committee or Compensation Committee.

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

1.4.4 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 Chair of the Board (the "Chair"), the Lead Independent Director, the Chair 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. In addition, non-employee directors can sit on no more than four public company boards (including our own) and employee directors can sit on no more than two public company boards (including our own), with consideration given to public company leadership roles and outside commitments. The Nominating and Corporate Governance Committee conducts a review, at least annually, of director commitment levels to confirm that all directors comply with this policy.

1.4.5 When a director's principal occupation or business association changes during his or her tenure as a director, he or she should advise the Chair, the Lead Independent Director, the Chair of the Nominating and Corporate Governance Committee and the CEO of such change as promptly as practicable.

1.5 **Retirement and Resignation of Directors**.

1.5.1 The Board has not established term limits. As an alternative to strict term limits, the Nominating and Corporate Governance Committee reviews each director's continuation on the Board annually, taking into account various factors, including, but not limited to, the needs and composition of the Board and its committees, the contributions and qualifications of the director and the director's interest in continuing as a director.

1.5.2 No non-employee director may stand for re-election, and no individual who is not an employee may be nominated as a director, after his or her 76th birthday, unless nominated by the Board for special circumstances.

1.5.3 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 Nominating and Corporate Governance 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, as amended, 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.

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

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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 similar 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 management of the Company's business and reviewing and approving its long-term strategy;
- 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);
- overseeing the key risks facing the Company and the Company's enterprise risk management process for assessing and mitigating those risks (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);
- overseeing the Company's policies and practices with respect to sustainability matters and corporate culture (acting through the Nominating and Corporate Governance Committee, as appropriate);
- succession planning with respect to the position of CEO and monitoring management's succession planning for other executive officers; and
- planning for board succession (acting through the Nominating and Corporate Governance Committee, as appropriate) 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 in accordance with applicable law.

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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. The Company has adopted a Code of Ethical Conduct (the "Code") for its directors, officers and employees, which sets forth the Company's commitment to maintaining the highest standards of honesty, ethics and integrity in all aspects of its business activity, including the avoidance of conflicts of interest. Each director is expected to be familiar with and to adhere to the Code, as well as the Company's other ethics and governance policies and guidelines applicable to directors, including the Company's Related Party Transactions Policy and Insider Trading Policy.

4. Operation of the Board.

4.1 **Selection of the Chair**. The Board selects a Chair from among its members, who is primarily responsible for leading the Board, shaping its agenda and organizing its functions in order to enable the Board to provide effective direction and guidance to, and oversight of, management. Absent exceptional circumstances, the CEO should not serve as Chair.

4.2 **Selection of Lead Independent Director**. In order to help ensure robust independent leadership on the Board, if at any time the Chair is not "independent" within the meaning of the rules of the NYSE or other applicable standards adopted by the Board, the Board will select a Lead Independent Director from among its independent members who shall have the following powers and duties:

- presiding at all meetings of the Board at which the Chair is not present, including executive sessions of the independent directors;
- reviewing and approving, in consultation with the Chair and CEO, meeting agendas, meeting schedules and information sent to the Board;
- serving as a liaison between the Chair and the independent directors;
- having the authority to call meetings of the independent directors;
- facilitating discussion among the independent directors on key issues and concerns outside of full meetings of the Board;
- acting as an independent resource to the CEO; and
- being available for consultation and direct communication with major stockholders, as appropriate.

4.3 **Meetings**.

4.3.1 The Board should hold at least four regularly scheduled meetings each year and such additional meetings as may be necessary or appropriate to discharge its duties and responsibilities. The Board may also act by unanimous written consent in lieu of a meeting.

4.3.2 The agenda for each Board meeting will be established by the Chair, the CEO and the Lead Independent Director. Any director may suggest the inclusion of additional items on the agenda.

4.3.3 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.

4.3.4 Directors are also expected to attend meetings of each Board committee on which they serve. The chair of each Board committee may determine whether meetings should be attended by directors in person or telephonically.

4.3.5 Agendas for each committee meeting are established by the chair of the applicable committee. All directors, whether members of a committee or not, are invited to make suggestions to the applicable committee chair 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.

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4.3.6 Directors are invited to attend and participate in all Board committee meetings whether or not such directors serve on such committee (except for any meetings or portions of any meetings in which a director is deemed to have a conflict of interest).

4.3.7 If any materials relevant to an upcoming meeting are circulated to directors, each director is expected to review such materials prior to the meeting.

4.4 **Executive Sessions of the Board**.

4.4.1 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 twice a year, the independent directors should meet in an executive session that includes only independent directors.

4.4.2 The Chair (or in the absence of the Chair, the Lead Independent Director 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 (including the Chair, in the event that the Lead Independent Director or other independent director presides over such executive session in the absence of the Chair), based upon the matters discussed at such meetings.

4.4.3 If the Chair is not "independent" within the meaning of the rules of the NYSE, the Lead Independent Director should preside over any executive session that includes only independent directors and provide feedback, as required, to the Chair, CEO, and to such directors as is appropriate, based on the matters discussed at such meetings.

5. Committees of the Board.

5.1 The Board shall establish and maintain such committees of the Board as are required by the rules and regulations of the SEC and NYSE and may form or dissolve 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 the committee's 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 any other applicable standards adopted by the Board, 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 Each committee chair will give a periodic report of his or her committee's activities to the Board.

6. Access to Management, Employees and Information. Each director is 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. Each director also has full and free access to the books and records of the Company.

7. Access to Advisors. Directors have access to the Company's advisors. To the extent deemed necessary or appropriate, the Board and each Board committee may also retain outside advisors to assist the Board or committee, as applicable, in carrying out its duties. The Company will pay the fees and expenses of any advisors retained by the Board or any Board committee.

8. Orientation and Continuing Education.

8.1 The senior management team 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

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statements, significant financial, accounting and risk management issues, principal officers and Code of Ethical 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.

8.5 Directors should stay apprised of Company-specific information, industry trends, macro developments, governance issues, and other critical and emerging issues.

9. **Assessment of Board Performance**. The Board conducts a self-evaluation at least annually to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee, working with the Lead Independent Director, coordinates and oversees completion of this process. Each committee of the Board, in consultation with the Nominating and Corporate Governance Committee, conducts a self-evaluation at least annually and reviews the results thereof with the Board.

10. **Assessment of Executive Performance**.

    10.1 The Board evaluates the CEO's performance at least annually. This evaluation should be conducted at an executive session of non-management directors and the results of the evaluation should be communicated to the CEO by the Chair and the Lead Independent Director.

    10.2 The CEO should report to the Board at least annually on the performance of the other executive officers of the Company.

11. **Management Succession Planning**. The Board reviews and approves a succession plan, developed by management, at least annually. The plan addresses, 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 includes an assessment of the experience, performance, skills and planned career paths for possible successors to the CEO and other executives.

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. Thus, directors should refer inquiries from stockholders, analysts, the press or customers to appropriate members of senior management. This policy is not intended to preclude any director from meeting or otherwise communicating with stockholders or other Company constituencies when approved by the Board. If comments from the Board are appropriate, however, they should, in most circumstances, come from the Chair.

13. **Confidentiality**. The proceedings and deliberations of the Board and its committees are confidential. Each director must 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 has adopted a process to enable security holders to send communications to the Board, which is set forth in the Company's annual proxy statement.

15. **Modification of Guidelines**. These guidelines are reviewed annually by the Nominating and Corporate Governance Committee. Any modification of these guidelines must be approved by the Board.

Amended as of October 14, 2026

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