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Presentation to Investors

November 2014

Forward-Looking Statements

Statements about future results made in this presentation constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include projections.

These statements are based on current expectations and the current economic environment. Forward-looking statements and projections are inherently subject to significant economic, competitive and other uncertainties and contingencies, many of which are beyond the control of management. The Company cautions that these statements are not guarantees of future performance. Actual results may differ materially from those expressed or implied in the forward-looking statements.

Important assumptions and other important factors that could cause actual results to differ materially from those in the forward-looking statements and projections are specified in the Company's most recently filed Form 10-K, its current report on Form 8-K filed May 12, 2014 and other SEC filings.

You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date stated, or if no date is stated, the date of our last earnings conference call.

This presentation includes certain non-GAAP financial measures as defined under SEC rules. Important information regarding reconciliation of such measures is contained within this presentation, including in the Glossary section.

Key Messages

The Business Today

Market Dynamics

Global Performance Drivers

Projected Earnings Growth

A Global Leader in the Car Rental Industry

130 million rental days

10,000 locations

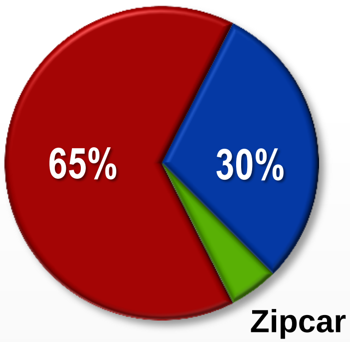
$8 billion annual revenue

35 million transactions

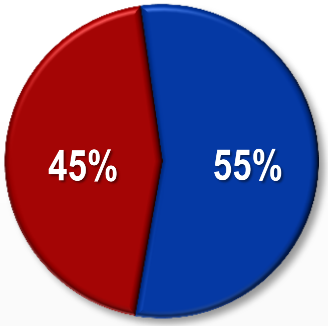
520,000 vehicles

Diversified Revenue Sources

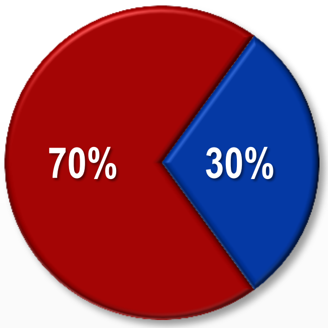
Avis vs. Budget



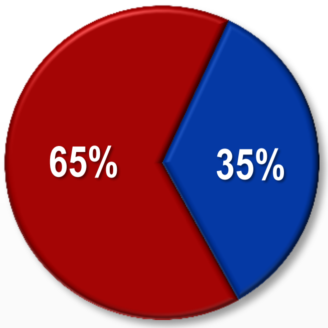
Commercial vs. Leisure



On-Airport vs. Off-Airport

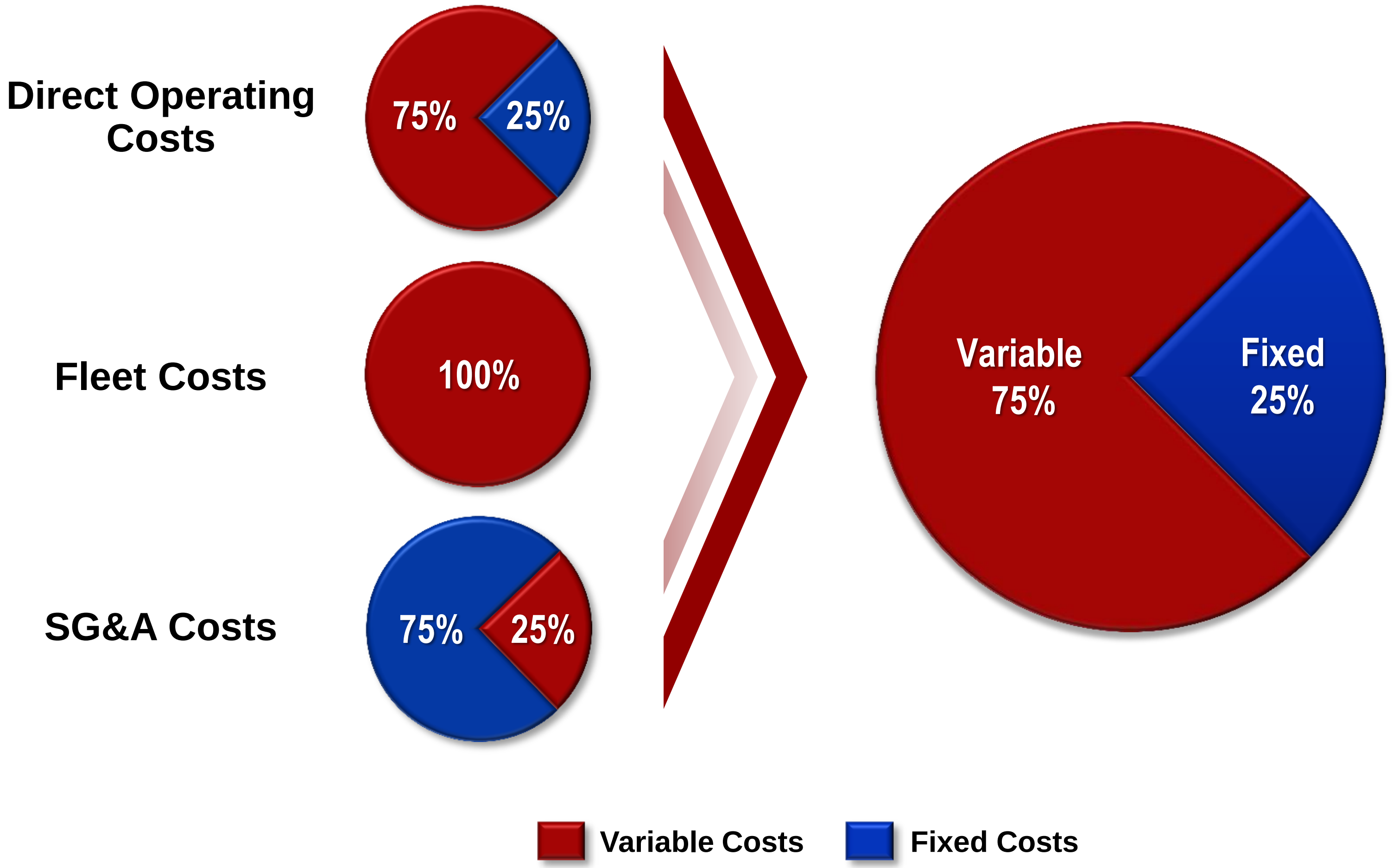


North America vs. International

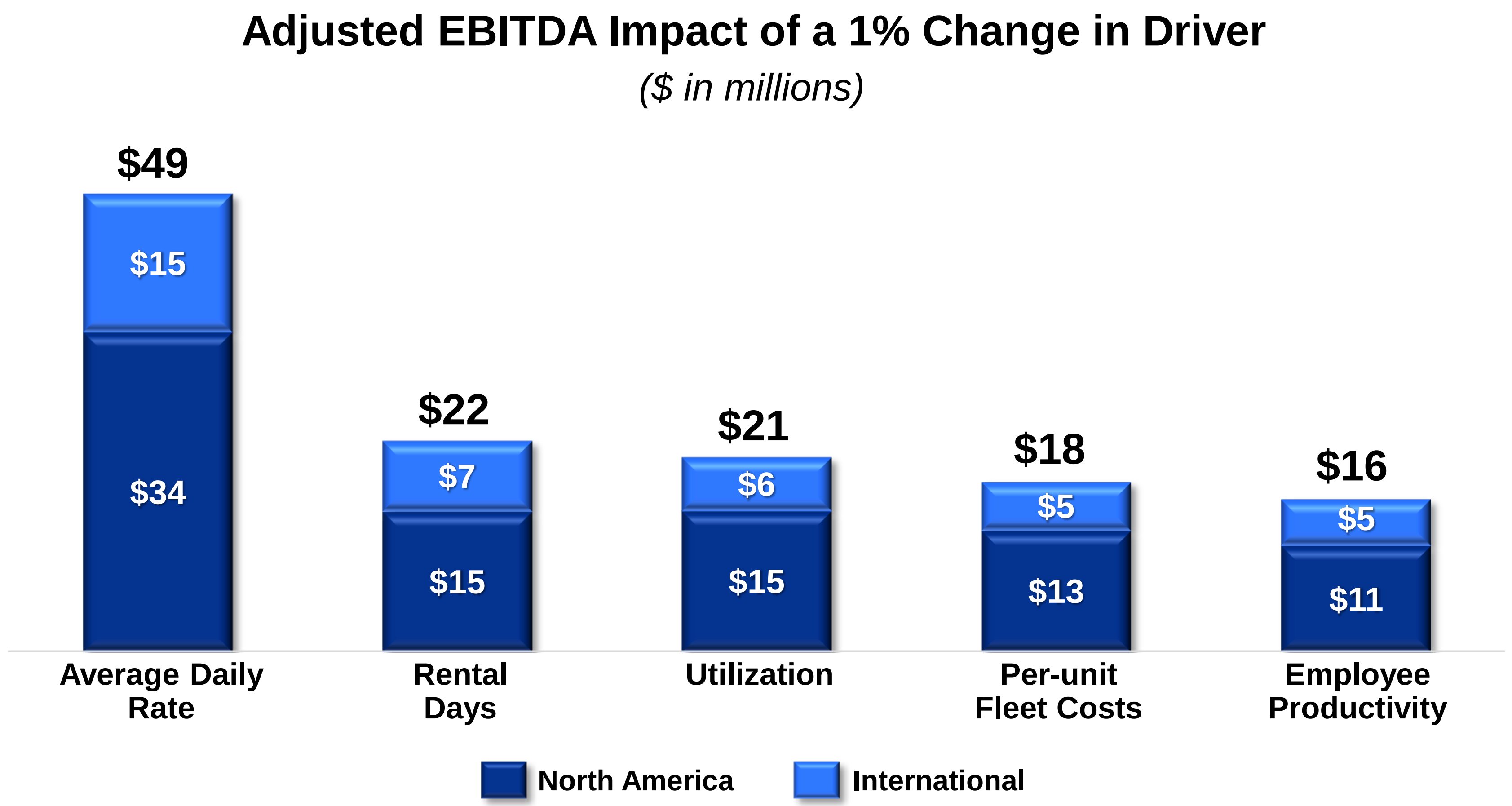


Locations in more than 175 countries and a leading position in most major markets

We Have a Highly Variable Cost Structure . . .



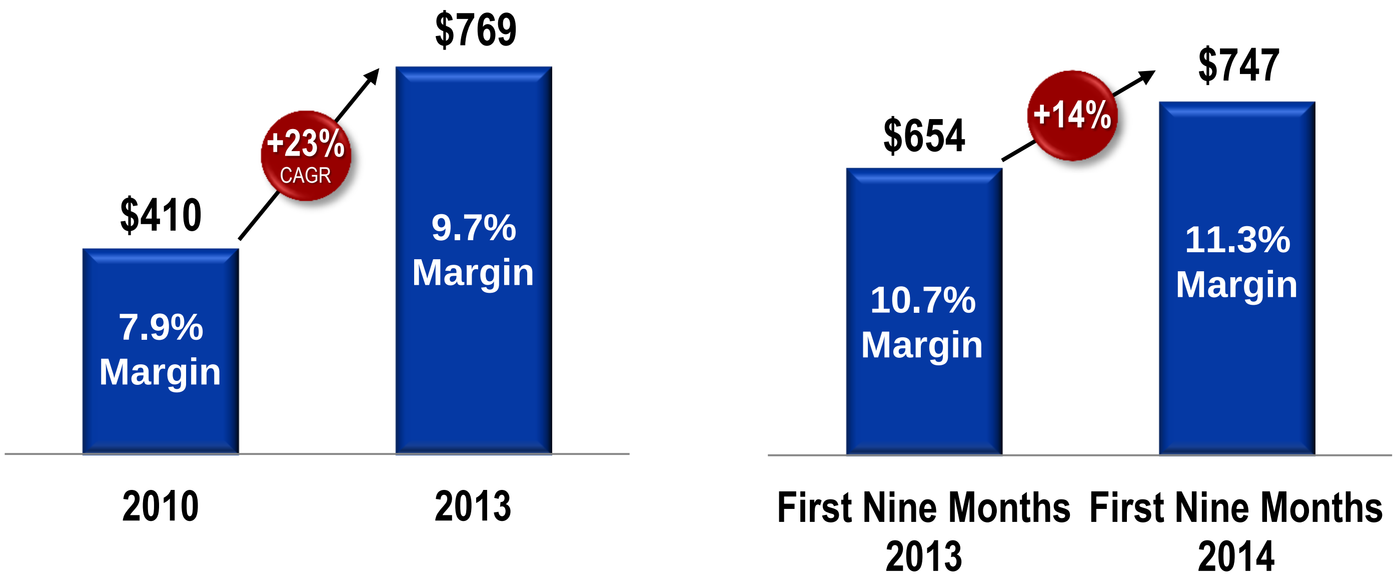
. . . So Pricing Has the Largest Impact on Margins



Substantial Profit Growth

Adjusted EBITDA

($ in millions)



Significant margin improvement

Key Messages

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Well-Positioned for Future Growth

North America

- Revenue to be driven by higher volume and increased pricing

EMEA

- Poised to benefit from economic recovery and continued integration

Latin America / Asia-Pacific

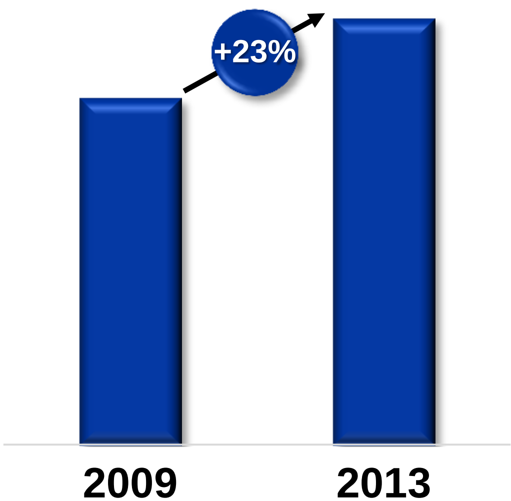
- Strong profitability driven by high ancillary revenue and inbound volume

Zipcar

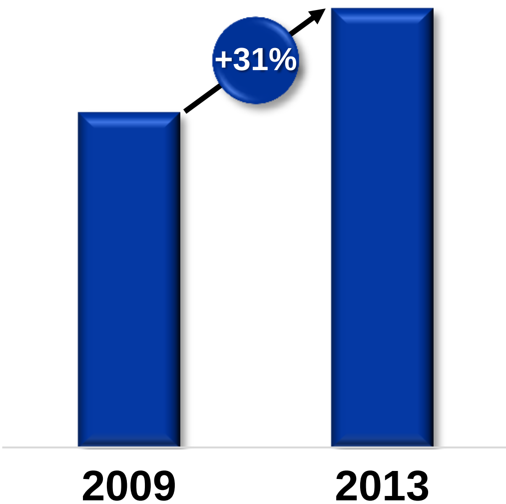
- Targeting organic membership and revenue growth, incremental synergy benefits and expansion

Rental Car Pricing Has Lagged the Travel Industry . . .

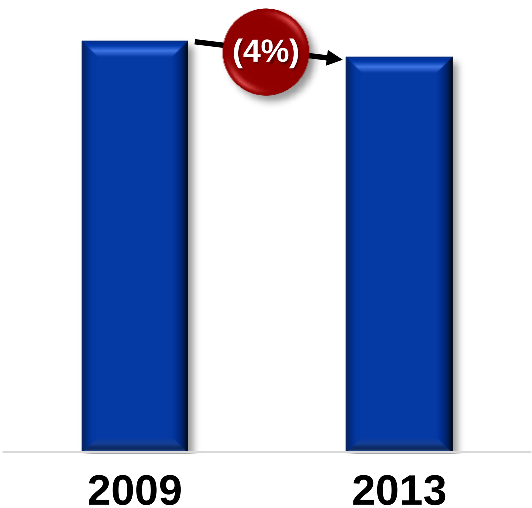
Airfare[a]



Hotel RevPAR[a]



Avis Budget Group T&M per Day

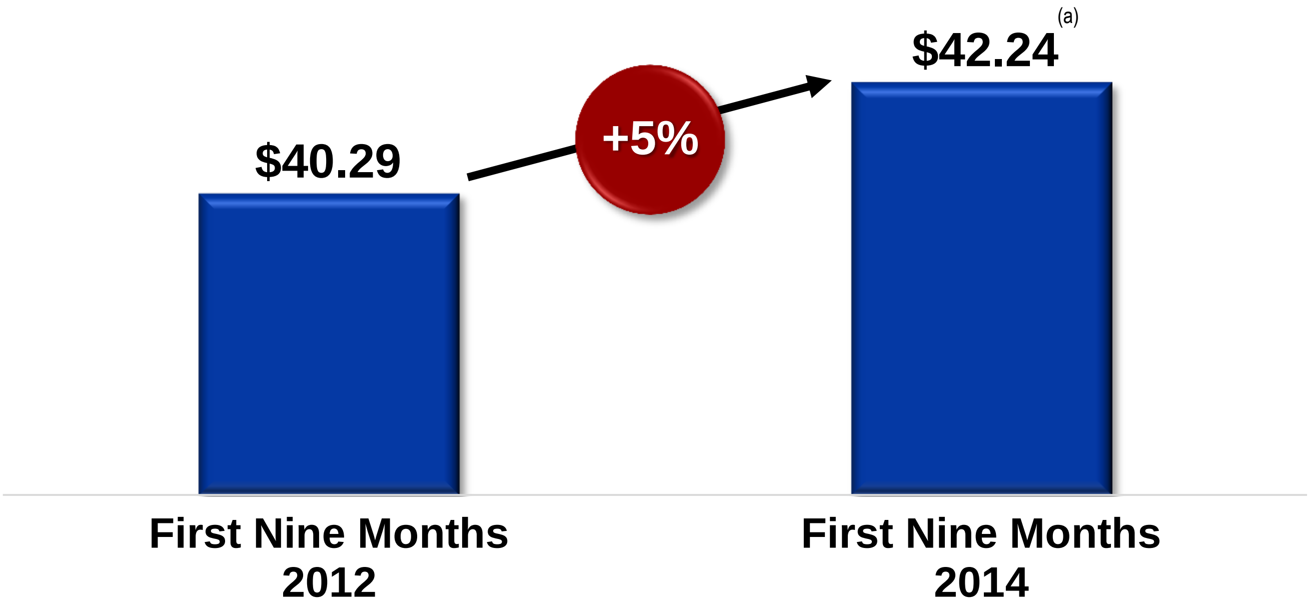


Significant opportunity for pricing improvement

(a) Source: BTS Transtats

. . . But Pricing Has Been Improving

T&M Revenue per Rental Day



Meaningful change in realized pricing

(a) North America, excluding Payless

Key Messages

The Business Today

Market Dynamics

Global Performance Drivers

Projected Earnings Growth

Strategic Plan

Driving Sustained, Profitable Growth

Strategically Accelerate Growth

Expand Our Global Footprint

Put the Customer First

Drive Efficiency Throughout the Organization

Delivering Higher Revenue per Transaction

		Higher Revenue Per Transaction
	International Inbound(a)	+83%
	Small Business(b)	+20%
	Specialty & Premium Fleet(c)	+52%
	Ancillary Revenue(d)	+75%

Note: Data are 2013 results for North America excluding Payless and Zipcar
(a) Compared to all non-inbound transactions (b) Compared to contracted commercial transactions
(c) Compared to average transactions, excluding Specialty & Premium fleet (d) Compared to transactions without ancillary products

Expanding our Global Footprint

New Markets

- Avis Europe reunites our world-class brands globally, and Zipcar is the worldwide leader in car sharing

Budget Licensees

- Acquisitions of Southern California, Edmonton, Portugal and other locations drive significant revenue and cost synergies

Additional Brands

- Acquistions of Payless and Apex provide a meaningful presence in the fast-growing deep-value segment

zipcar wheels when you want them

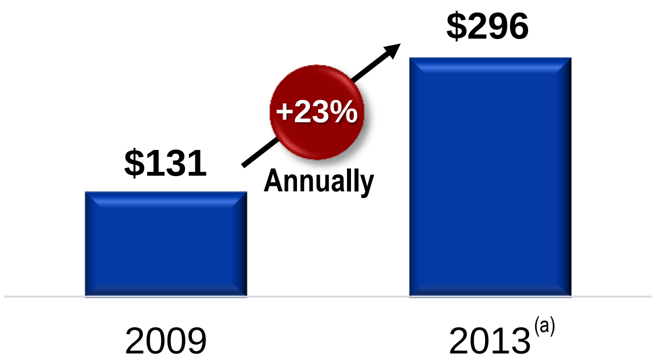
PAYLESS

apex car rentals

Acquisition of Zipcar is Strategic and Economic

- Zipcar operates the largest member-based, car sharing network in the world
  - More than 30 major markets and 300 college campuses
  - 900,000 members
- Locations in the United States, Canada and Europe
- Growth opportunities in existing markets, from new services, and international expansion

Revenue
($ in millions)



Proprietary technology drives Zipcar's leadership and innovation

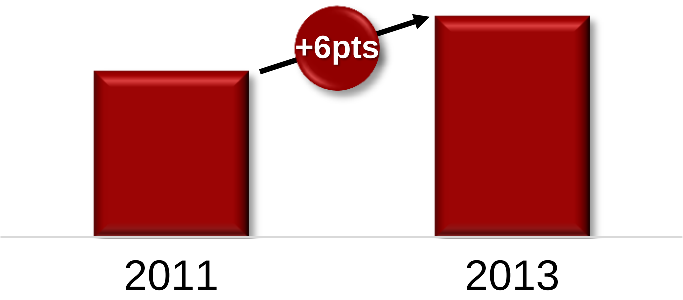
(a) Revenue represents total revenue of Zipcar, acquired on March 14, 2013. Reported revenue for 2013 was $246 million

Improving Customer Interactions to Drive Loyalty

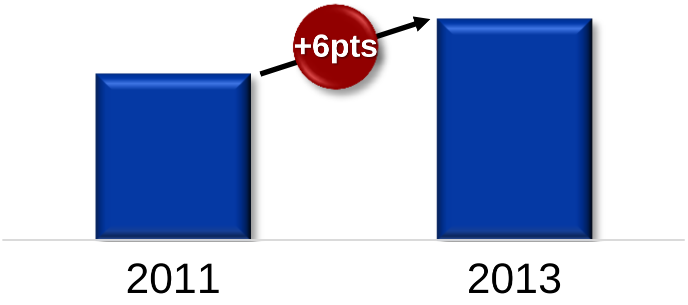
- ***Select & Go*** **provides customers choice of vehicle**
- **Customer Relationship Management to drive customer satisfaction**
- **New loyalty program to be launched in early 2015**

Customer Satisfaction[(a)]

AVIS



Budget

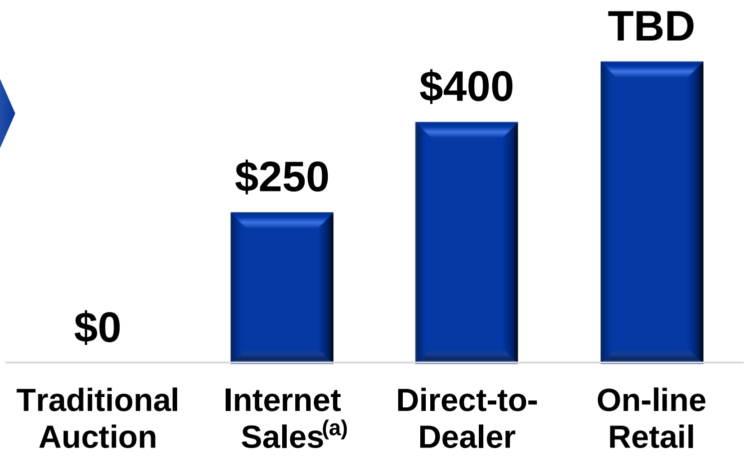


(a) Voice of the Customer

Diversifying Disposal Channels to Reduce Fleet Costs

- Expanding dealer-direct sales
- AutoNation partnership drives direct-to-consumer sales

Alternative Disposal Channel Benefits



Our combined direct-to-dealer and direct-to-consumer car sales have doubled since 2011

(a) Excluding simulcast auction sales

Organizational Efficiencies Delivering Significant Benefits

Fleet Optimization
- Reduce acquisition costs
- Optimize in-service usage
- Increase use of alternative disposition channels

Yield Management
- Targeted pricing strategies
- Integrate fleet and revenue management

Performance Excellence
- Organization-wide process improvement
- Fleet maintenance and repair
- Improve speed of vehicle sales

Acquisition Integration
- Europe
- Zipcar
- Payless
- Apex
- Licensees

Each initiative providing eight-figure benefits

Key Messages

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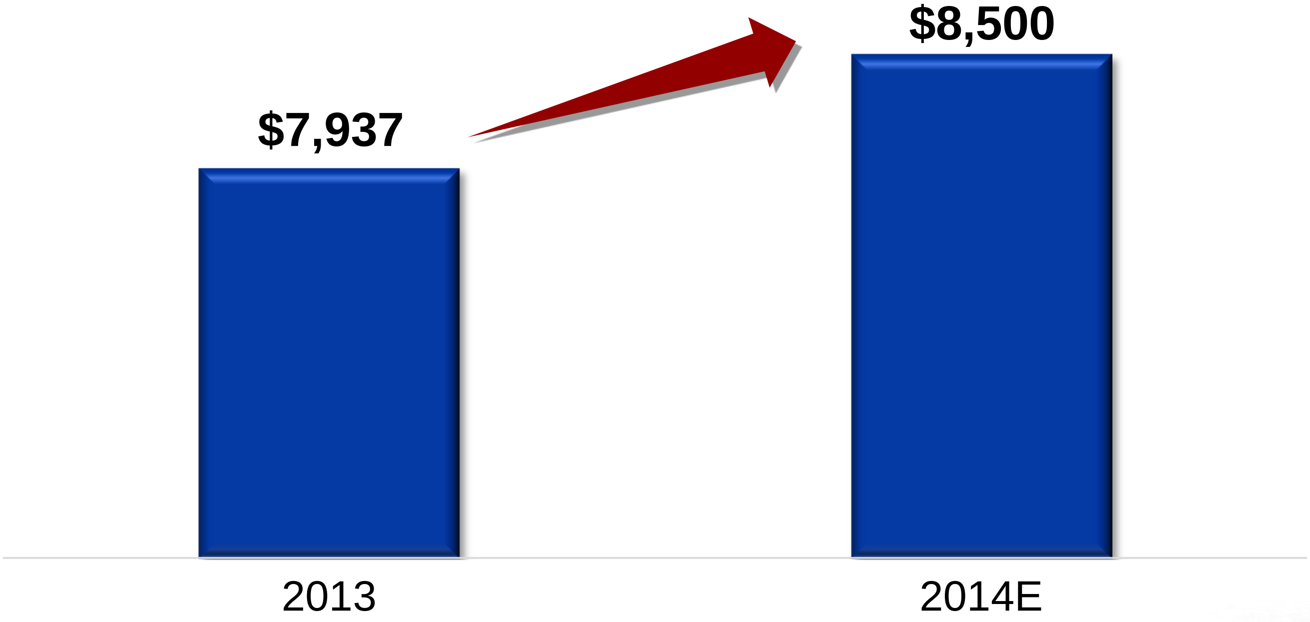
Projected Earnings Growth

Expect Revenue to Increase Approximately 7% in 2014

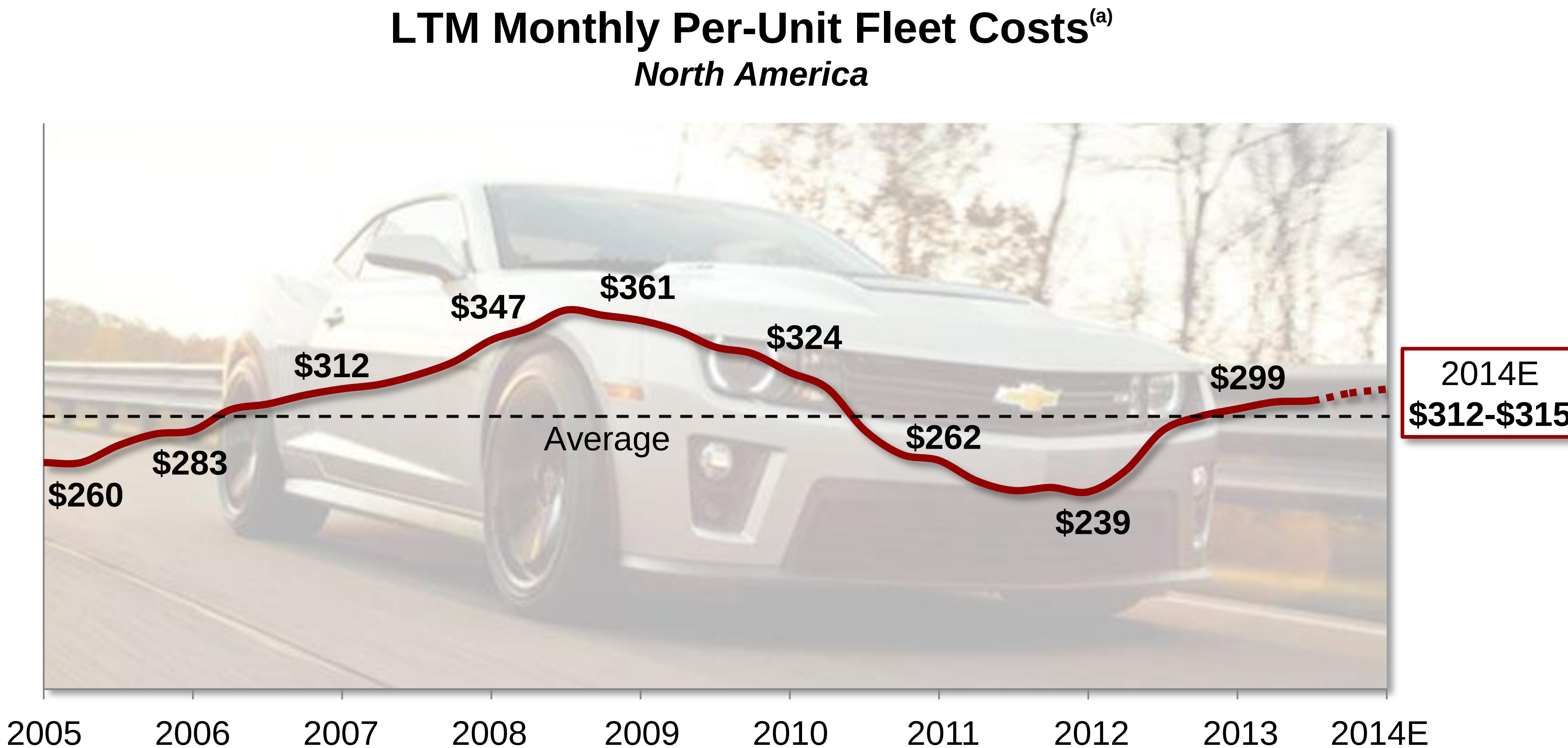
Revenue
($ in millions)



Pricing is expected to increase 2% to 3% in 2014[a]

(a) North America, excluding currency effects

We Expect Fleet Costs Will Remain Manageable



2014 per-unit fleet costs are expected to increase 4% to 5%

(a) Excluding Zipcar

2014 Outlook

($ in millions, except EPS)

	2014 Estimate[(a)]	Growth vs. 2013[(b)]
Revenue	**$8,500**	**+7%**
Adjusted EBITDA	**860 – 885**	**+13%**
Pretax income	**500 – 525**	**+24%**
Net income	**$315 – $330**	**+26%**
Diluted EPS	**$2.82 – $3.00**	**+32%**

Target $1 billion of Adjusted EBITDA in 2014

(a) As of October 29, 2014; excludes certain items such as acquisition-related costs, restructuring costs and amortization of intangible assets recognized in purchase accounting
(b) Percentages represent the midpoint of our 2014 guidance

Expect Roughly $1 Billion of Free Cash Flow in 2014-2015

($ in millions)	2014E	2015E
Adjusted EBITDA	**$873**	**$1,000**
Corporate interest	(210)	(215)
Capital expenditures	(190)	(200)
Cash taxes	(65)	(80)
Working capital, vehicle programs and other	7	40
Free Cash Flow	**$415**	**$545**

More than $8 of free cash flow per share over next two years

Note: Based on midpoints of our 2014 and 2015 estimates

Planned Uses of Free Cash Flow in 2014 and 2015

- **Share repurchases**
  - **Expect to repurchase $300 - $330 million of outstanding shares in 2014**
- **Tuck-in acquisitions**
  - **Acquisition of Budget licensee for Southern California and Las Vegas expected to close in fourth quarter 2014**
  - **Opportunities exist for acquisitions that are strategically important and financially attractive**

Mix will depend on available opportunities

Key Messages

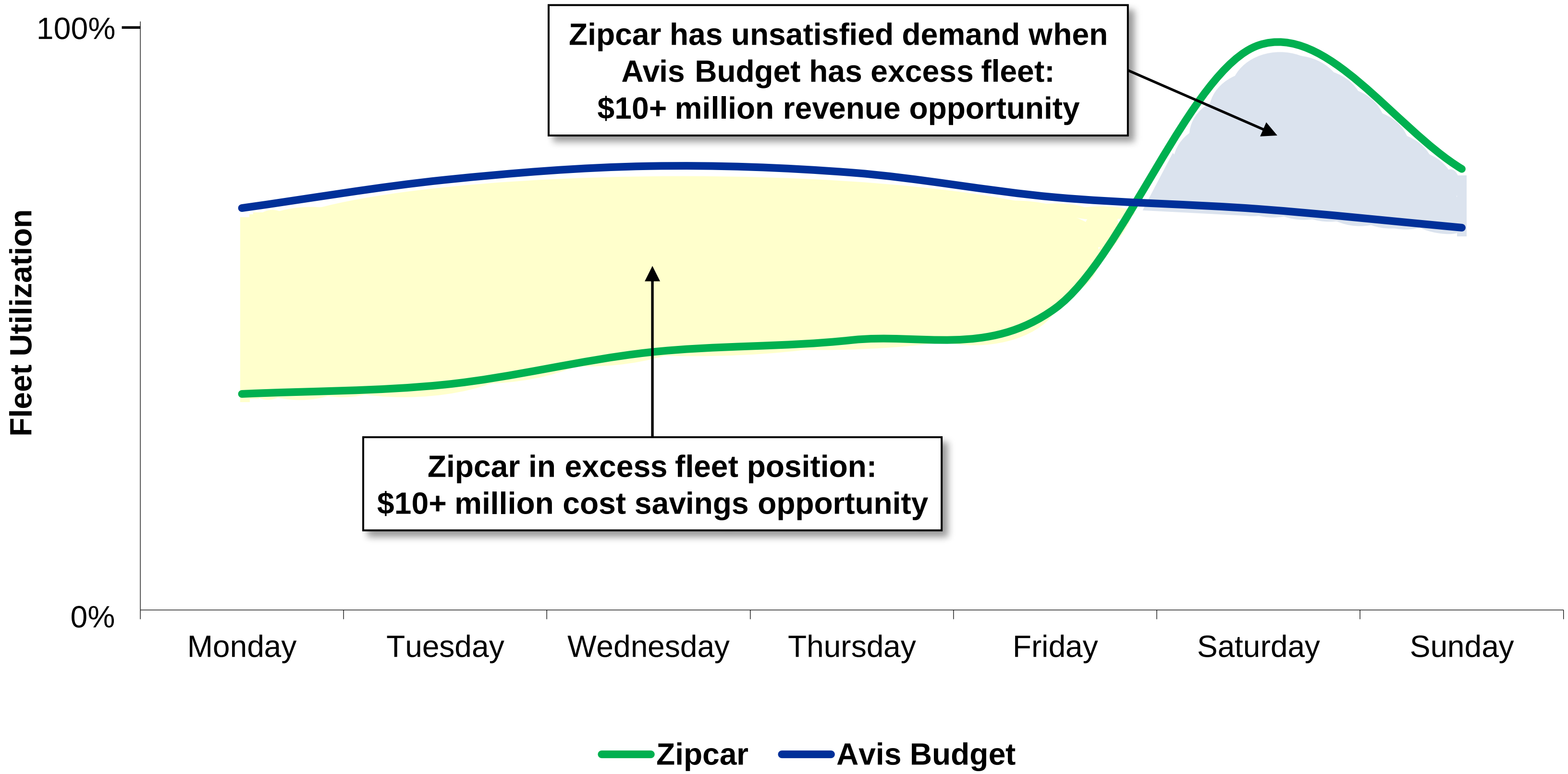
Strong Performance	**Strong financial performance**	
Focused	**Focused on profitable growth**	
Global Opportunities	**Multiple opportunities to grow globally**	
Profitable	**Generating significant earnings and free cash flow**	

AVIS® Budget® apex car rentals PAYLESS® zipcar

Appendix

Zipcar Fleet Utilization Will Generate Substantial Benefits

$20+ Million Opportunity



Shared over 1,000 cars during summer 2014

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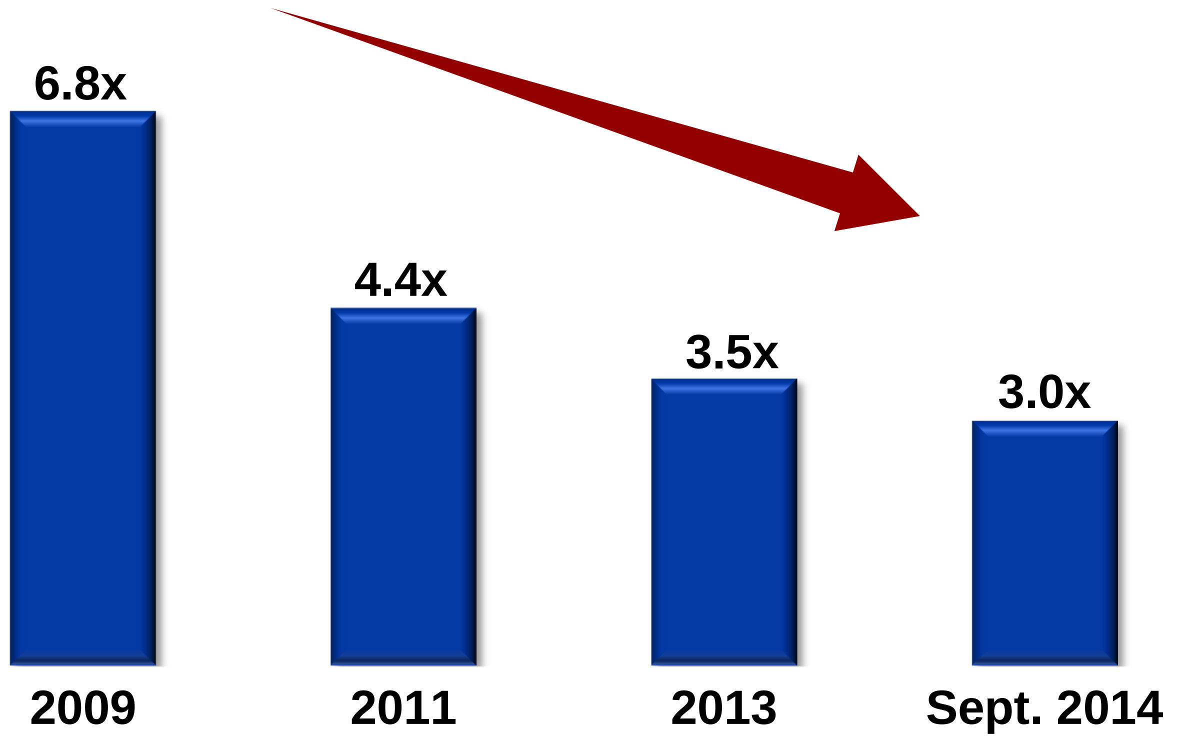
Note: Illustrative utilization data

Strong Earnings Growth Drives a Reduction in Leverage

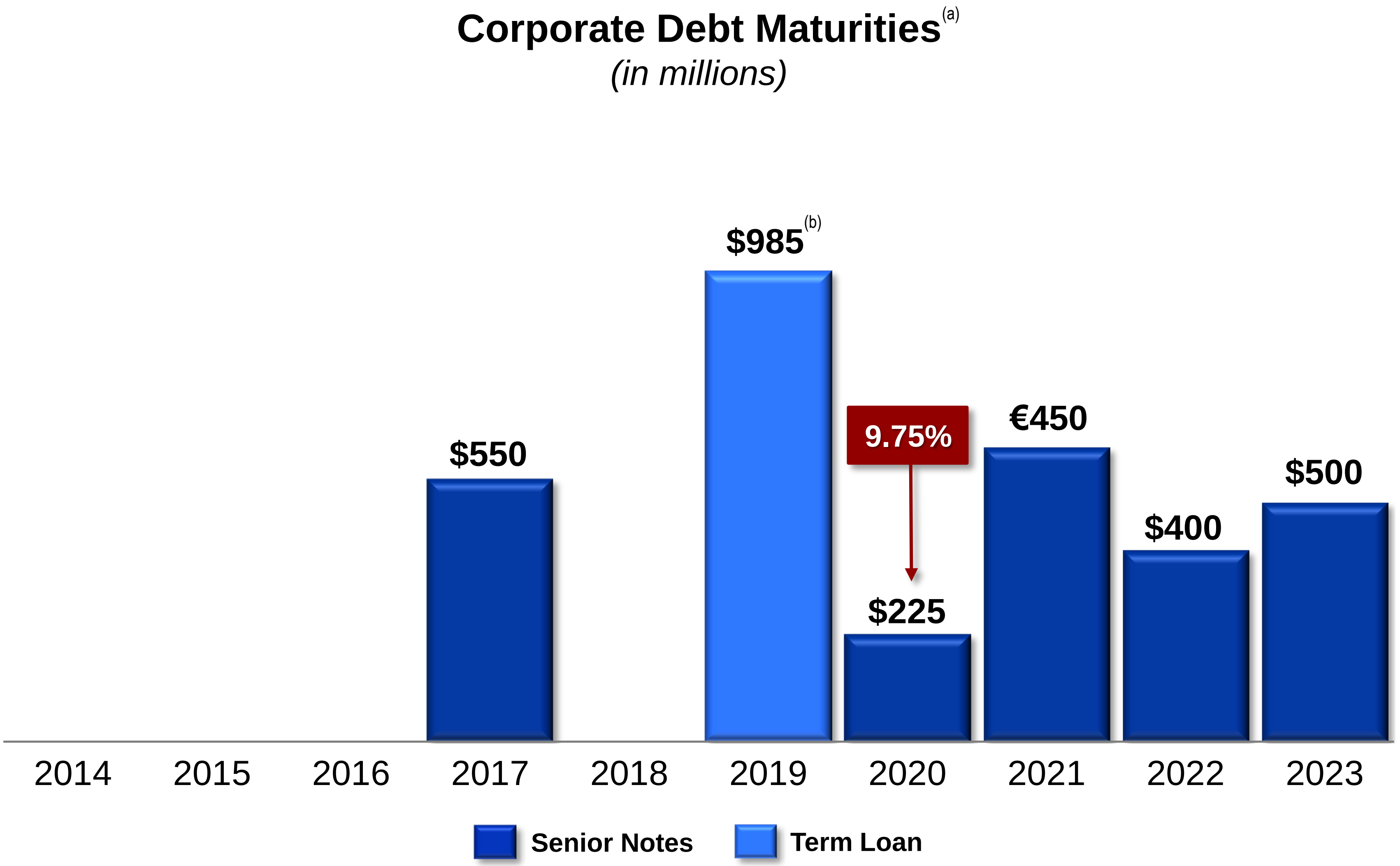
Adjusted EBITDA Leverage[a]



Target net leverage of 3 to 4 times Adjusted EBITDA

(a) Net corporate debt divided by Adjusted EBITDA excluding certain items

Debt Refinancing Remains an Opportunity



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(a) As of October 2, 2014
(b) $600 million swapped to fixed rates

Glossary

This presentation includes certain non-GAAP (generally accepted accounting principles) financial measures as defined under SEC rules. We have provided below reasons we present these non-GAAP financial measures, a description of what they represent and a reconciliation to the most comparable financial measure calculated and presented in accordance with GAAP. Because of the forward-looking nature of the Company's forecasted non-GAAP Adjusted EBITDA, free cash flow, pretax income and diluted earnings per share, excluding certain items, specific quantifications of the amounts that would be required to reconcile forecasted net income, net cash provided by operating activities, pretax income and diluted earnings per share are not available. The Company believes that there is a degree of volatility with respect to certain of the Company's GAAP measures which preclude the Company from providing accurate forecasted GAAP to non-GAAP reconciliations. Based on the above, the Company believes that providing estimates of the amounts that would be required to reconcile the range of the non-GAAP measures to forecasted GAAP measures would imply a degree of precision that would be confusing or misleading to investors for the reasons identified above.

Adjusted EBITDA

Adjusted EBITDA, which represents income (loss) from continuing operations before non-vehicle related depreciation and amortization, any impairment charge, restructuring expenses, early extinguishment of debt costs, non-vehicle related interest, transaction-related costs and income taxes. We believe Adjusted EBITDA is useful as a supplemental measure in evaluating the aggregate performance of our operating businesses. Adjusted EBITDA is the measure that is used by our management, including out chief operating decision maker, to perform such evaluation. It is also a component of our financial covenant calculations under our credit facilities, subject to certain adjustments. Adjusted EBITDA should not be considered in isolation or as a substitute for net income (loss) or other income statement data prepared in accordance with GAAP and our presentation of Adjusted EBITDA may not be comparable to similarly-titled measures used by other companies.

Reconciliation of Adjusted EBITDA to Avis Budget Group, Inc. income (loss) before income taxes (in millions):

	Year Ended December 31,					Nine Months Ended September 30,	
	2009	2010	2011	2012	2013	2014	2013
Total Revenue	$ 5,131	$ 5,185	$ 5,900	$ 7,357	$ 7,937	$ 6,598	$ 6,087
Adjusted EBITDA	$ 243	$ 410	$ 610	$ 840	$ 769	$ 747	$ 654
Less: Non-vehicle related depreciation and amortization (excluding acquisition-related amortization expense)	96	90	91	109	128	109	92
Interest expense related to corporate debt, net (excluding early extinguishment of debt)	153	162	195	268	228	161	170
Income before income taxes, excluding certain items	(6)	158	324	463	413	477	392
Less certain items:							
Early extinguishment of debt	-	52	-	75	147	56	131
Restructuring expense	20	11	5	38	61	16	39
Transaction-related costs	-	14	255	34	51	23	37
Acquisition-related amortization expense	-	-	4	16	24	23	17
Impairment	33	-	-	-	33	-	33
Acquisition-related interest	-	8	24	-	-	-	-
Litigation costs	18	1	-	-	-	-	-
Income (loss) before income taxes	$ (77)	$ 72	$ 36	$ 300	$ 97	$ 359	$ 135

Glossary

Reconciliation of Net Corporate Debt (in millions):

	Year Ended December 31, 2009	2010	2011	2012	2013
Net corporate debt	**$ 1,649**	**$ 1,591**	**$ 2,671**	**$ 2,299**	**$ 2,701**
Plus: Cash and cash equivalents	482	911	534	606	693
Corporate debt	**$ 2,131**	**$ 2,502**	**$ 3,205**	**$ 2,905**	**$ 3,394**

Free Cash Flow

Represents Net Cash Provided by Operating Activities adjusted to reflect the cash inflows and outflows relating to capital expenditures and GPS navigational units, the investing and financing activities of our vehicle programs, asset sales, if any, and to exclude debt extinguishment costs and transaction-related costs. We believe that Free Cash Flow is useful to management and investors in measuring the cash generated that is available to be used to repurchase stock, repay debt obligations, pay dividends and invest in future growth through new business development activities or acquisitions. Free Cash Flow should not be construed as a substitute in measuring operating results or liquidity, and our presentation of Free Cash Flow may not be comparable to similarly-titled measures used by other companies.

Reconciliation of Free Cash Flow to net cash provided by operating activities:

	Year Ended December 31, 2013
Free Cash Flow	**$ 460**
Investing activities of vehicle programs	1,569
Financing activites of vehicle programs	196
Capital expenditures	154
Proceeds received on asset sales	(22)
Change in restricted cash	(14)
Acquisition-related payments	(29)
Transaction-related payments	(61)
Net Cash Provided by Operating Activities	**$ 2,253**

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