Overview Presentation to Investors

May 2017

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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 as of our last earnings call on May 4, 2017. 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 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, which is available on the Investor Relations section of our website at ir.avisbudgetgroup.com

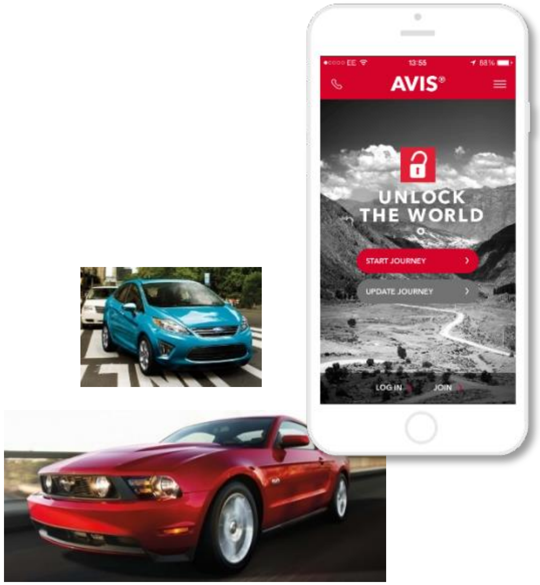
Our outlook includes non-GAAP financial measures. Due to the forward-looking nature of these forecasted adjusted earnings metrics, the Company believes that it is impracticable to provide a reconciliation to the most comparable GAAP measures due to the degree of uncertainty associated with forecasting the reconciling items and amounts. The Company further believes that providing estimates of the amounts that would be required to reconcile the forecasted adjusted measures to forecasted GAAP measures would imply a degree of precision that would be confusing or misleading to investors. The after-tax effect of reconciling items could be significant to the Company's future quarterly or annual results.

Agenda

Our Business

Strategic Initiatives

Outlook



A Global Leader in the Vehicle Services Industry

11,000
Locations Worldwide

580,000
Vehicles

34 million
Transactions

151 million
Rental Days

$8.7 billion
Annual Revenue Worldwide

Note: Year ended December 31, 2016
Vehicles, transactions and rental days exclude Zipcar

Global Footprint

We operate directly in 25 countries

Licensees operate our brands in more than 150 additional countries

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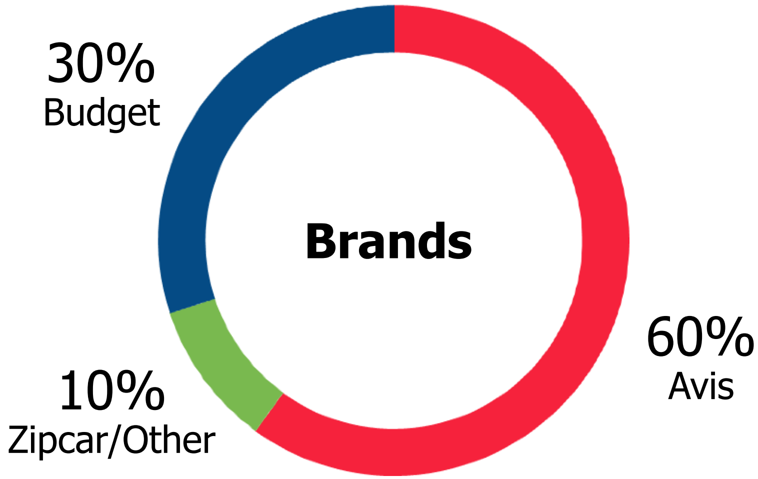
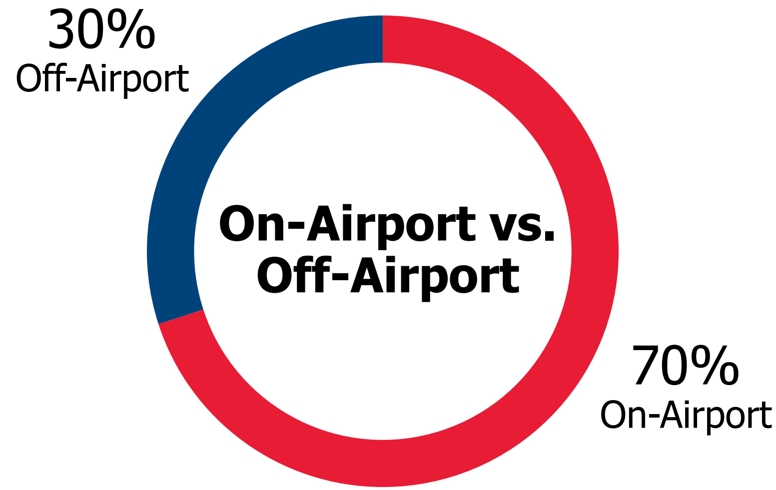
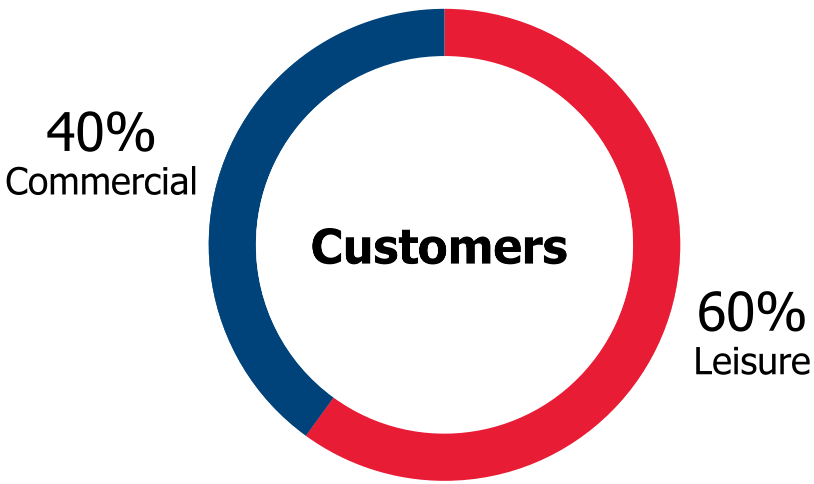
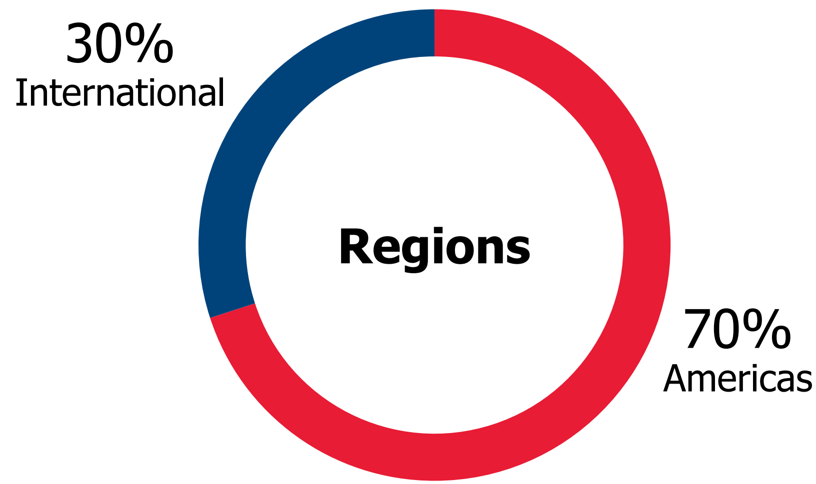
Diversified Revenue Sources

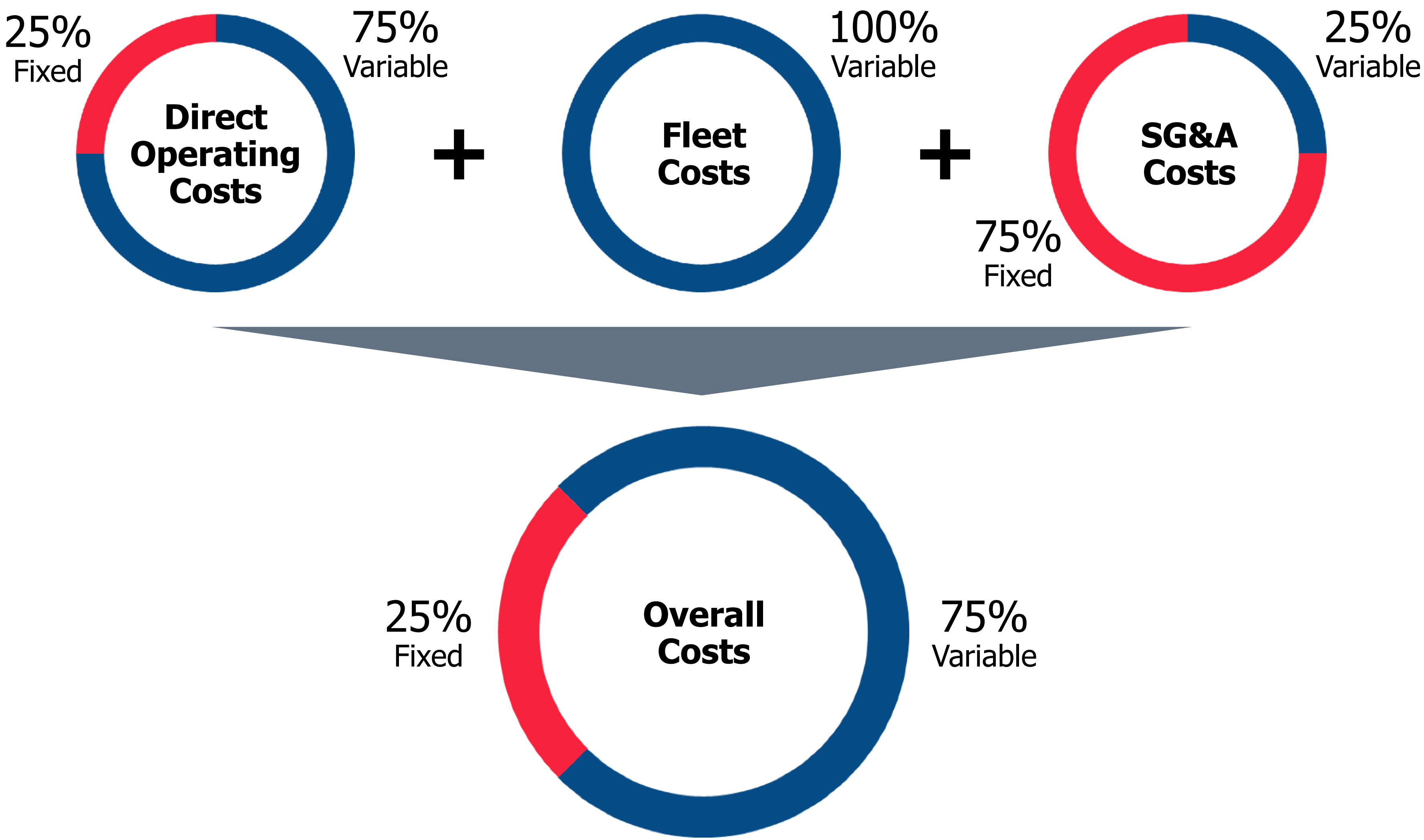








Highly Variable Cost Structure…



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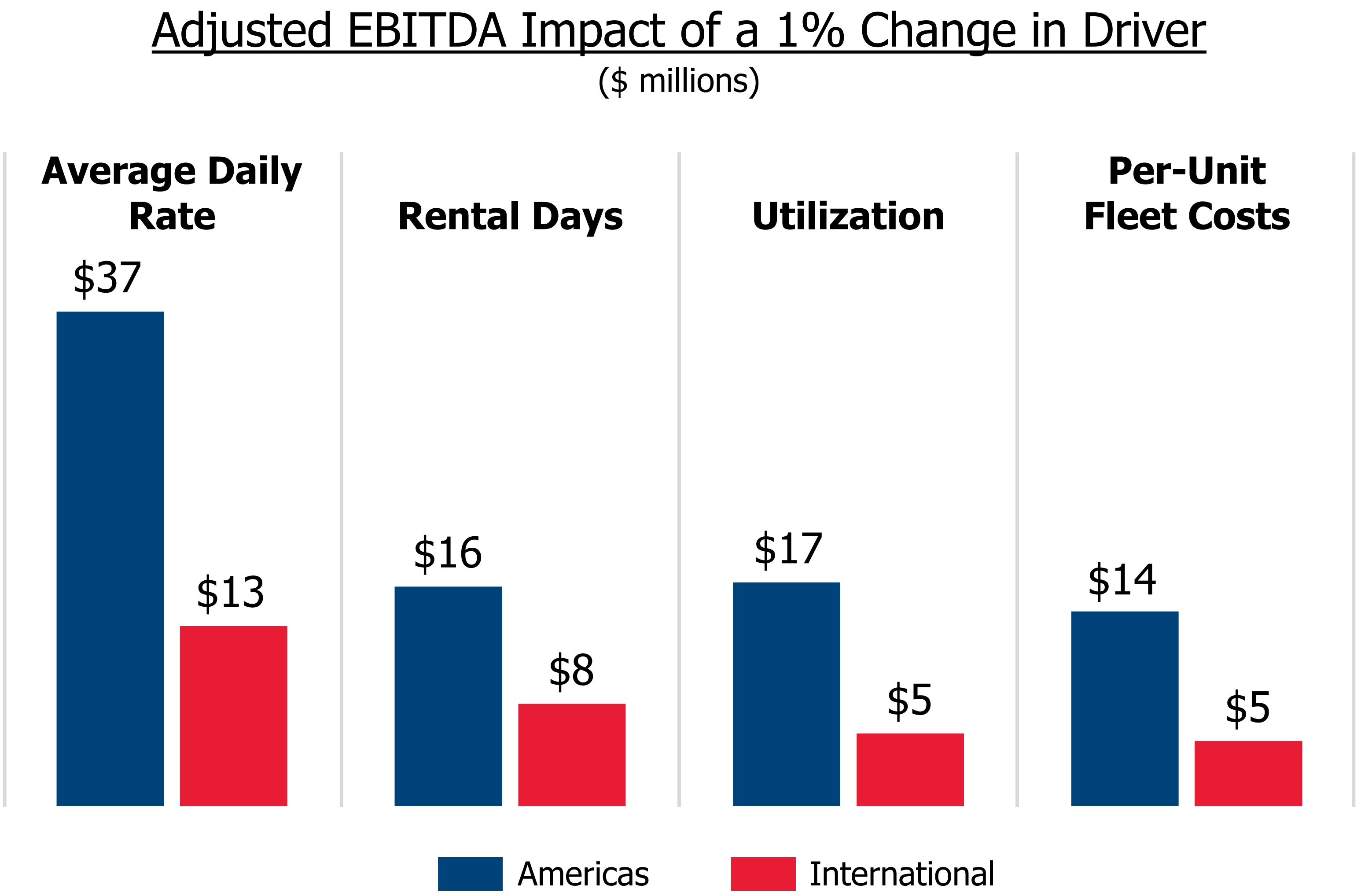
… Where Core Drivers have Significant Effects on Results



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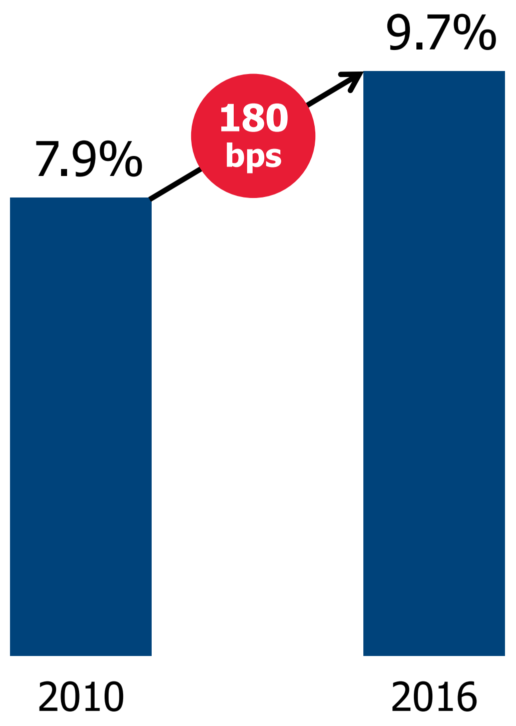
Focused on Margin Expansion

Adjusted EBITDA Margin



Key Drivers of Recent Margin Improvement

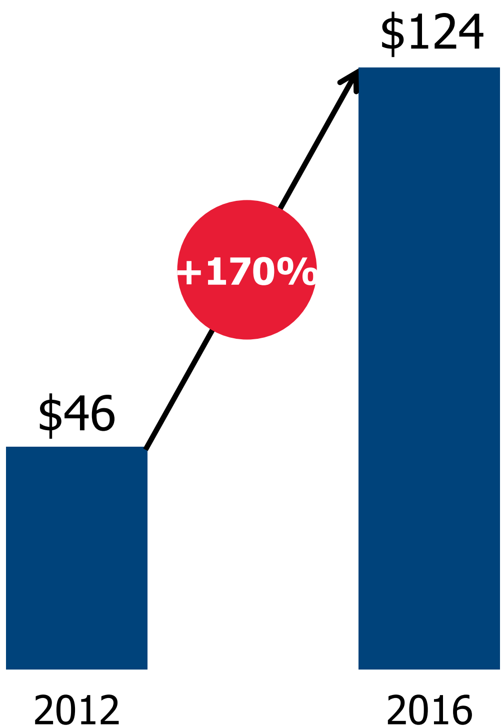
- Revenue initiatives
  - Car-class mix
  - Ancillary revenues
- Fleet optimization
  - Timing of purchases and sales
  - Alternative disposition channels
- Internal efficiencies
  - Performance Excellence
  - Transformation 2015

Note: Net margin was 1.0% in 2010 and 1.9% in 2016

Investing for Growth and Profitability

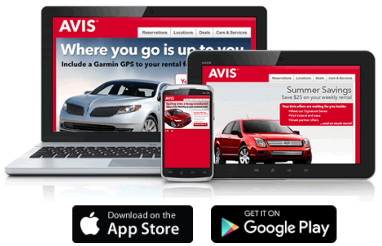
IT Capital Expenditures

($ millions)

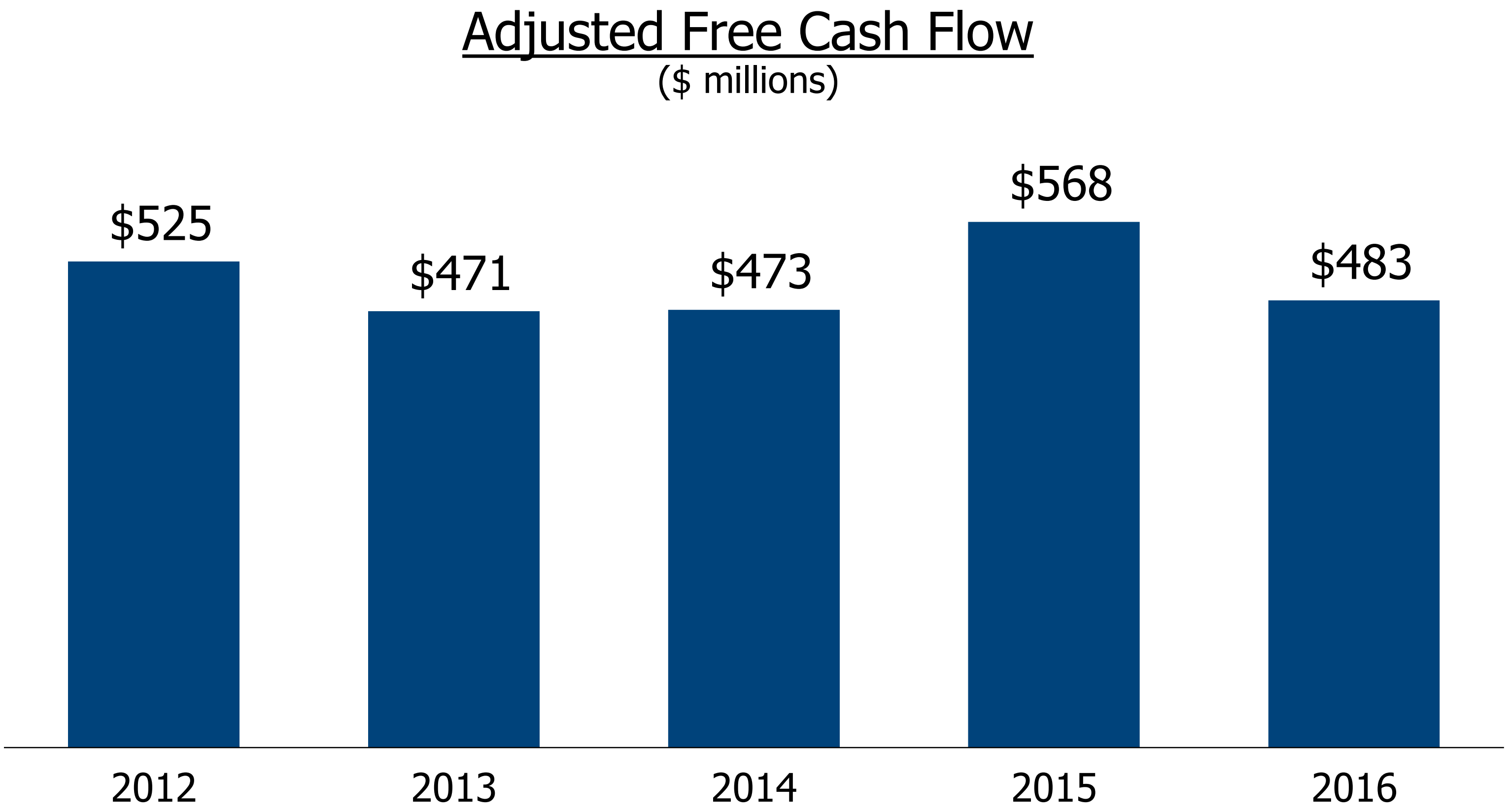


Key Examples

- New websites and mobile apps
- Demand-Fleet-Pricing yield management
- Wizard modernization
- Fleet optimization
- Zipcar



Delivering Powerful Adjusted Free Cash Flow



Adjusted free cash flow has been stable and recurring

Adjusted Free Cash Flow is after non-fleet capital expenditures and is adjusted for the adoption of ASU 2016-09 "Improvements to Employee Share-Based Payment Accounting"
Net cash from operating activities was $1,896, $2,264, $2,596, $2,627, and $2,640 for 2012, 2013, 2014, 2015 and 2016, respectively.

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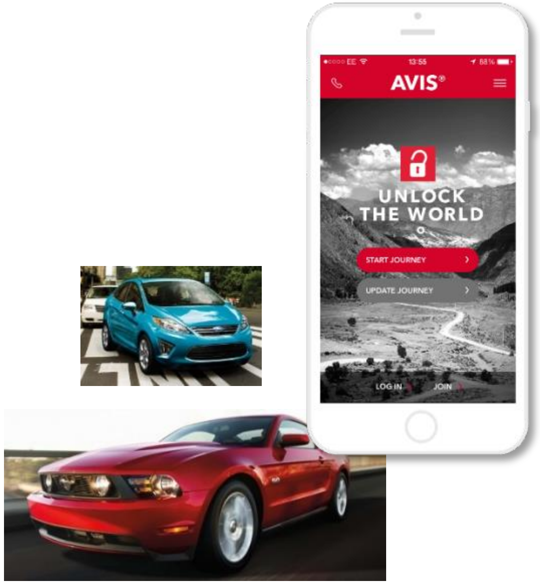

An Evolved Strategy for an Evolving Landscape

Driving Sustained, Profitable Growth

1. Win Customers
- Through differentiated brands and products

2. Increase Margins
- Via revenue, fleet and cost optimization

3. Succeed in Mobility
- Position ourselves in evolving landscape

Enablers

INNOVATION

TECHNOLOGY

PEOPLE

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Focused on Delivering Margin Growth Opportunities of $350 to $550 Million

Profitable Revenue Growth

$100 - $150 million

Fleet Optimization

$75 - $125 million

Operational Efficiencies

$125 - $175 million

Enhanced Mobility

$50 - $100+ million

$350 to $550 million opportunity over the next five years

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Profitable Revenue Growth

Key Initiatives

- Demand-Fleet-Pricing yield management
- More direct bookings, fewer intermediaries
  - Pre-paid rentals
- Digital revenue optimization
- Ancillary revenue growth
- Cross-border volume growth
- Customer relationship management
- Loyalty programs
- Carefully selected and negotiated marketing partnerships
- Customer satisfaction and "share of wallet"

Profitable Revenue Growth

$100 - $150 million

Fleet Optimization

<u>Key Initiatives</u>

- Fleet optimization
  - Manufacturer
  - Model
  - Trim level
  - Delivery date
  - Program vs. risk
  - Car class mix
  - Diversity vs. concentration
  - Hold period
- Fleet disposition
  - Timing
  - Location
  - Reconditioning
  - Disposition channel

Fleet Optimization

$75 - $125 million

Operational Efficiencies

Key Initiatives

- Manpower planning and rationalization
- Shuttling efficiency
- "Supply chain" (maintenance and repair optimization)
- Damage recoveries and liability reductions
- Process improvement
  - Performance Excellence
  - Shared services
  - Standardized systems and processes
- Procurement
- IT globalization and cost reduction
- Network rationalization

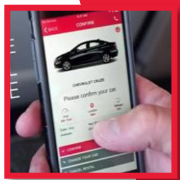
Operational Efficiencies

$125 - $175 million

Enhanced Mobility

Key Initiatives

- Avis Now
  - Current version
  - Enhancements
- Zipcar
  - Continued member growth
  - Geographic expansion
  - New services
    - ONE>WAY
    - "Floating"
- Potential partnerships
- Connected car
- Emerging markets

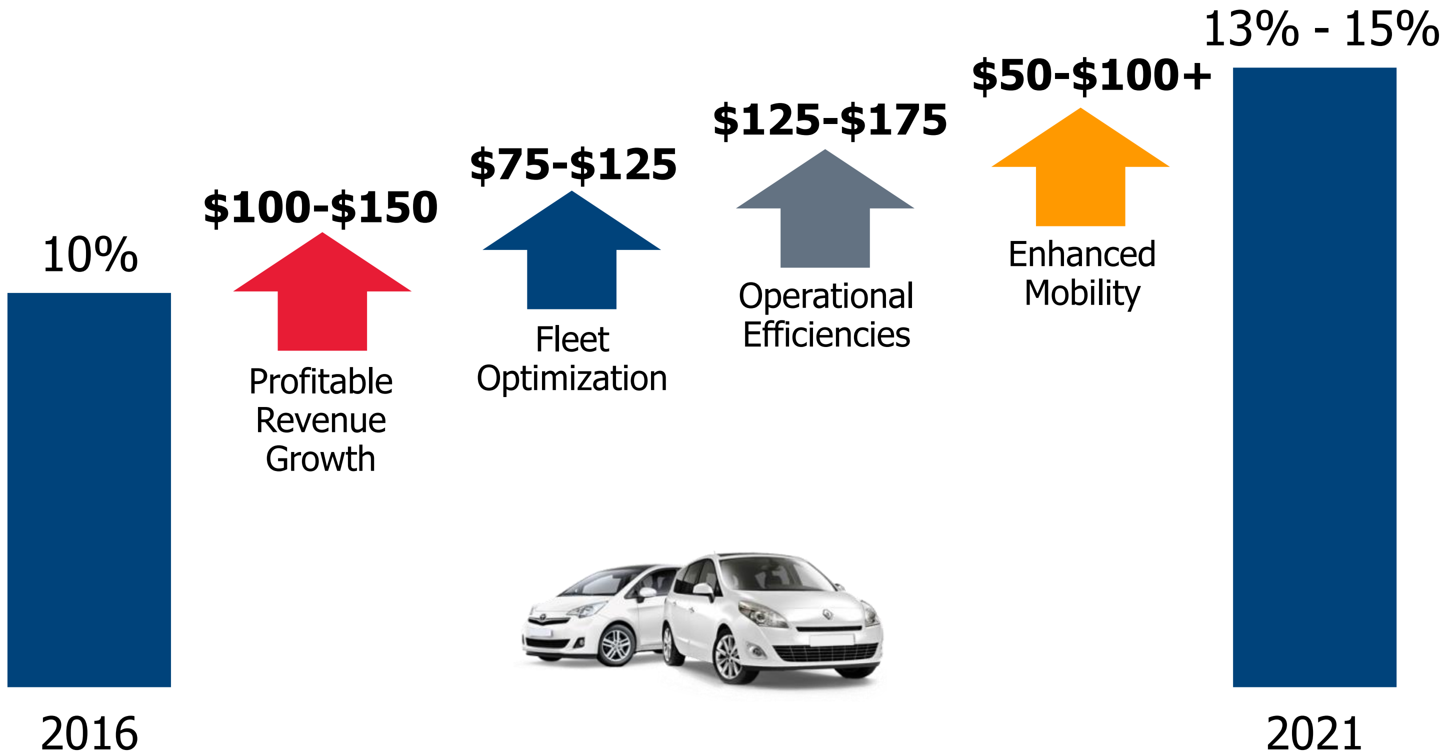


Enhanced Mobility

$50 - $100+ million

Significant Opportunity for Margin Growth

($ millions)



Targeting $350 to $550 million of increased profitability over the next five years

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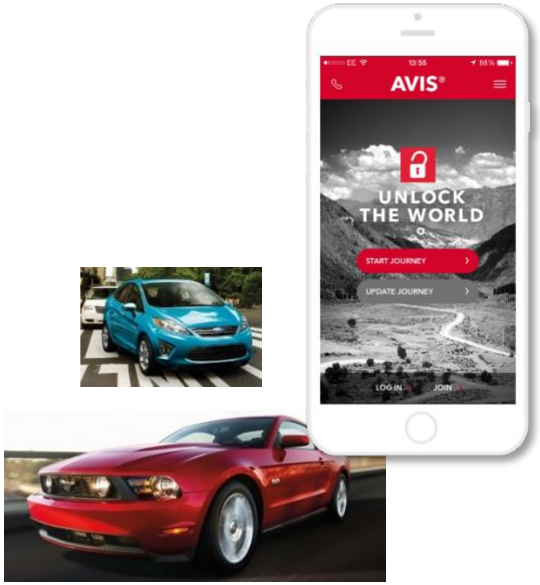
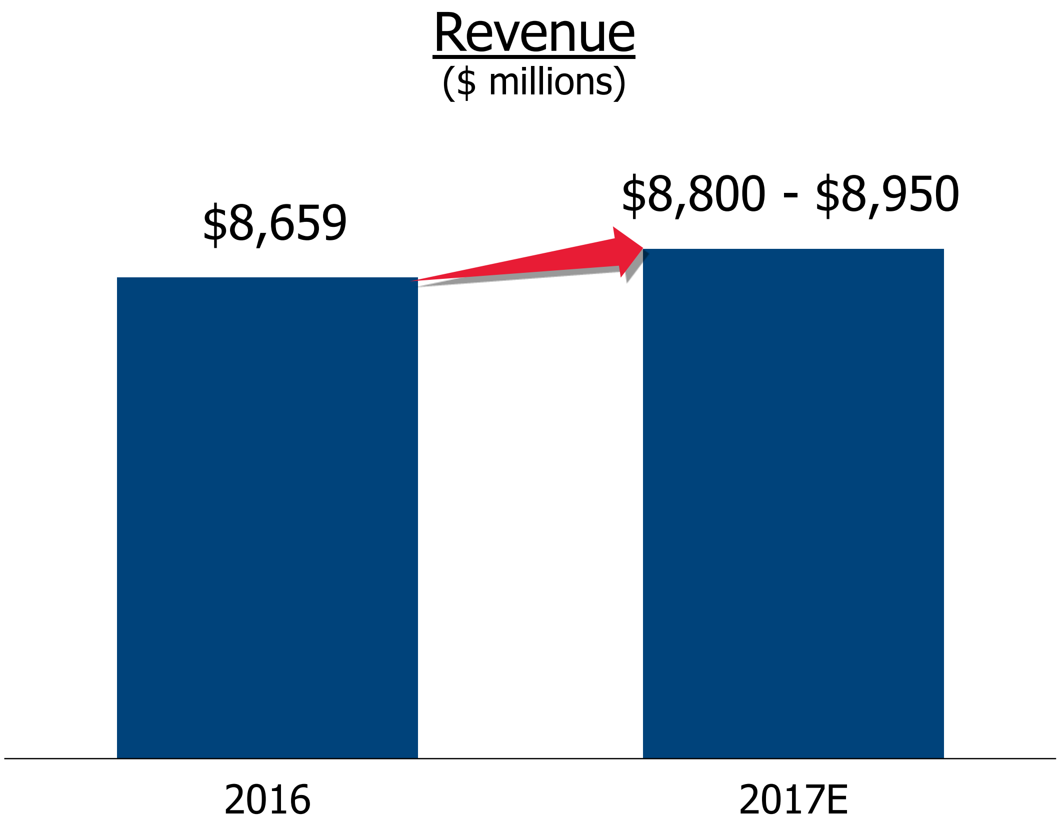
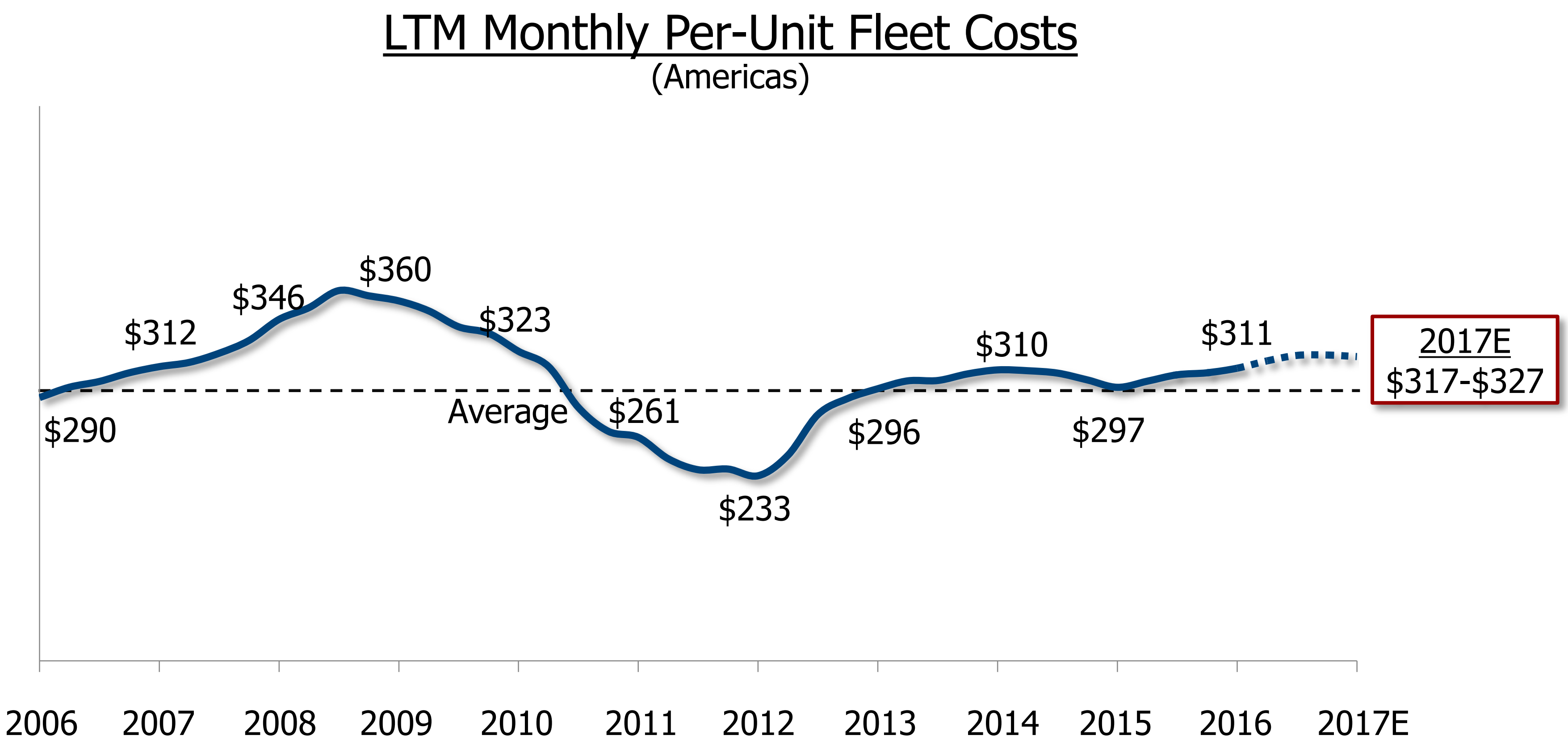


Expect Revenue to Increase Approximately 2 - 3% in 2017



Expect year-over-year Americas pricing to decrease 1% to 2%

Fleet Costs in Line with Historical Average



Per-unit fleet costs are expected to increase between 2% and 5% in 2017

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Note: Per-unit fleet costs exclude Truck; 2008-09 rise reflects recession effects, and 2011-12 decline reflects vehicle supply issues following earthquake in Japan

2017 Outlook

($ millions, except per-share amounts)

	2017 Estimate	Growth vs. 2016[(a)]
Revenue	$8,800 - $8,950	2%
Adjusted EBITDA	$800 - $880	0%
Adjusted pretax income	$395 - $475	(1%)
Adjusted EPS (diluted)	**$2.85 - $3.50**	**8%**

Average diluted share count declining
by approximately 10% compared to 2016

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(a) Based on midpoint of projections

Significant Adjusted Free Cash Flow

($ millions, except per-share amounts)

	2017 Estimate[a]
Adjusted pretax income	$395 - $475
Non-vehicle D&A[b]	205
Capital expenditures	(200) – (210)
Cash taxes	(55) – (75)
Vehicle programs	30 – 50
Working capital and other	75 – 55
Adjusted Free Cash Flow	**$450 - $500**

Expect 2017 to be the sixth straight year with adjusted free cash flow exceeding $450 million

(a) Approximate and excluding any significant timing differences
(b) Approximate and excluding acquisition-related amortization expense
The GAAP reconciliation for Adjusted Free Cash Flow is provided on slides 11 and A-5

Principled Allocation of Capital

Maintain Healthy, Efficient Balance Sheet

- Preserve liquidity and manage leverage
- Maintain flexibility to invest in growth

Invest for Growth

- Organic opportunities
- Investing in technology and innovation
- Tuck-in acquisitions

Return Capital to Shareholders

- Repurchase shares

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Avis Budget Group is Well-Positioned for the Future

Solid track record — Consistent strategy and execution

Well-positioned in changing landscape — Core strengths provide strong foundation

Executing major initiatives — Three key focus areas

Driving margin expansion

Targeting 13% - 15% Adjusted EBITDA margin within five years

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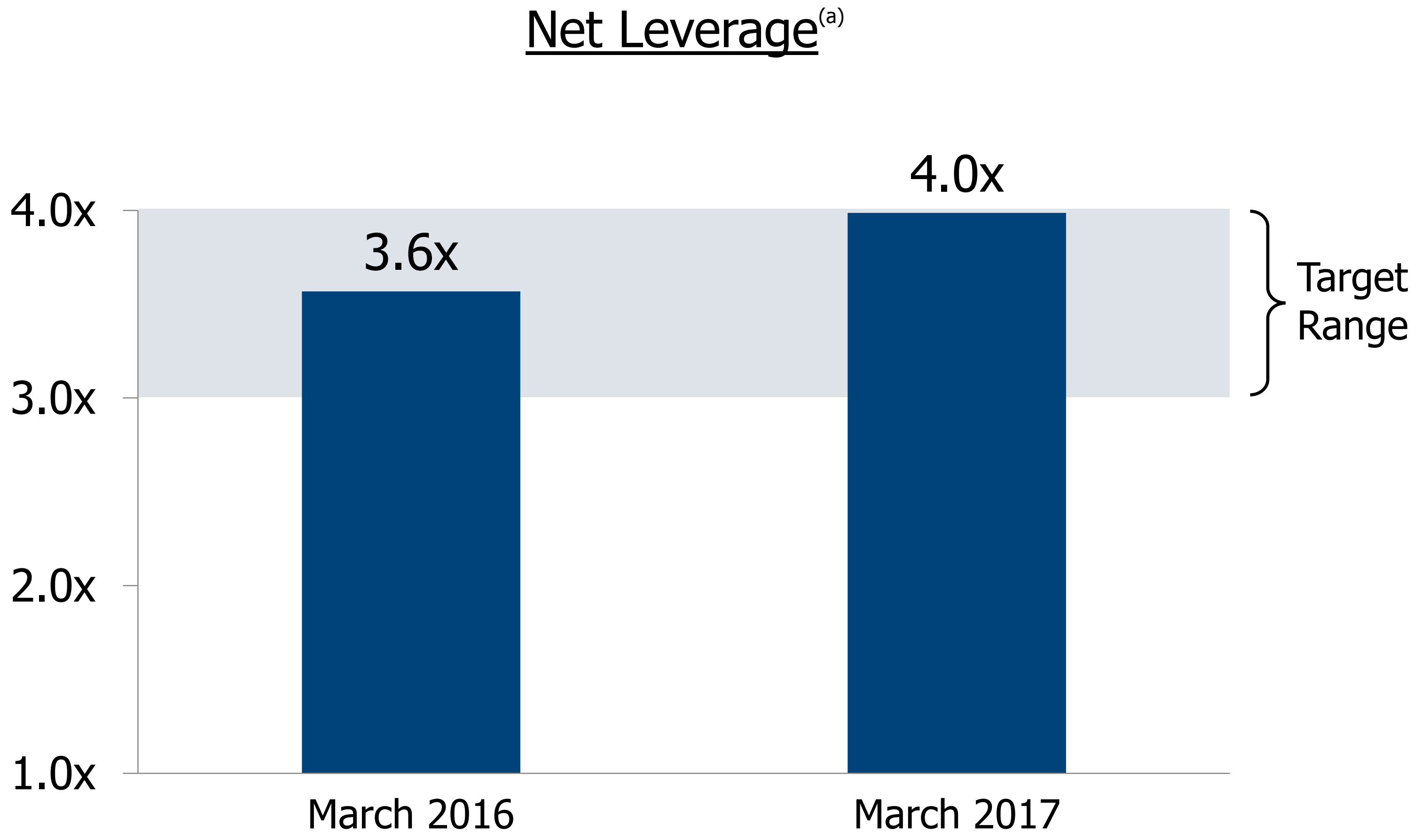
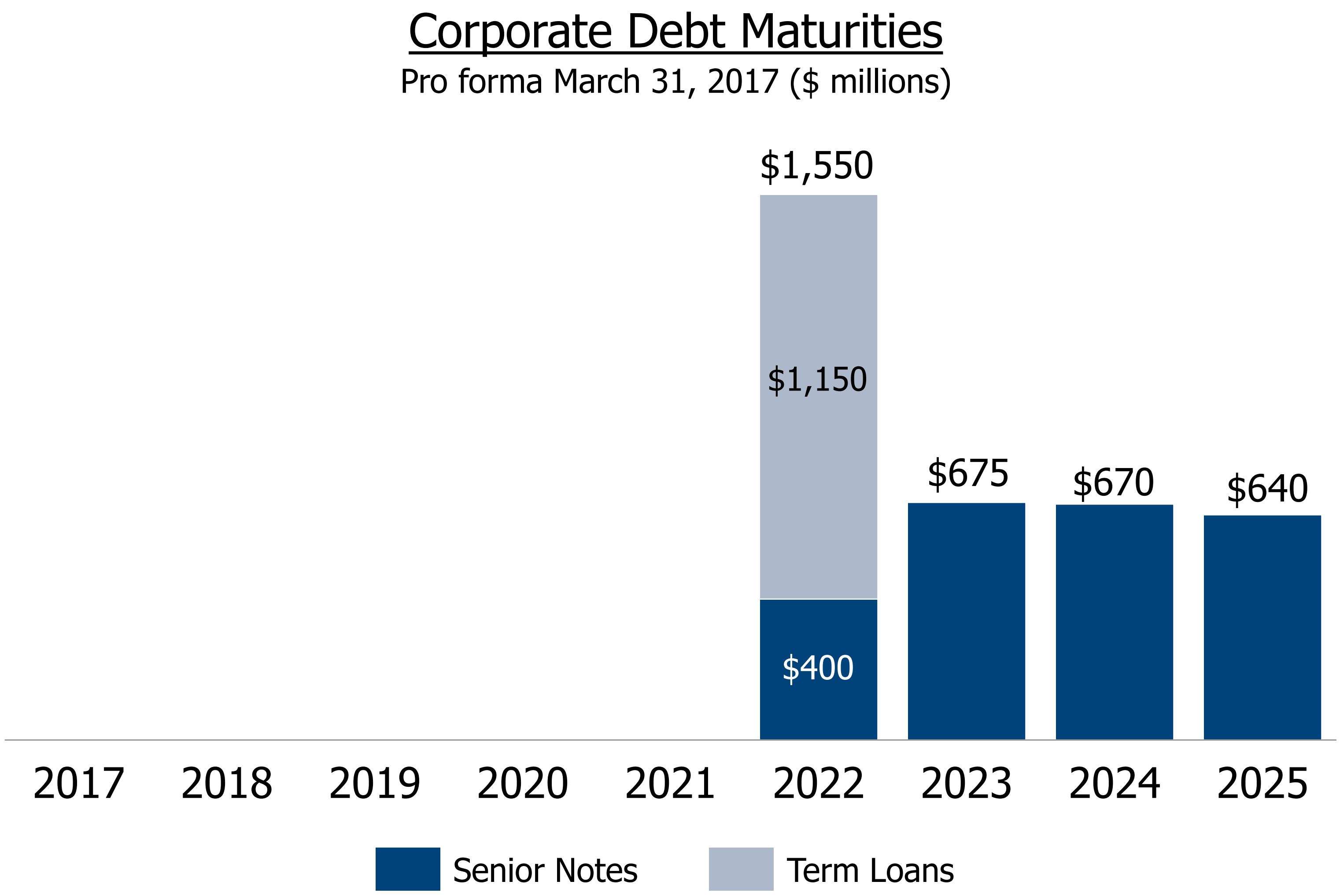
Appendix

Corporate Leverage in Line with Our Target



 (a) Net corporate debt divided by LTM Adjusted EBITDA

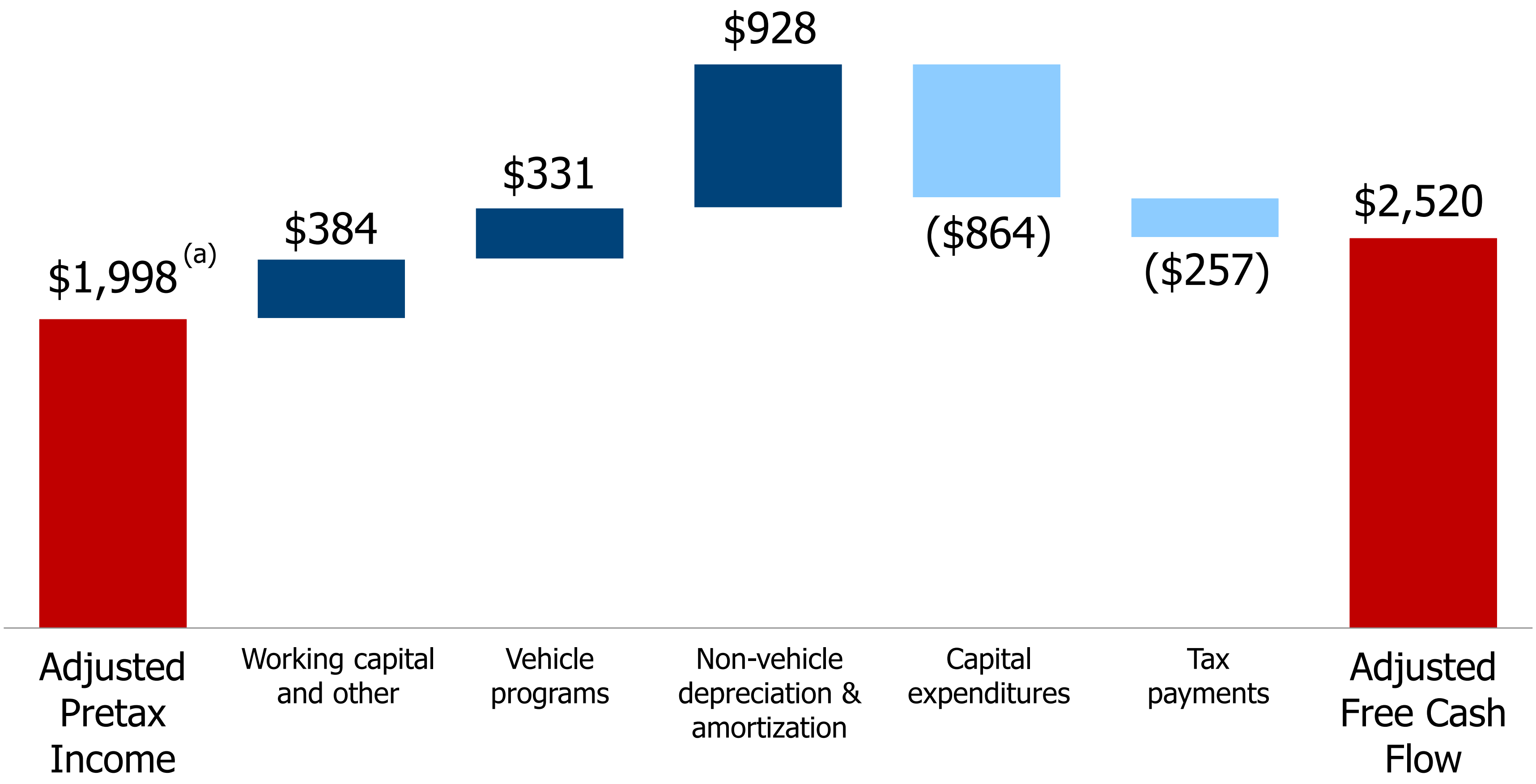
No Corporate Debt Maturities until 2022



Note: Pro forma for our first quarter 2017 financings and expected use of proceeds

Adjusted Free Cash Flow of $2.5 Billion over Last 5 Years

($ in millions)



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Note: Data are cumulative for years 2012, 2013, 2014, 2015 and 2016 and adjusted for the adoption of ASU 2016-09 "Improvements to Employee Share-Based Payment Accounting"

(a) Excluding debt extinguishment, restructuring, acquisition-related amortization, charges for legal matter and transaction-related costs

Glossary

Adjusted EBITDA

Adjusted EBITDA represents income from continuing operations before non-vehicle related depreciation and amortization, any impairment charge, restructuring expense, early extinguishment of debt costs, non-vehicle related interest, transaction-related costs, charges for an unprecedented personal-injury legal matter and income taxes. Charges for unprecedented personal-injury legal matters are recorded within operating expenses in our consolidated statement of operations. We believe that Adjusted EBITDA is useful as a supplemental measure in evaluating the aggregate performance of our operating businesses and in comparing our results from period to period. Adjusted EBITDA is the measure that is used by our management, including our chief operating decision maker, to perform such evaluation. Adjusted EBITDA is also a component in the determination of management's compensation. Adjusted EBITDA should not be considered in isolation or as a substitute for net income 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 net income to Adjusted EBITDA (in millions):

	Year Ended		LTM Ended	
	December 31, 2010	December 31, 2016	March 31, 2016	March 31, 2017
Net income	$ 54	$ 163	$ 271	$ 107
Provision for income taxes	18	116	41	93
Income before income taxes	$ 72	$ 279	$ 312	$ 200
Add certain items:				
Transaction-related costs, net	14	21	41	20
Acquisition-related amortization expense	-	59	60	58
Restructuring expense	11	29	32	21
Early extinguishment of debt	52	27	23	30
Impairment	-	-	-	-
Acquisition-related expenses	8	-	-	-
Charges for legal matter	-	26	-	39
Adjusted pretax income	$ 157	$ 441	$ 468	$ 368
Add: Non-vehicle related depreciation and amortization (excluding acquisition-related amortization expense)	90	194	170	197
Interest expense related to corporate debt, net (excluding early extinguishment of debt and interest related to our previous efforts to acquire Dollar Thrifty)	162	203	192	202
Adjusted EBITDA	$ 409	$ 838	$ 830	$ 767

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Glossary

Constant Currency
We present constant-currency results to provide a method of assessing how our business performed excluding the effects of foreign currency rate fluctuations. Currency exchange rate impacts are calculated by translating the current-year results at the prior-period average exchange rate plus any related gains and losses on currency hedges.

Reconciliation of Net Corporate Debt (in millions):

	March 31, 2016	March 31, 2017
Corporate debt	$ 3,838	$ 3,980
Less: Cash and cash equivalents	876	923
Net corporate debt	$ 2,962	$ 3,057

Adjusted 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 net cash provided by operating activities to adjusted free cash flow:

	Year Ended				
	December 31, 2012	December 31, 2013	December 31, 2014	December 31, 2015	December 31, 2016
Net cash provided by operating activities	$ 1,896	$ 2,264	$ 2,596	$ 2,627	$ 2,640
Investing activities of vehicle programs	(1,884)	(1,569)	(2,219)	(2,396)	(1,926)
Financing activities of vehicle programs	590	(196)	382	468	(82)
Capital expenditures	(136)	(154)	(185)	(201)	(192)
Proceeds received on asset sales	21	22	21	15	19
Change in restricted cash	(1)	14	6	3	2
Acquisition-related payments	(33)	29	(146)	26	-
Transaction-related payments	33	61	18	26	22
Early extinguishment of debt	39	-	-	-	-
Adjusted free cash flow	$ 525	$ 471	$ 473	$ 568	$ 483

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