



**avis budget group**

## **Investor Day Presentation**

May 2012

# 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 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 such measures is contained within this presentation, including in the Glossary section.

# Agenda

- ▶ **Ron Nelson** Chairman and Chief Executive Officer
- ▶ **Larry De Shon** President, Europe, Middle East and Africa
- ▶ **Pat Siniscalchi** President, Latin America / Asia-Pacific

Q & A

- ▶ **Tom Gartland** President, North America
- ▶ **Scott Deaver** Executive Vice President, Strategy

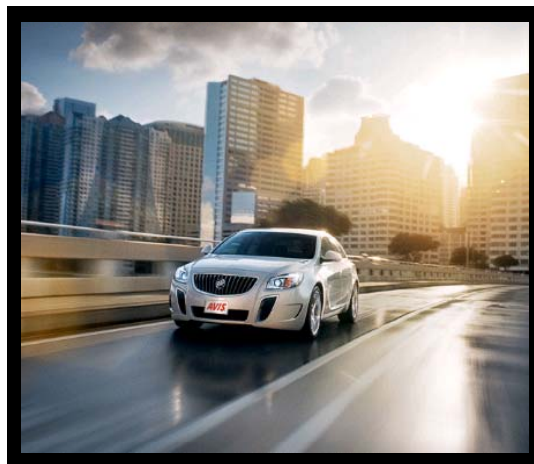
Q & A

- ▶ **David Wyshner** Sr. Executive Vice President and CFO

Q & A

LUNCH





# avis budget group

## Investor Day Presentation

**Ron Nelson**  
**Chairman & Chief Executive Officer**

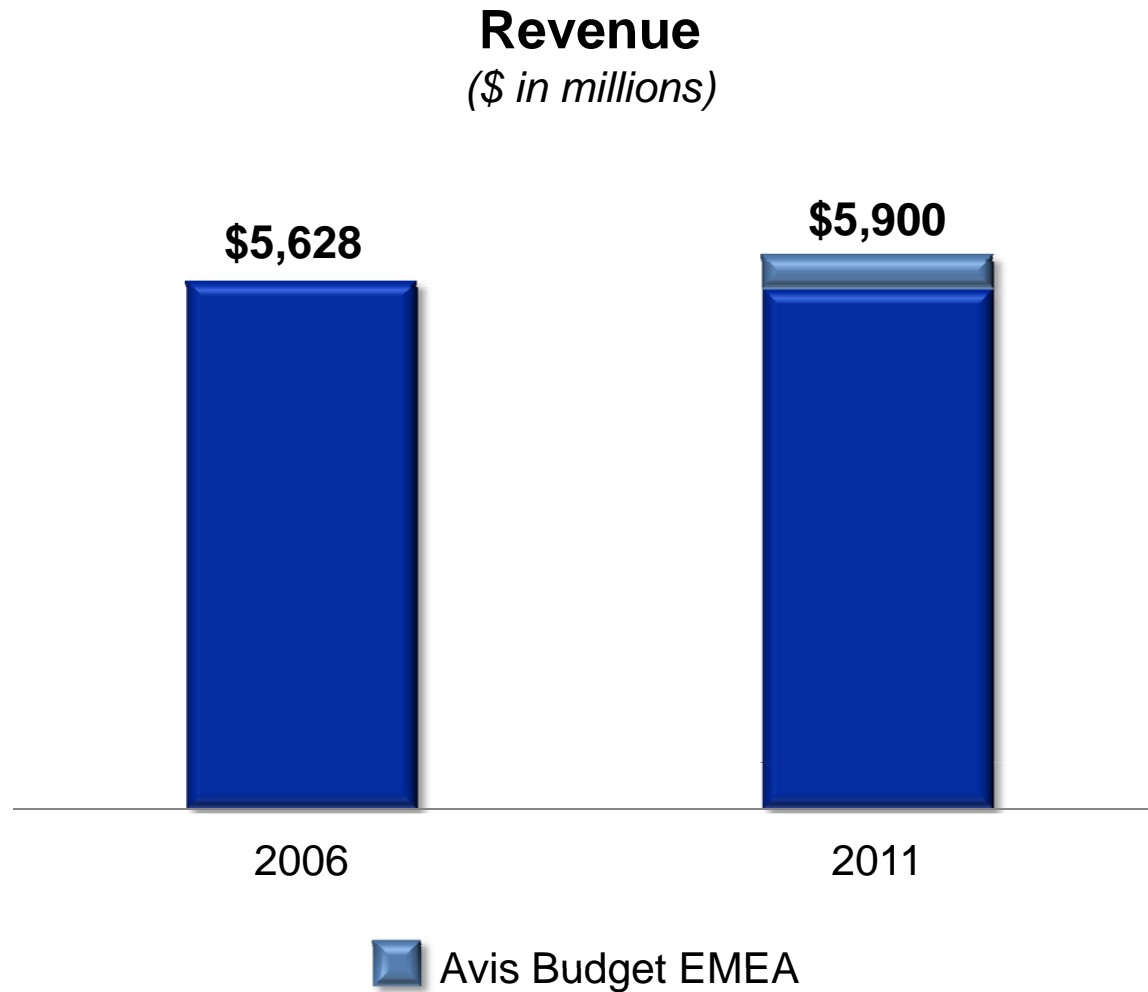
May 2012

**Why are we here today?**



THEN AND NOW

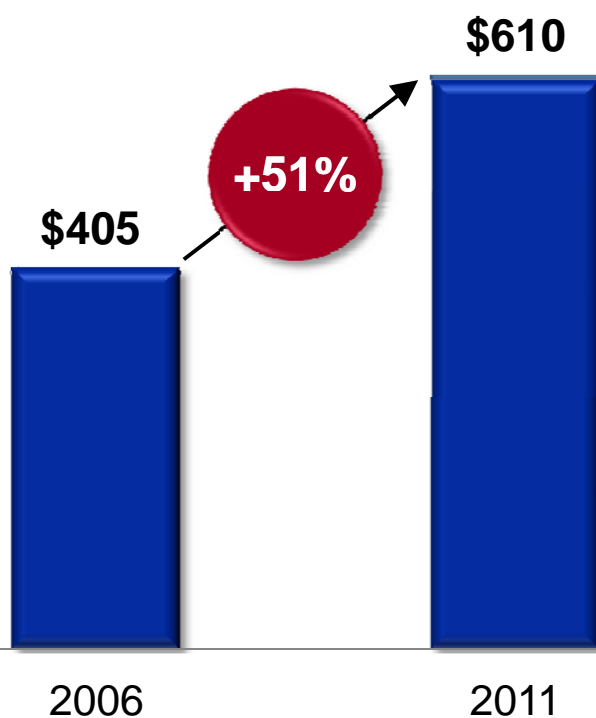
# Revenue Has Almost Returned to Pre-Recession Levels



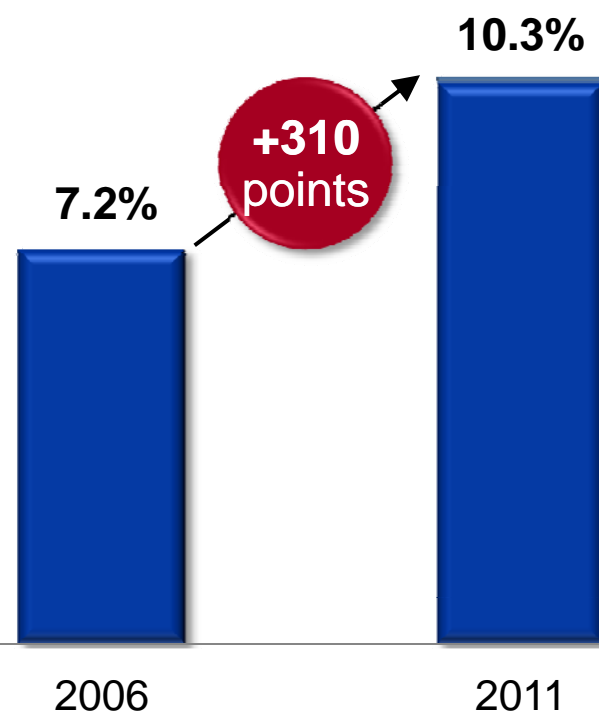
THEN AND NOW

## Significantly Improved Earnings And Margins

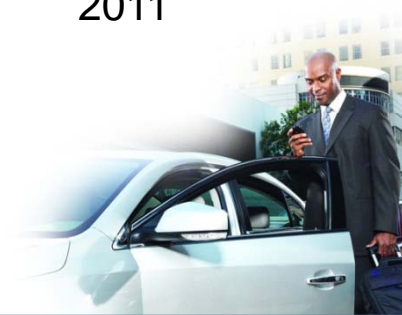
**Adjusted EBITDA<sup>(a)</sup>**  
(\$ in millions)



**Adjusted EBITDA  
Margin<sup>(a)</sup>**

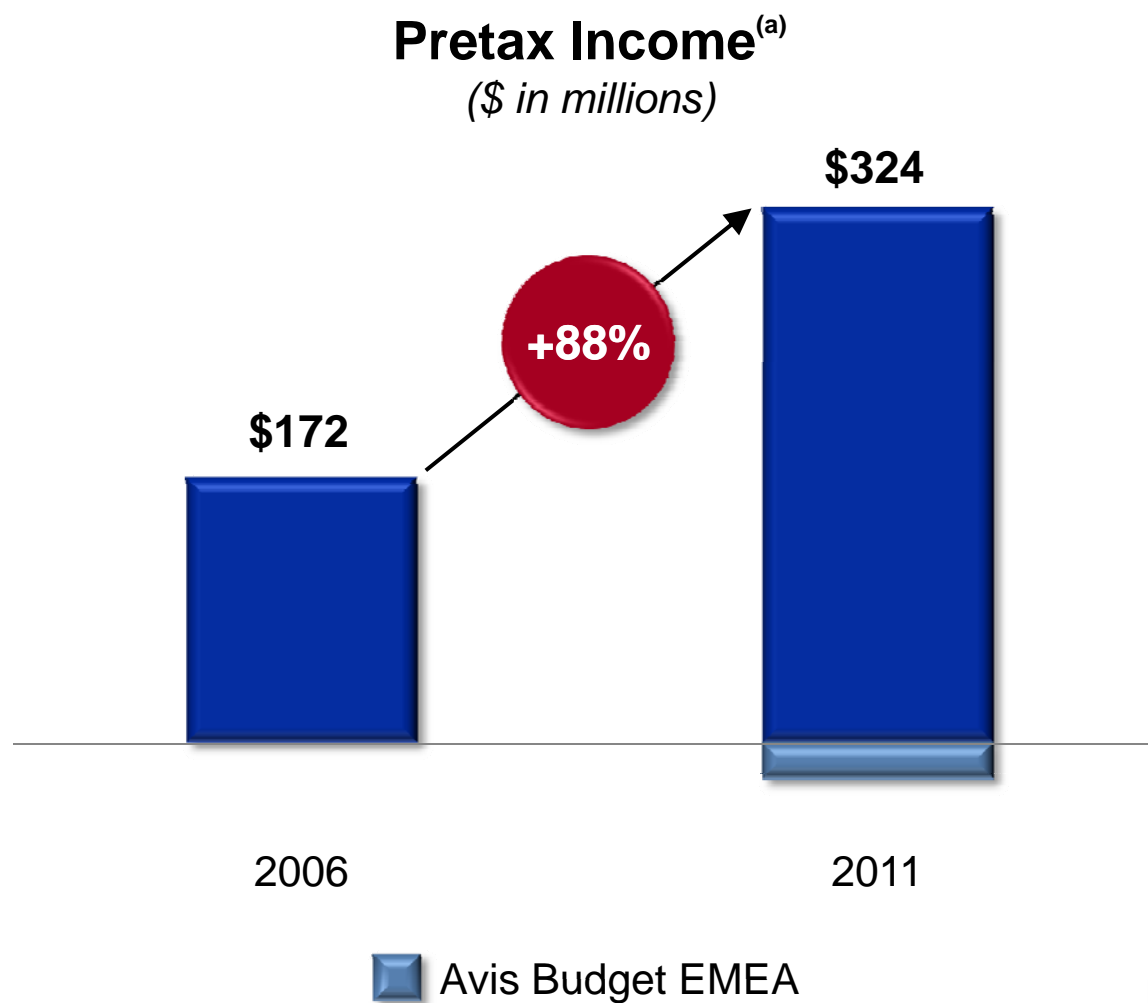


 Avis Budget EMEA



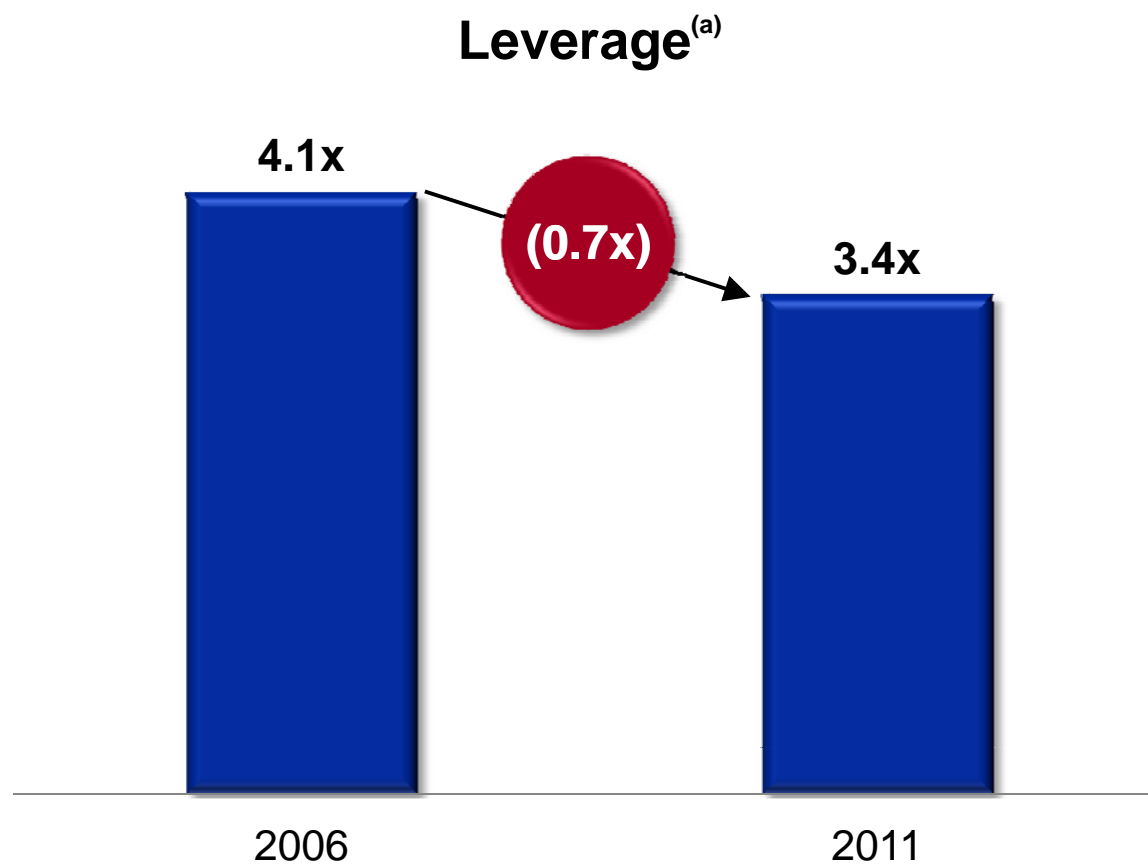
THEN AND NOW

## Strong Pretax Income Growth



THEN AND NOW

## Lower Leverage . . .



# Challenging Times

## Global Recession



## War



## OEM Bankruptcy

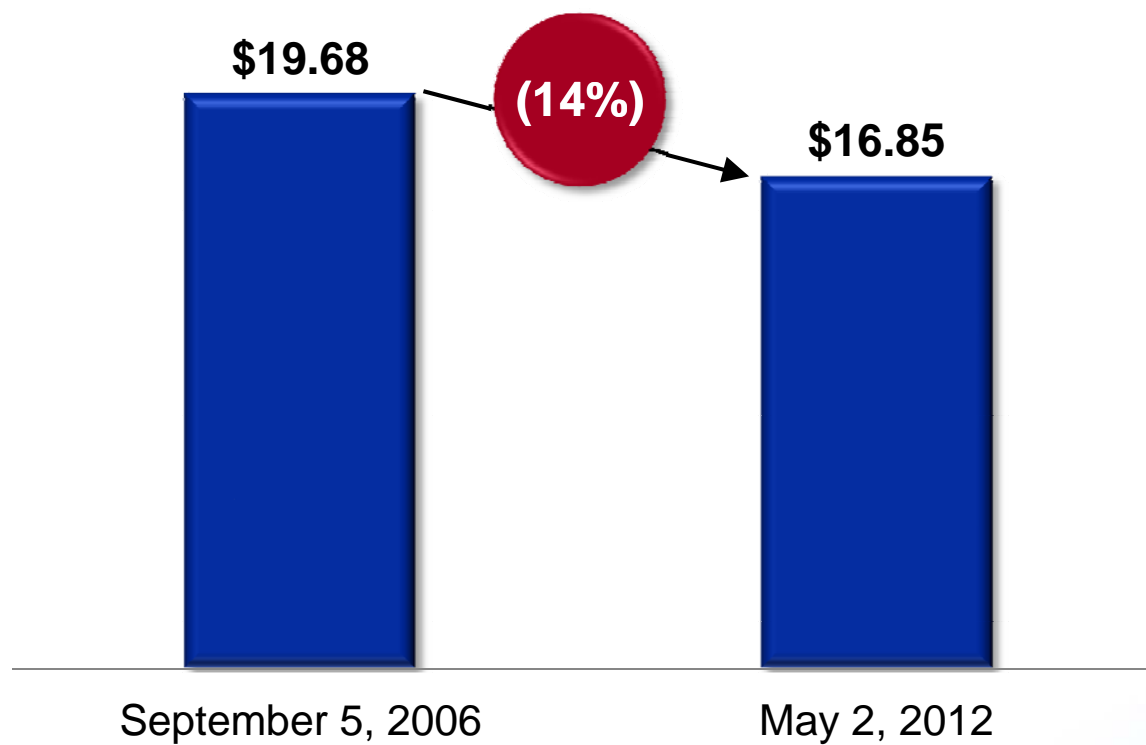


## Supply Chain Disruptions



THEN AND NOW

## ... And Lower Stock Price???



# You Have Told Us What You Expect

## 1. Transparency



## 2. Access

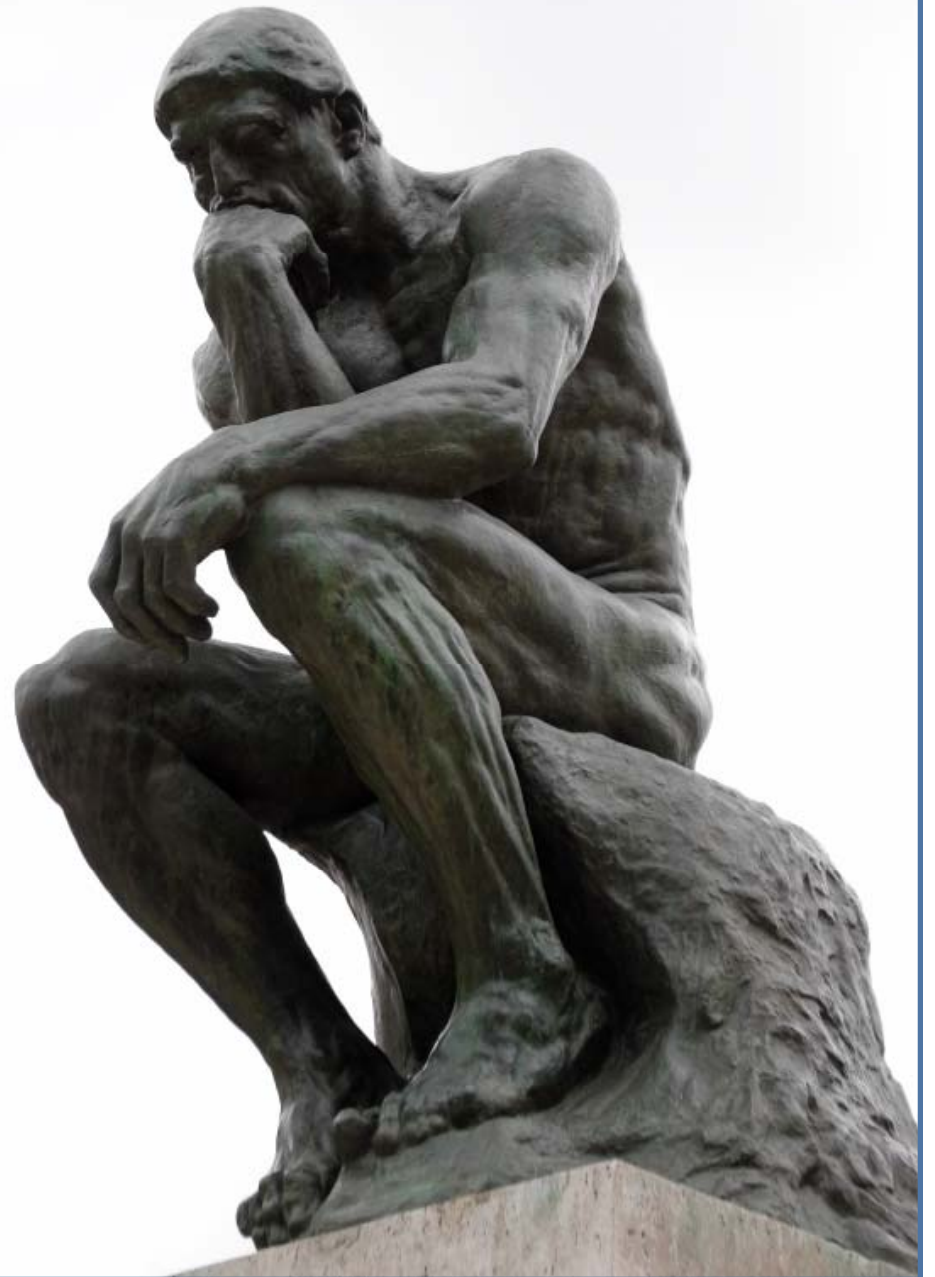


## 3. Growth



# Why Avis Budget Group?

avis budget group



WHY AVIS BUDGET GROUP?

# Four Underlying Strategies Drive Our Business Choices

## Driving Sustained, Profitable Growth



***Strategically  
Accelerate  
Growth***



***Expand Our  
Global  
Footprint***



***Put the  
Customer  
First***



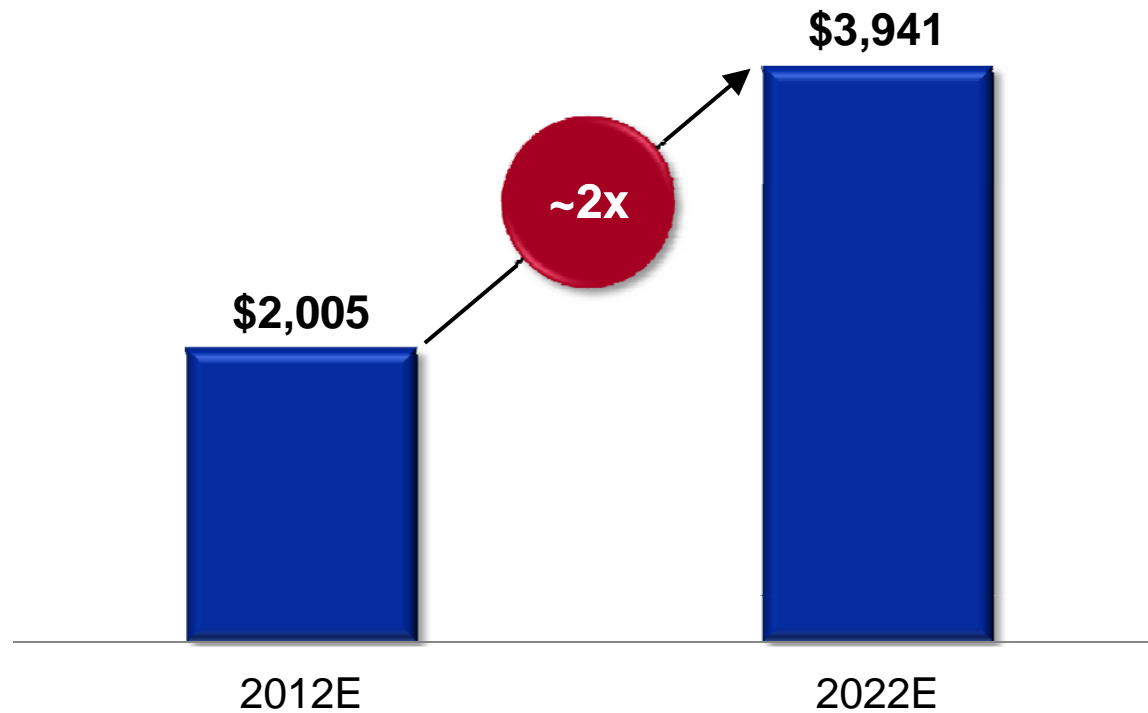
***Drive  
Efficiency  
Throughout  
the  
Organization***

# Key Initiatives Drive Underlying Strategies

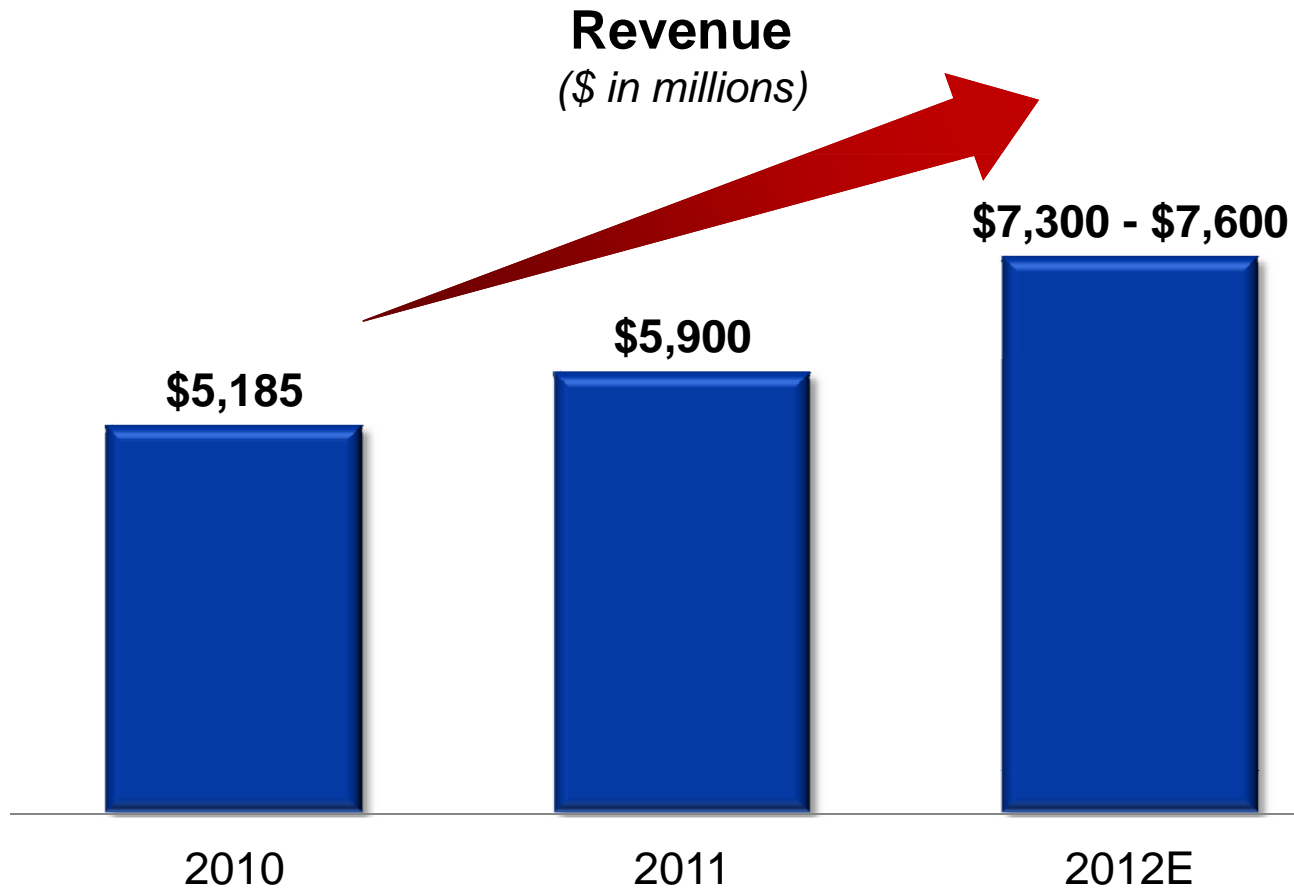


# Global Travel Spend Expected To Double Over Next Decade

## Global Travel & Tourism Growth<sup>(a)</sup> (\$ in billions)



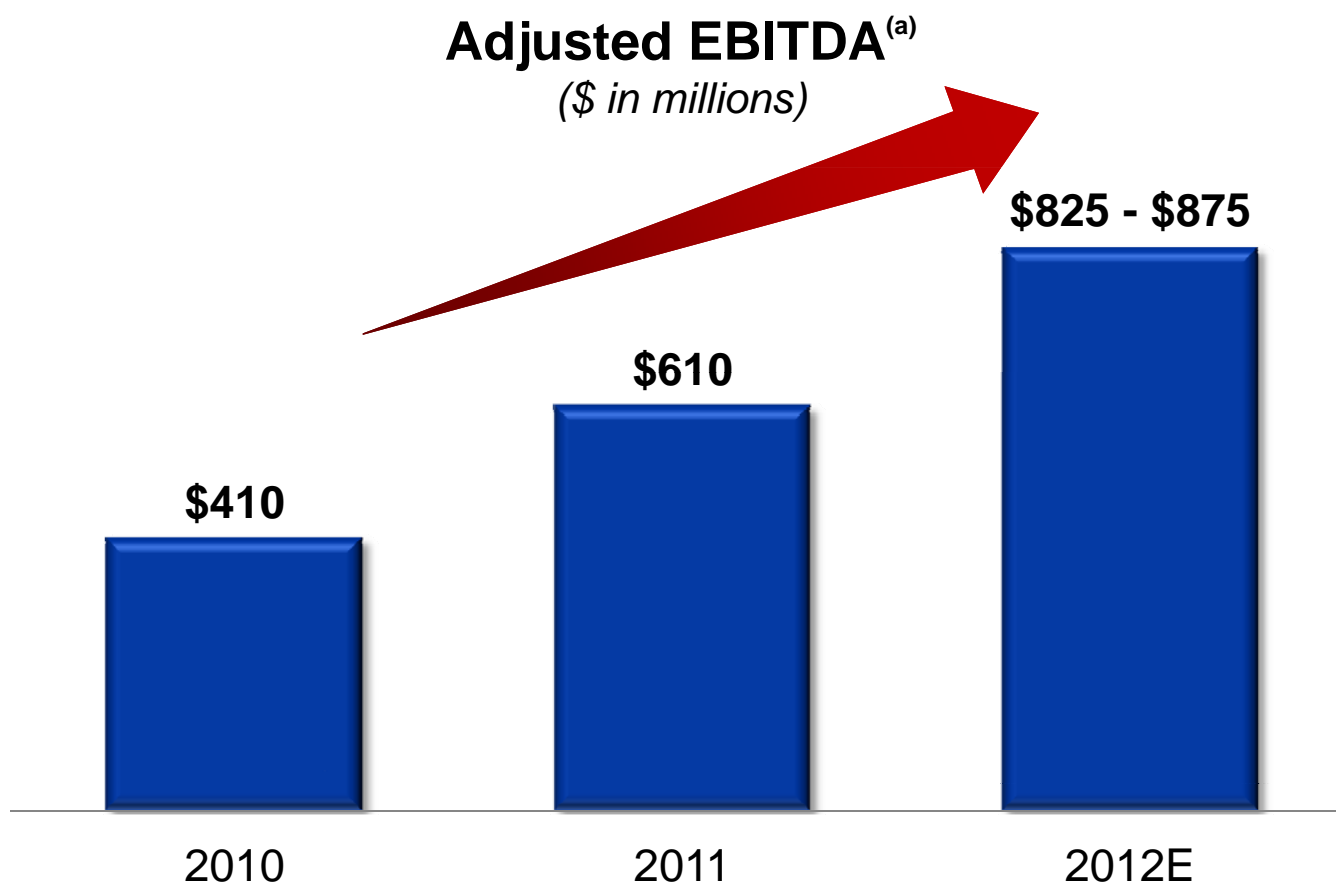
# Increased Revenue



Accelerate  
Growth



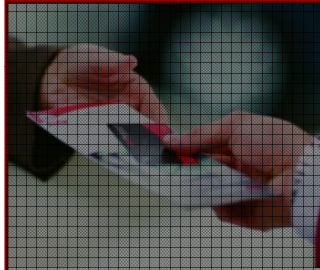
# Increased Earnings



WHY AVIS BUDGET GROUP?

# Four Underlying Strategies Drive Our Business Choices

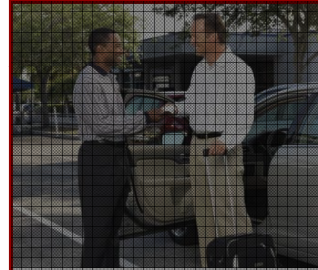
## Driving Sustained, Profitable Growth



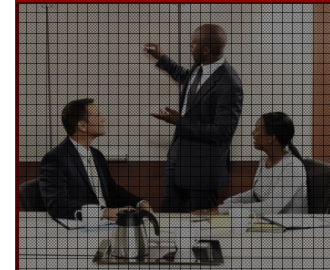
***Strategically  
Accelerate  
Growth***



***Expand Our  
Global  
Footprint***



***Put the  
Customer  
First***

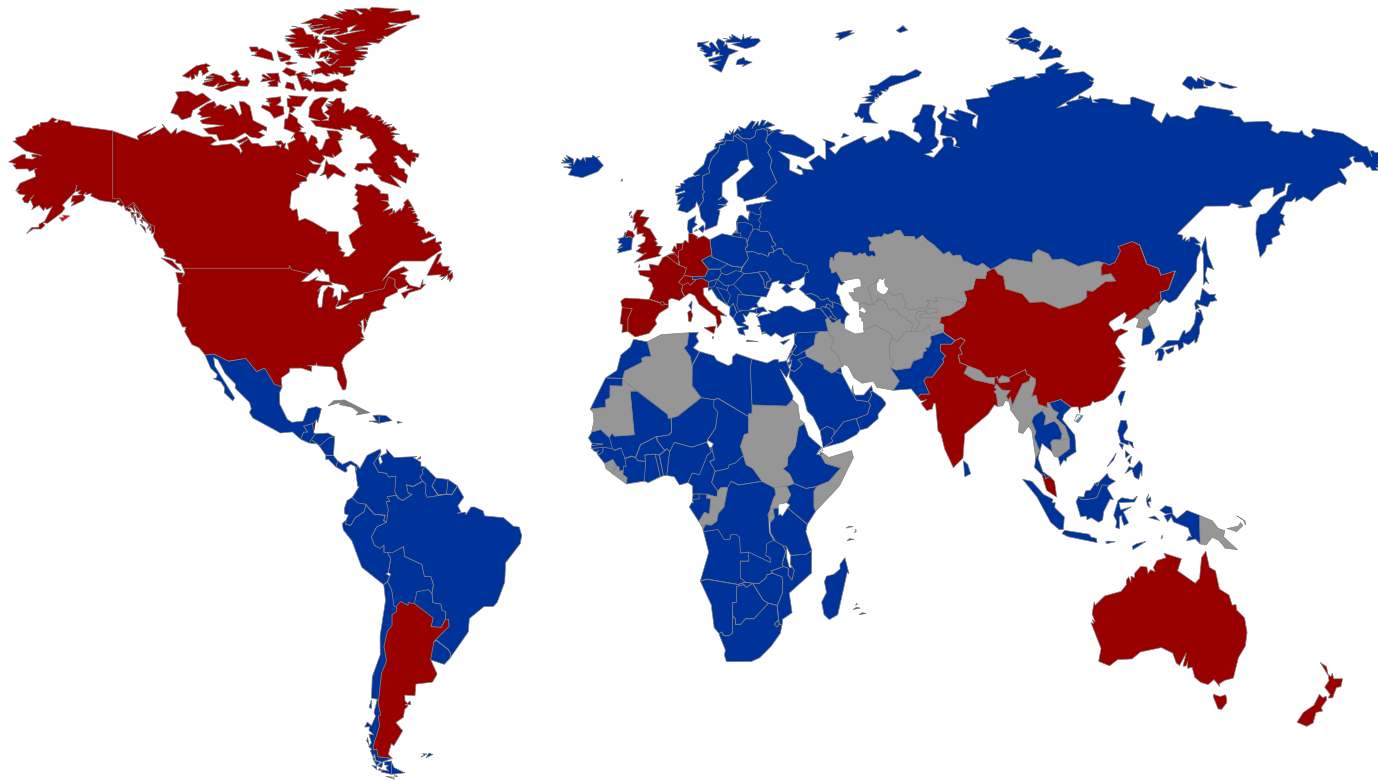


***Drive  
Efficiency  
Throughout  
the  
Organization***

# Expand Our Global Footprint

## Locations in More Than 175 Countries

Owned and Joint Venture Territories Licensed Territories



# Acquisition of Avis Europe Is An Exciting Opportunity

Expand  
Footprint

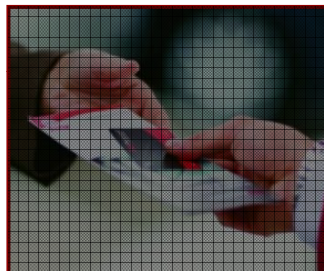
- ✓ Controlling the brand proposition globally
- ✓ Increases presence in faster-growing markets
- ✓ Meaningful growth and synergy opportunities
- ✓ Expected to be earnings accretive in 2012<sup>(a)</sup>



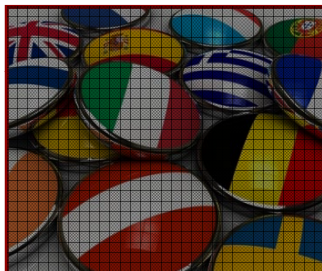
WHY AVIS BUDGET GROUP?

# Four Underlying Strategies Drive Our Business Choices

## Driving Sustained, Profitable Growth



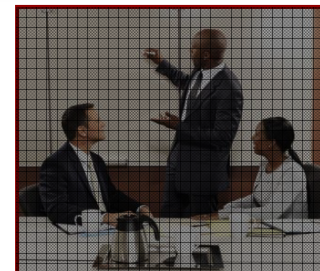
***Strategically  
Accelerate  
Growth***



***Expand Our  
Global  
Footprint***



***Put the  
Customer  
First***



***Drive  
Efficiency  
Throughout  
the  
Organization***

# Becoming A Customer Led, Service Driven Organization

Customer  
First

avis budget group

*CUSTOMER LED | SERVICE DRIVEN™*



# Using Self-Service Technology to Empower Our Customers

Customer  
First

- ▶ Listen
- ▶ Innovate
- ▶ Convenience
- ▶ Customer touchpoints



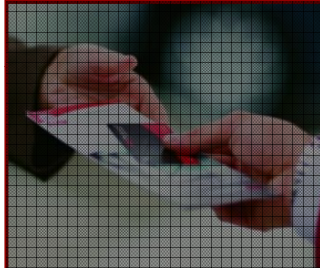
Improved  
Customer  
Satisfaction



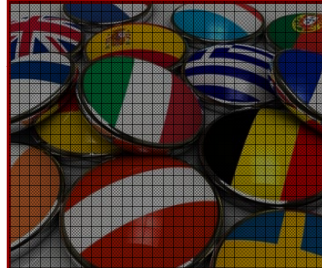
WHY AVIS BUDGET GROUP?

# Four Underlying Strategies Drive Our Business Choices

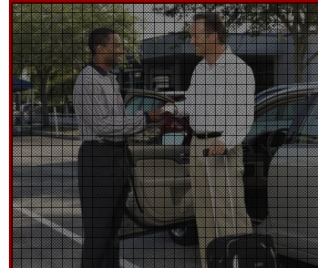
## Driving Sustained, Profitable Growth



***Strategically  
Accelerate  
Growth***



***Expand Our  
Global  
Footprint***



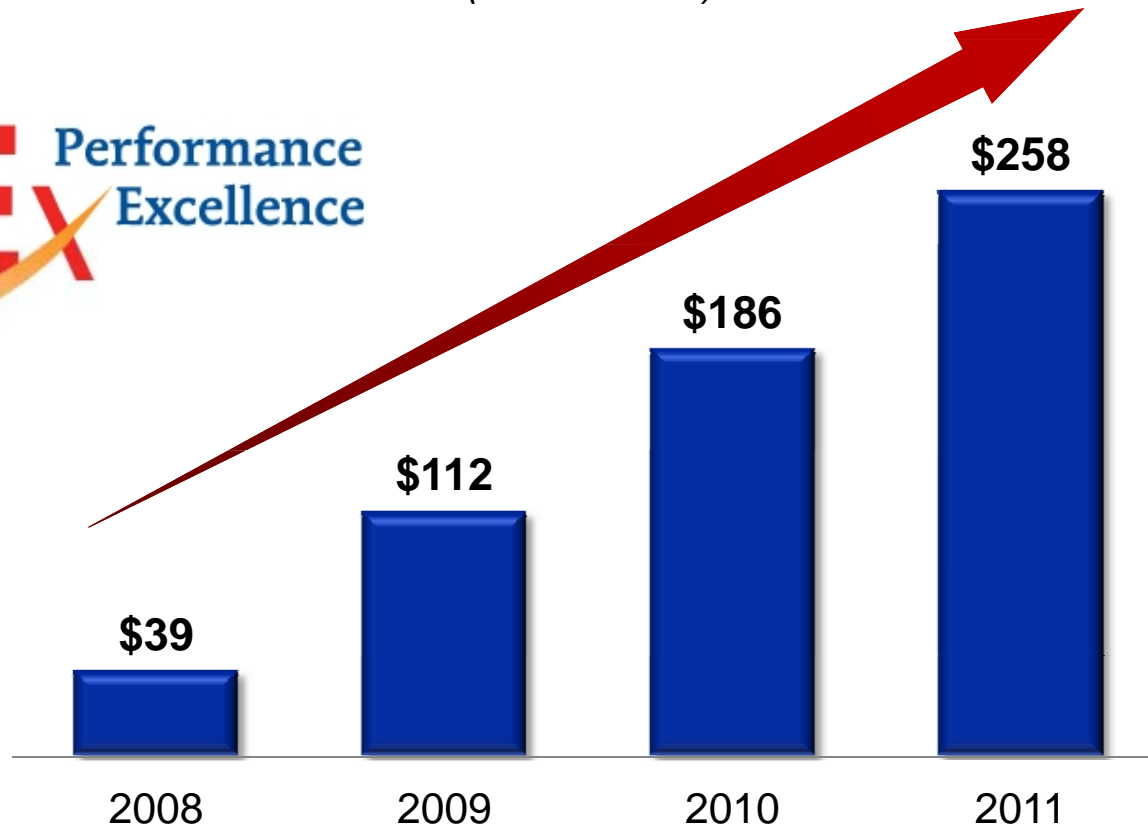
***Put the  
Customer  
First***



***Drive  
Efficiency  
Throughout  
the  
Organization***

# Driving Process Improvement

## Performance Excellence Benefits (*\$ in millions*)



Drive  
Efficiency



# Challenging Every Assumption

Drive  
Efficiency

- ▶ **“All demand is similar and good”**
- ▶ **“A Budget transaction is a lost Avis transaction”**
- ▶ **“Higher utilization always maximizes profits”**
- ▶ **“Decisions should be made at the local level”**



**Why are we here today?**



# Key Messages Today

- ▶ Industry leader with two global brands



- ▶ Expanding our global footprint



- ▶ Strong financial performance



- ▶ Strategic initiatives focused on profitable growth



- ▶ Generating significant earnings and cash flow

