



# avis budget group

**Larry D. De Shon**  
**President, Europe, the Middle East and Africa**

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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. 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, Form 10-Q 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.

# Key Messages

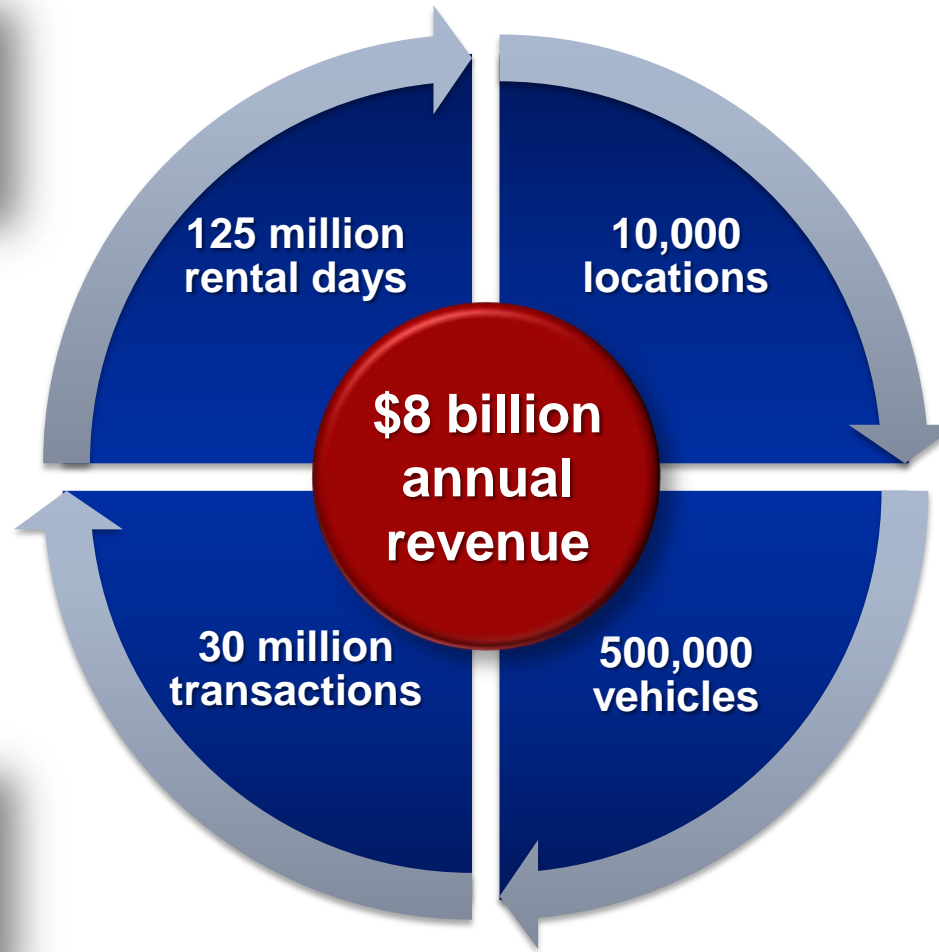
**Global Industry Leader**

**Avis Budget EMEA Today**

**Market Dynamics**

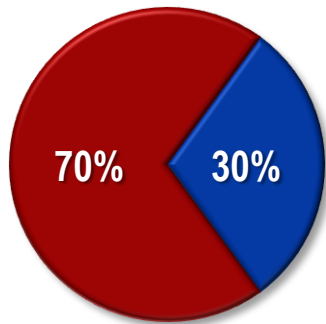
**Strategy**

# A Global Leader in the Car Rental Industry

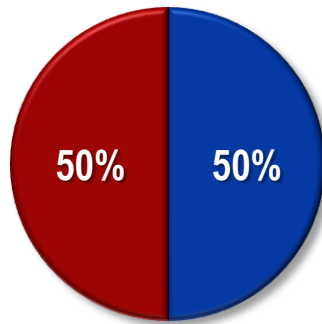


# Diversified Revenue Sources

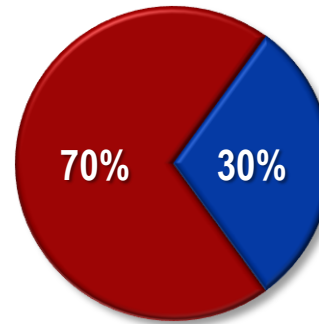
## Avis vs. Budget



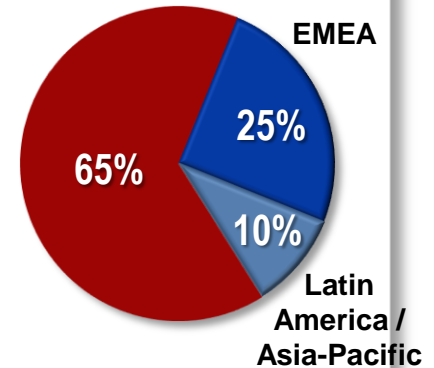
## Commercial vs. Leisure



## On-Airport vs. Off-Airport



## North America vs. International



**Locations in More Than 175 Countries and  
a Leading Position in Most Major Markets**

# Key Messages

**Global Industry Leader**

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# The EMEA Business Today

**Locations in More Than 95 Countries and  
a Leading Position in Most Major Markets**

**Annual revenue**

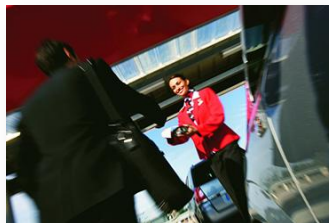
**\$1.7 billion**

**Rental days**

**27 million**

**Vehicles**

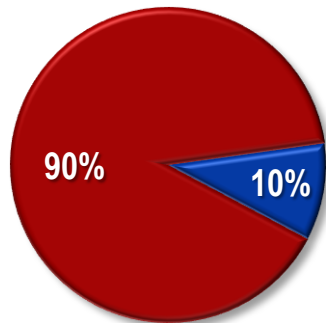
**106,000**



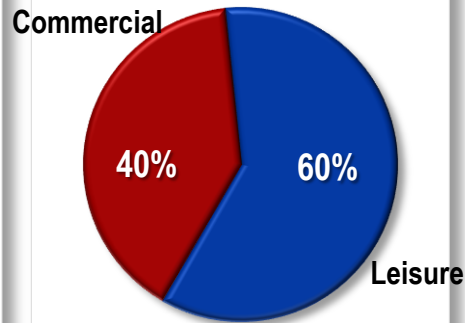


# Diversified Revenue Sources

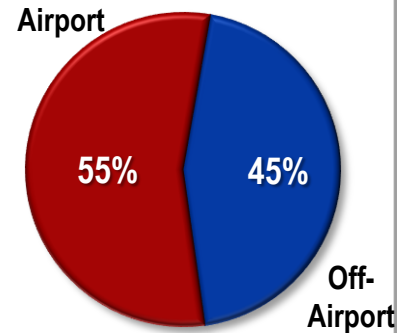
## Avis vs. Budget



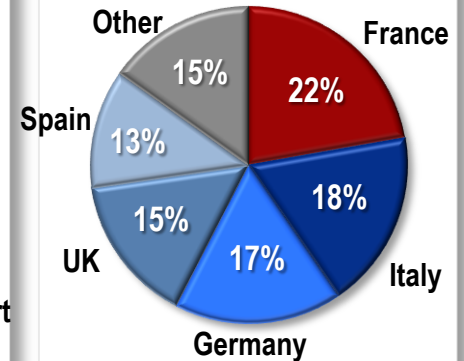
## Commercial vs. Leisure



## On-Airport vs. Off-Airport



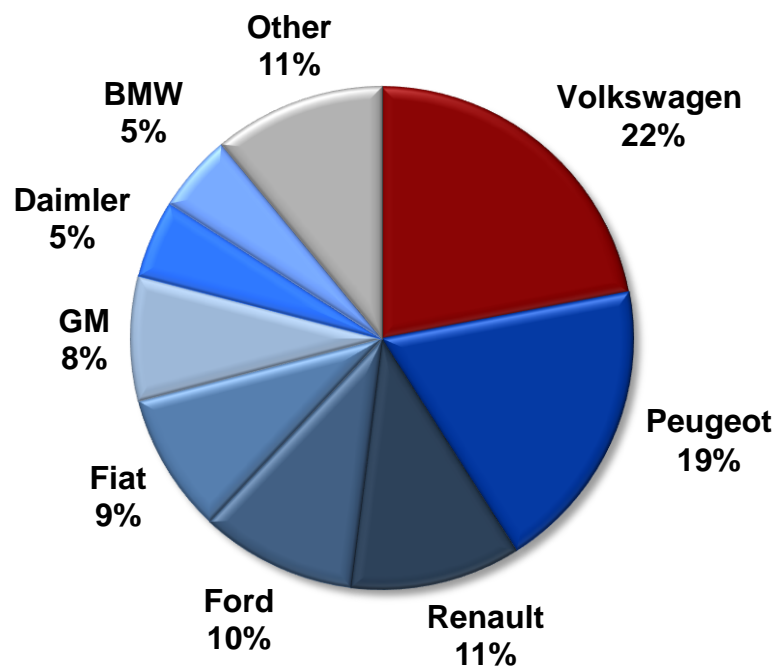
## Revenue by Country



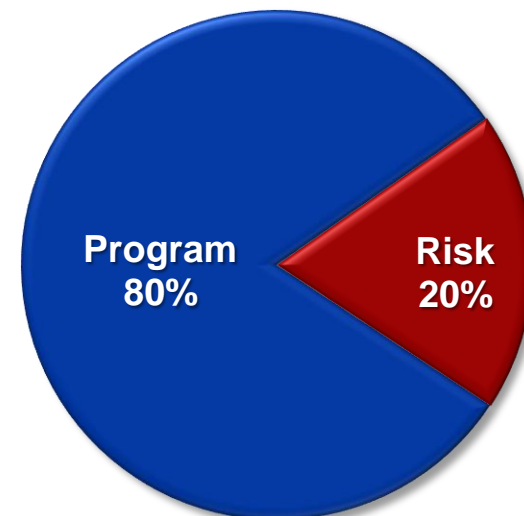


# Diversified Fleet Mitigates Risk

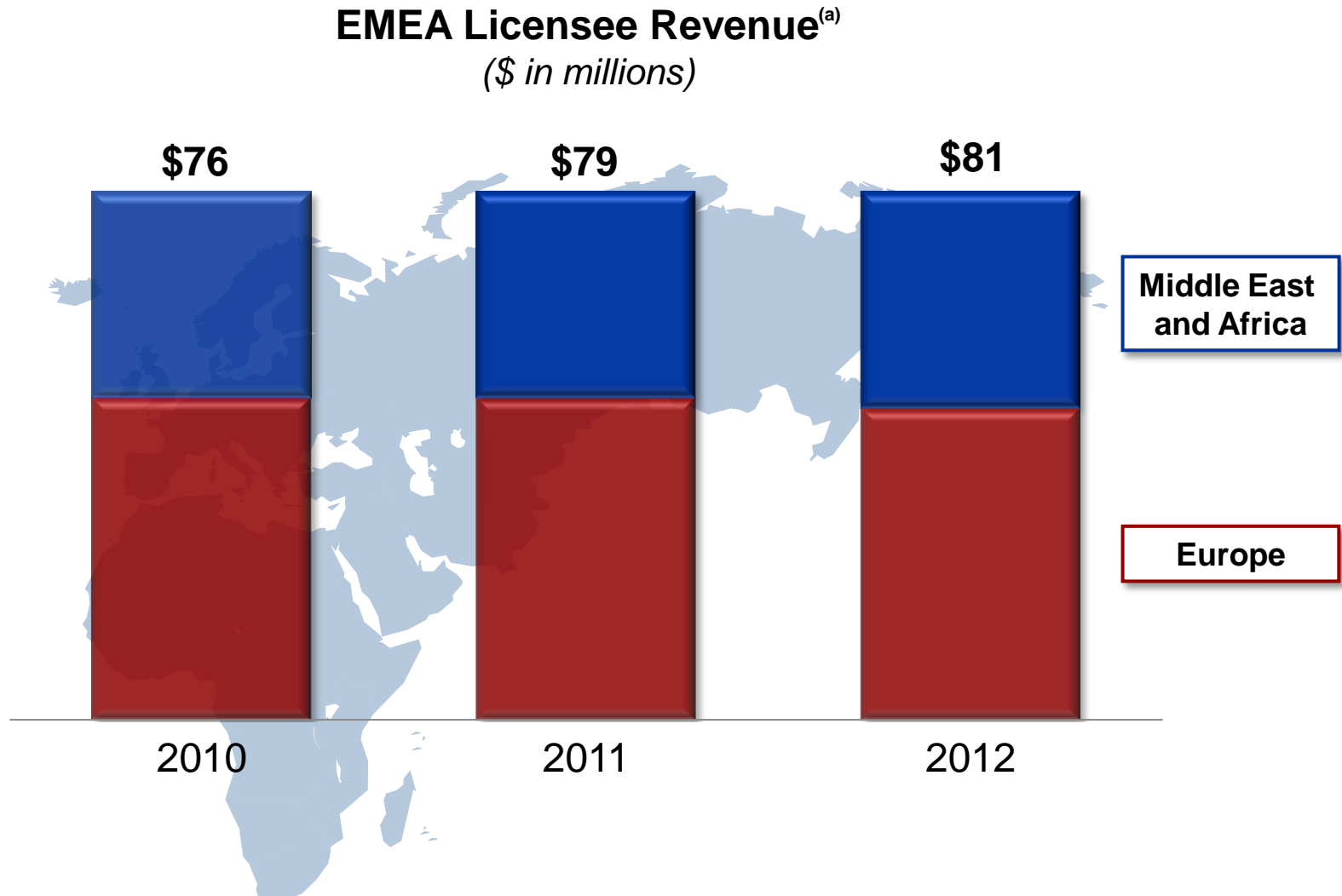
## By Manufacturer



## By Type<sup>(a)</sup>

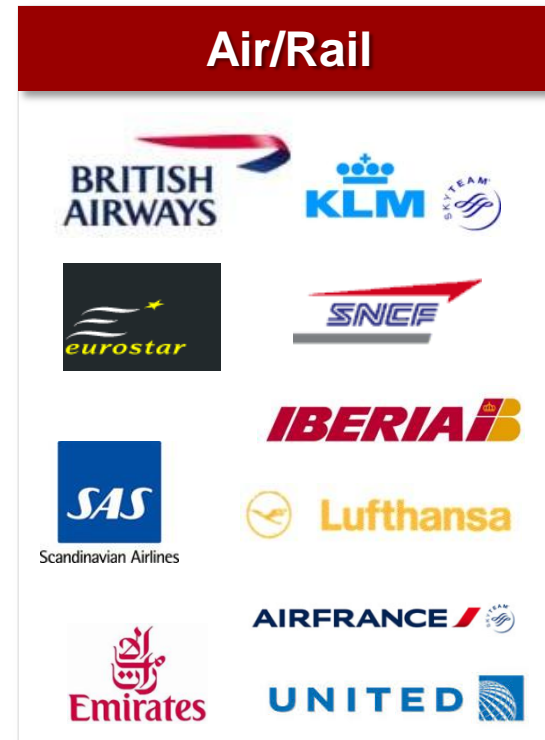


# Substantial Licensee Revenue



# Strong Industry Partnerships Drive Incremental Revenues

## Long-Standing Relationships with Leading Travel Participants



# Key Messages

**Global Industry Leader**

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# Market Environment

## *UK*

- ▶ Pricing and Commercial volumes improving

## *Germany*

- ▶ Commercial volumes have stabilized

## *Italy*

- ▶ Strong demand and good pricing despite weak economy

## *France*

- ▶ Leisure volumes resilient but business demand still weak

## *Spain*

- ▶ Inbound leisure pricing improving but low domestic demand

# Competitive Landscape

## Premium Sector

The Avis logo, featuring the word "AVIS" in a bold, red, sans-serif font with a registered trademark symbol.The Europcar logo, featuring the word "Europcar" in a white, italicized, sans-serif font on a dark grey rectangular background.The Hertz logo, featuring the word "Hertz" in a white, bold, sans-serif font on a dark grey rectangular background.The Sixt logo, featuring the word "SIXT" in a bold, black, sans-serif font with "rent a car" in a smaller font below it.

## Value

The Budget logo, featuring an orange and white chevron icon followed by the word "Budget" in a bold, blue, sans-serif font.The Thrifty logo, featuring the word "Thrifty" in a stylized, italicized font with "Car Rental" in a smaller font below it.The Enterprise logo, featuring a stylized "e" icon followed by the word "Enterprise" and "rent-a-car" below it.The National Car Rental logo, featuring a stylized "N" icon followed by the words "National Car Rental".The Maggiore logo, featuring the word "Maggiore" in a bold, black, sans-serif font on a dark grey rectangular background.The Rent a Car logo, featuring the words "RENT a CAR" in a bold, black, sans-serif font on a dark grey rectangular background.

## Deep-Value

The Payless logo, featuring a stylized "P" icon followed by the word "PAYLESS" in a bold, blue, sans-serif font.The Alamo logo, featuring the word "Alamo" in a bold, black, sans-serif font on a dark grey rectangular background.The Dollar logo, featuring a stylized "D" icon followed by the word "DOLLAR" and "RENT A CAR" below it.The Goldcar logo, featuring a stylized "G" icon followed by the word "GOLDCAR" and "rental" below it.

## Car Sharing

The Zipcar logo, featuring a green circular icon with a white "z" followed by the word "zipcar" in a bold, black, sans-serif font.The CAR2GO logo, featuring the words "CAR 2GO" in a bold, black, sans-serif font on a dark grey rectangular background.The DriveNow logo, featuring a stylized "D" icon followed by the word "DriveNow" in a bold, black, sans-serif font.The Green Wheels logo, featuring the words "GREEN WHEELS" in a bold, black, sans-serif font on a dark grey rectangular background.

# Key Messages

**Global Industry Leader**

**Avis Budget EMEA Today**

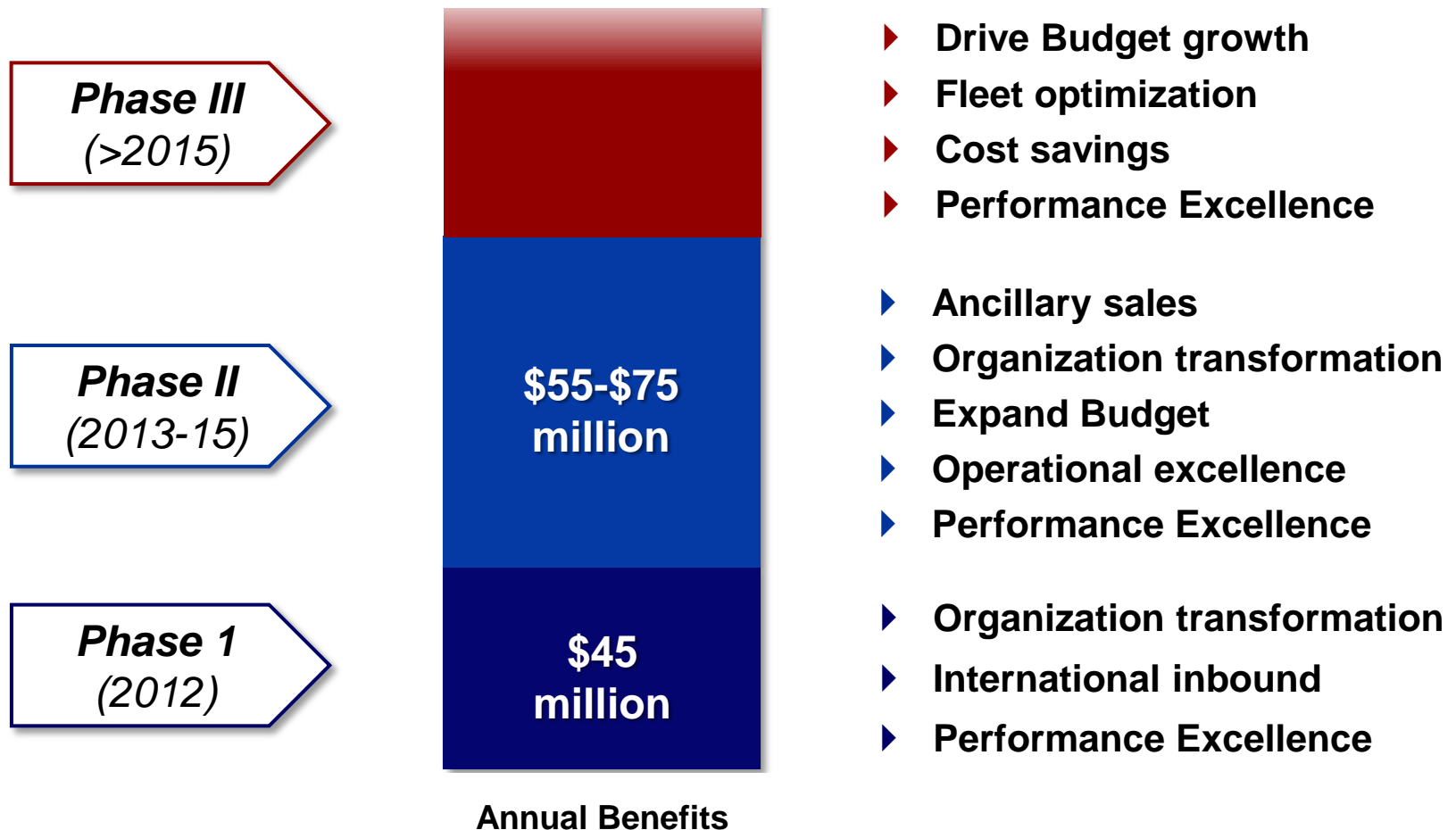
**Market Dynamics**

**Strategy**



# Delivering On Our Synergy Targets

## European Integration is Generating Significant Benefits



# Strategic Plan

## Driving Sustained, Profitable Growth



***Strategically  
Accelerate  
Growth***



***Expand Our  
Global  
Footprint***



***Put the  
Customer  
First***



***Drive  
Efficiency  
Throughout  
the  
Organization***

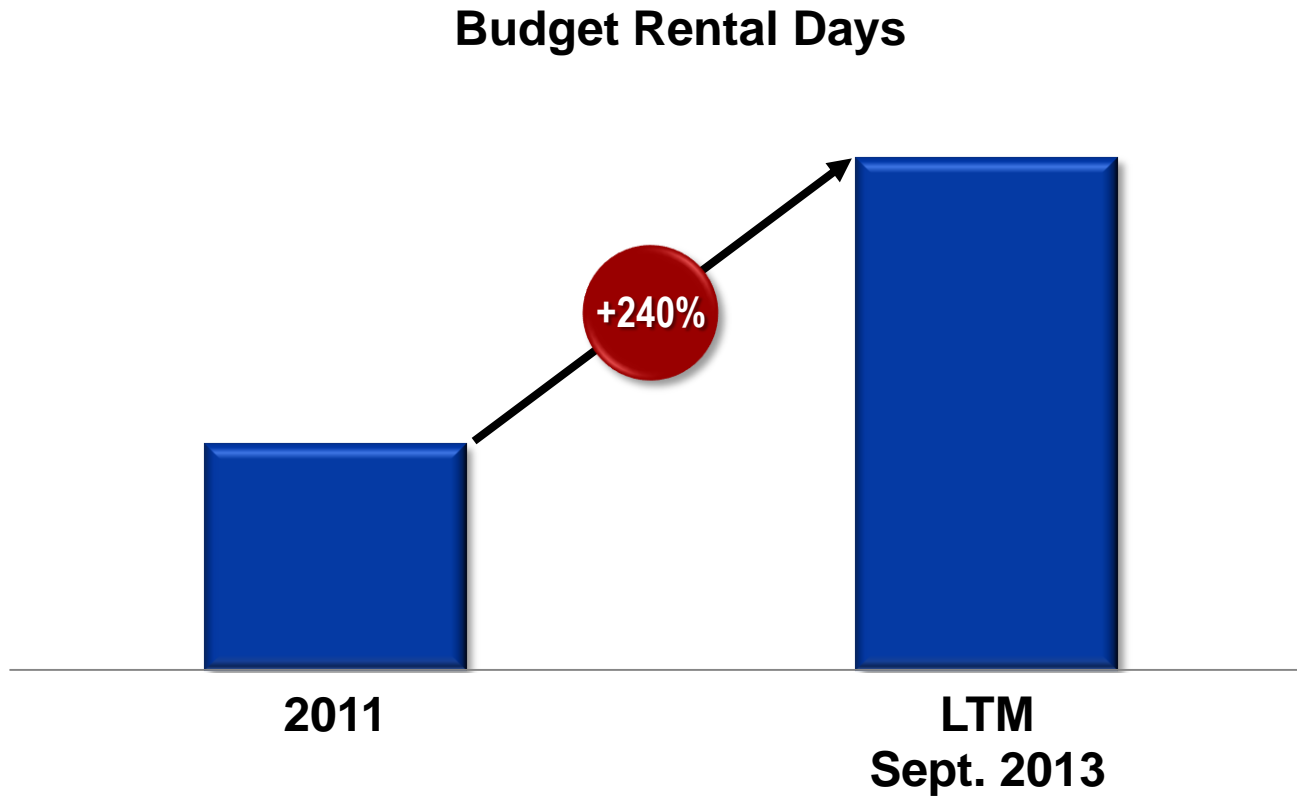
# Strategically Accelerate Growth

## Ancillary Products Can Double the Profitability of a Rental Transaction

- ▶ **Double-digit ancillary revenue growth<sup>(a)</sup>**
  - Recruited sales performance managers
  - Trained almost 3,000 rental sales staff across the region
  - Introduced new products
- ▶ **Focused on higher-margin segments**
  - Reducing insurance replacement business
  - Investing in digital capabilities to drive direct business



# Strategically Accelerate Growth



**Budget Volume Has More Than Tripled since 2011**

# Strategically Accelerate Growth

## Delivering Growth through Strong Licensee Network

- ▶ Utilizing strong licensee partners to capture growth in high potential markets
- ▶ Developing strategy to drive high-margin cross border volume
- ▶ Leveraging our performance excellence, shared service centers and ancillary programs



# Expand Our Global Footprint

## Significant Opportunity for Zipcar Expansion in EMEA

- ▶ European car sharing market expected to reach 15 million members by 2020<sup>(a)</sup>
- ▶ Zipcar currently operates in three countries
  - Identified target cities for potential expansion
- ▶ Re-branding *Avis on Demand* in Paris to Zipcar



# Put the Customer First

## Improving the Customer Experience

- ▶ Improving fleet availability
- ▶ New loyalty program launched
- ▶ Re-engineering customer “touchpoints” to make them easier and more efficient
- ▶ Investing in technology to improve customer experience

**AVIS** Preferred

**AVIS** *first*



# Drive Efficiency Throughout the Organization

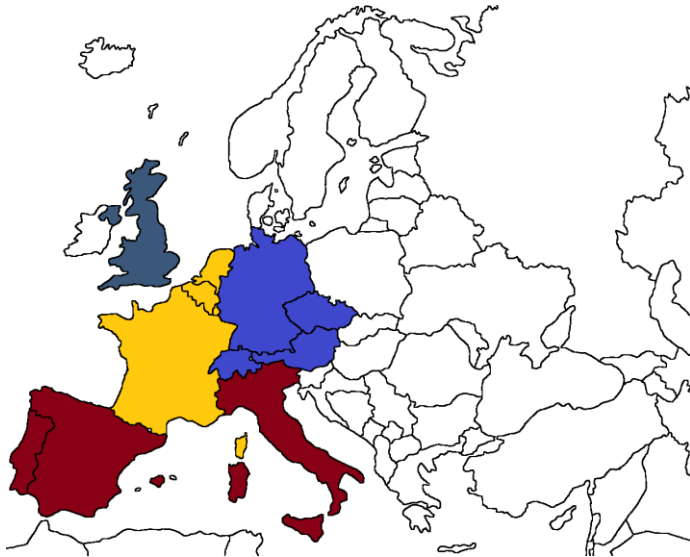
## Centralizing Roles and Systems into Shared Service Centers

- ▶ **Administrative tasks moved to Budapest**
- ▶ **Voice and social media activity directed to Barcelona**
- ▶ **Marketing and online and mobile technology centralized into Bracknell**
- ▶ **Reduced country based applications by 15%**



# Drive Efficiency Throughout the Organization

## New Regional Structure



- ▶ **Created regional structure to reduce overhead and drive efficiencies**
- ▶ **Regional teams now focus on fleet, sales and operations**

**Net Reduction of More Than 200 Roles**

# Drive Efficiency Throughout the Organization

## Performance Excellence Contributing Significantly to EMEA Profitability

- ▶ Driving operational excellence
- ▶ Utilization up four points<sup>(a)</sup>
- ▶ Operational productivity increased 4%<sup>(b)</sup>
- ▶ Focus on reducing fleet maintenance and repair costs



# Highlights

- ▶ Budget brand growing strongly
- ▶ Focused on margin expansion
- ▶ Well-positioned for a recovery in demand
- ▶ Significant opportunity to expand Zipcar

**AVIS®**

 **Budget®**

 **zipcar®**

**avis** **budget** group