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Third Quarter 2015 Earnings Call

November 3, 2015

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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, its current report on Form 8-K filed May 6, 2015 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.

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Ron Nelson

Chairman and Chief Executive Officer

THIRD QUARTER 2015 HIGHLIGHTS

Record Quarterly Adjusted EBITDA

- Americas and International segments both contributed to growth
- Stable used-car market in North America
- Repurchased $161 million of stock – 4% of our outstanding shares
- Continue to expect that 2015 will be the most profitable year in the Company’s history

(a) In constant-currency

"FOUR PILLAR" STRATEGY

Company adopted this strategy in 2010

Four Underlying Strategies Drive Our Business Decisions

Driving Sustained, Profitable Growth

Strategically Accelerate Growth

Expand Our Global Footprint

Put the Customer First

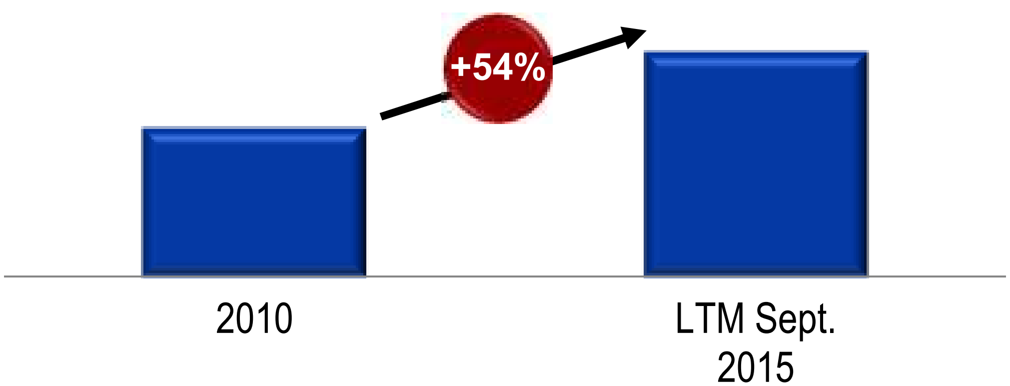
Drive Efficiency Throughout the Organization

STRATEGICALLY ACCELERATE GROWTH

Growth in Higher-Margin Segments

- **Focus on areas that drive outsized profitability**
- **Significantly expanded our fleet of non-core vehicles**
  - **Revenue more than doubled since 2010[a]**
- **Ancillary revenue has increased more than 45% since 2010[a]**

International-inbound Growth[a]



(a) In North America

EXPAND OUR GLOBAL FOOTPRINT

Avis Budget Group operates directly in 25 countries and through licensees in 150 countries

We have also grown organically, with Budget volume in Europe up more than 400% since 2011

Strategic Acquisitions Have Transformed Our Company

October 2011	AVIS Europe
October 2012	apex car rentals
March 2013	zipcar
July 2013	Payless CAR RENTAL
April 2015	Maggiore Italian Style car rental

PUT THE CUSTOMER FIRST

Avis has been named the most admired car rental company in the United States and the world's leading car rental company[(a)]

Continuously Provide New Products and Services to Enhance the Customer Experience

- ***Select & Go*** **vehicle choice offering**
- **New Avis loyalty program**
- **Launched new voice-activated app**
- **Made Zipcar available on Apple Watch**
- **SiriusXM satellite radio and tablet rentals are latest additions to our stable of ancillary products**

Future Self-Service Technology Will Transform Our Customer Interactions

(a) By BTN Group's *The Beat* and the World Travel Awards, respectively.

DRIVE EFFICIENCY THROUGHOUT THE ORGANIZATION

Process Improvement Drives Margin Expansion

- Rigorous cost management
- Performance Excellence process improvement
- Global process consolidation
- Capturing synergies from acquisitions
- Increased use of alternative fleet-disposition channels

Initiatives Have Already Made a Nine-Figure Contribution to Annual Earnings

LEADERSHIP CONTINUITY

Ron Nelson retiring as CEO at year-end

Leadership transition effective January 1, 2016

Deep and Experienced Management Team

		Joined Avis Budget Group
Ron Nelson	Chairman	2003
Larry De Shon	CEO	2006
David Wyshner	President & CFO	1999
Joe Ferraro	President, Americas	1979
Mark Servodidio	President, International	2001
Scott Deaver	Chief Marketing Officer	1989

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Larry De Shon

Chief Operating Officer

CONSISTENT FOCUS

Substantial Opportunities Lie Ahead

- **Execute against our existing strategy**
- **Fight for increased realized pricing and higher ancillary revenue and fees, with a focus on areas we can control**
- **Strive for operational excellence and provide an outstanding customer experience**
- **Generate cash and deploy capital for the benefit of our shareholders**
- **Drive the business forward with technology and innovation**

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David Wyshner

Senior Executive Vice President

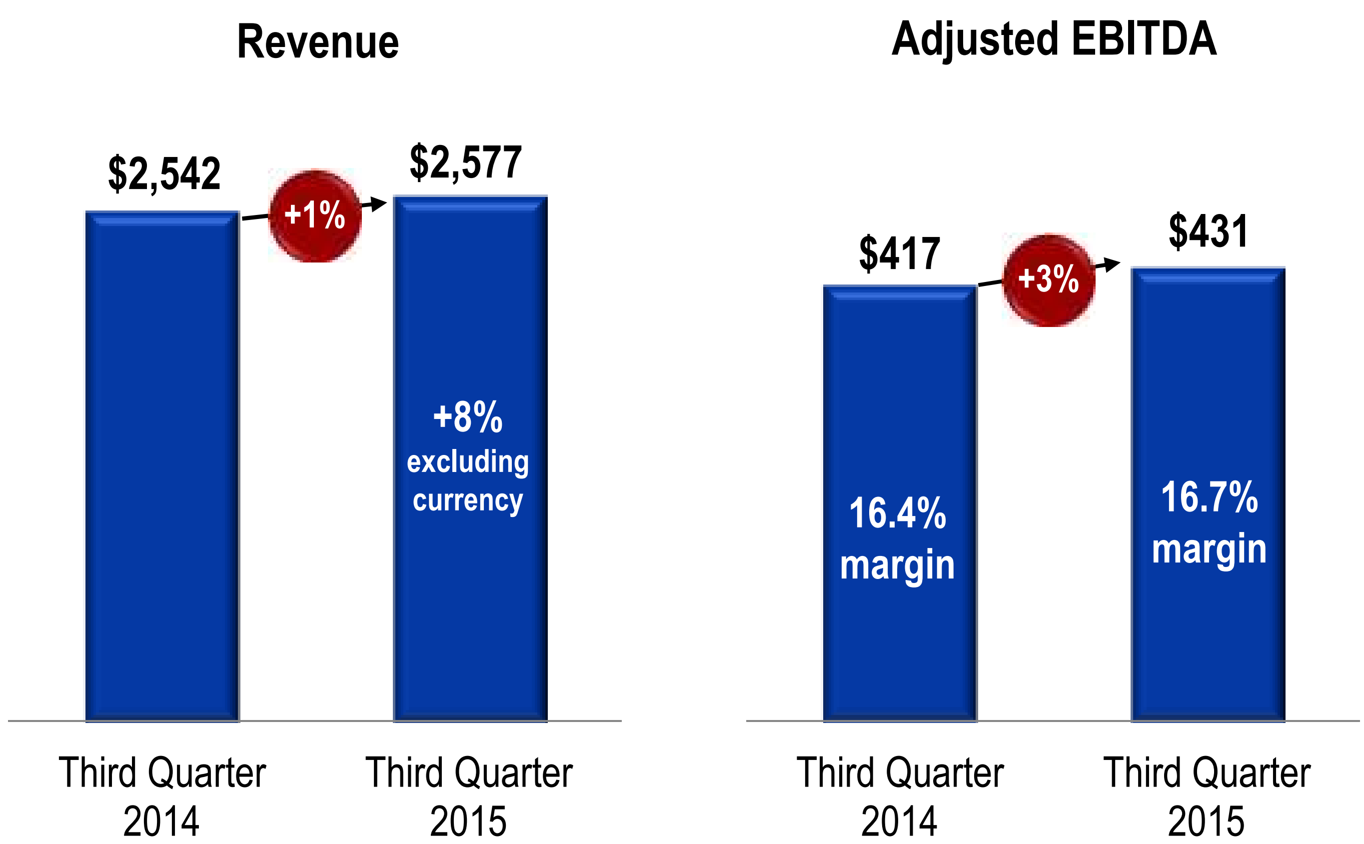
and Chief Financial Officer

THIRD QUARTER 2015 RESULTS

Adjusted EBITDA increased 13% in constant currency

Record Revenue and Adjusted EBITDA

($ in millions)

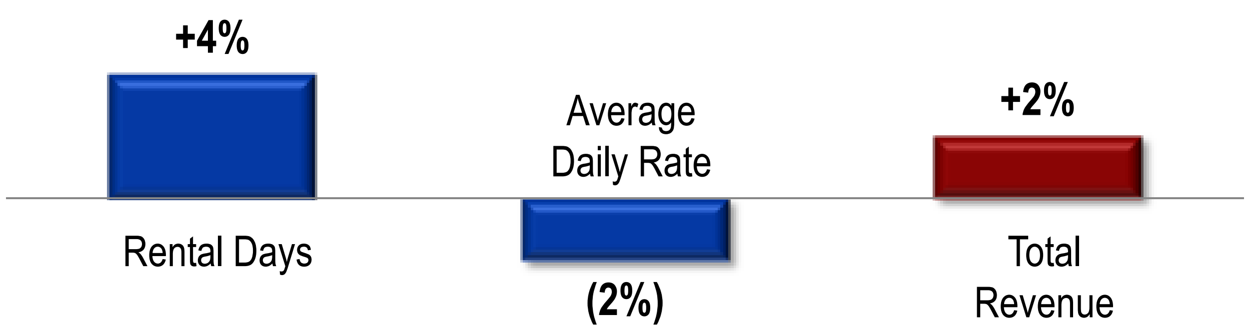


AMERICAS – REVENUE

Third Quarter Volume Driven by Strong Leisure Demand

- **Rental days increased 4% in the third quarter**
  - **Pricing was unchanged in constant currency**
- **Revenues from "Signature" vehicles grew 10%**
- **International-inbound volume increased 6%**
- **High-margin ancillary revenue increased 6%[b]**

Americas Revenue Drivers[a]



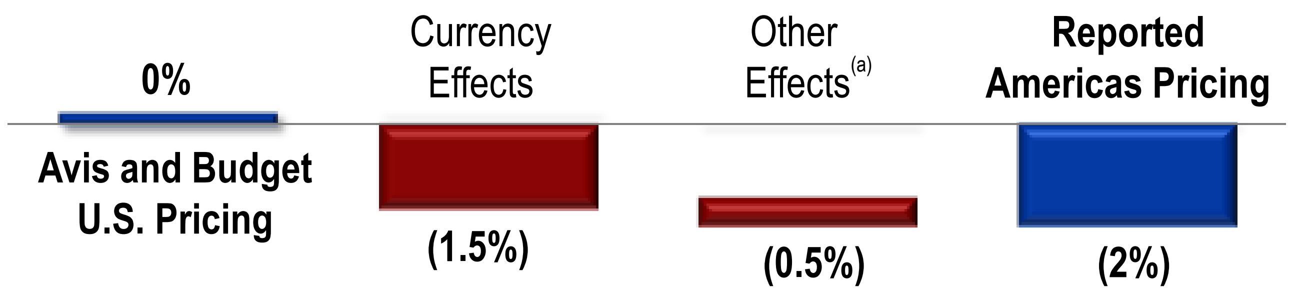
(a) Year-over-year growth, excluding Zipcar
(b) Excluding Zipcar, gas and customer recoveries, in constant currency

AMERICAS – PRICING

Pricing trends improved sequentially from the second quarter to the third

Adjusted EBITDA increased 4% in constant currency

U.S. Avis and Budget Pricing Increased Fractionally Year-over-Year



(a) Primarily Payless, Canada and Latin America

INTERNATIONAL

Currency movements had a $134 million negative impact on revenue and a $33 million negative impact on Adjusted EBITDA

International per-unit fleet costs declined 7% in constant currency

Revenue Increased 17% in Constant Currency

International Revenue Drivers[a]

	Reported	Excluding Maggiore
Total revenue	+17%	+10%
Pricing	- 3%	- 1%
Ancillary revenue per day	+6%	+10%
Total revenue per day	- 2%	+1%
Rental days[b]	+23%	+12%

(a) Year-over-year change, excluding Zipcar, in constant currency
(b) Rental days include five points of growth from Scandinavia acquisition

INTERNATIONAL

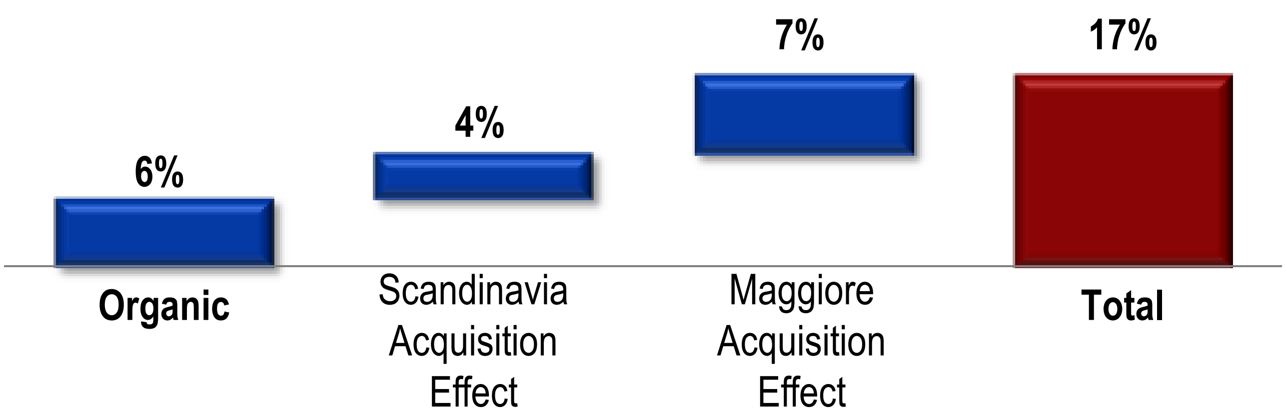
Adjusted EBITDA increased 6% on a reported basis and 27% in constant currency

Maggiore exceeded expectations

Record International Adjusted EBITDA

- **Strong summer demand across Europe**
  - **Robust leisure demand, particularly in France and Italy**
- **Majority of Adjusted EBITDA growth was organic, and acquisitions also contributed significantly**

Revenue Growth[a]



(a) Excluding Zipcar In constant currency

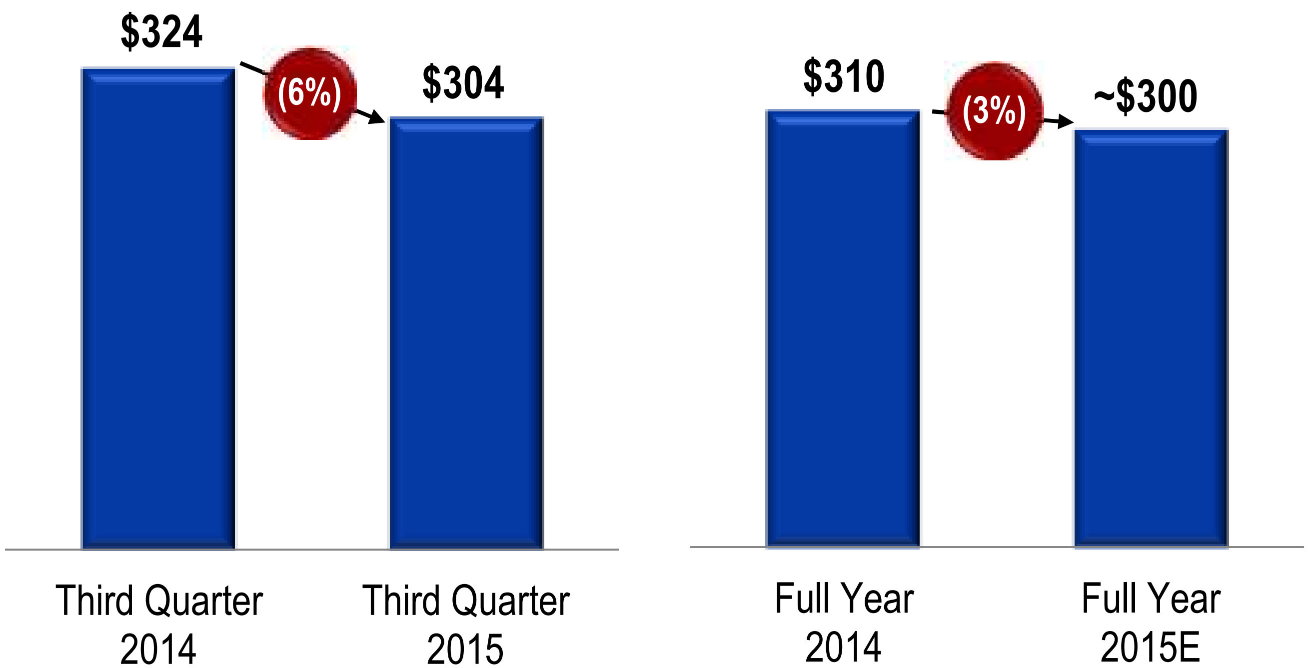
FLEET COSTS

Americas fleet expected to be approximately 55% risk in 2015

Selling more than 40% of our risk vehicles through alternative disposition channels

Fleet Costs Have Been Better than Anticipated

Monthly Per-Unit Fleet Costs
(Americas)



Note: Including Zipcar, excluding Truck fleet

ZIPCAR

Zipcar's fleet totaled more than 14,000 cars in the third quarter

Zipcar Continues To Be The World's Leading Car Sharing Network

- Record number of new members added in the quarter
- Already launched at 100 new universities this year
- Expanded ONE>WAY tests in Seattle, Los Angeles, Denver and Philadelphia
- Launched "Instant Join" program nationwide

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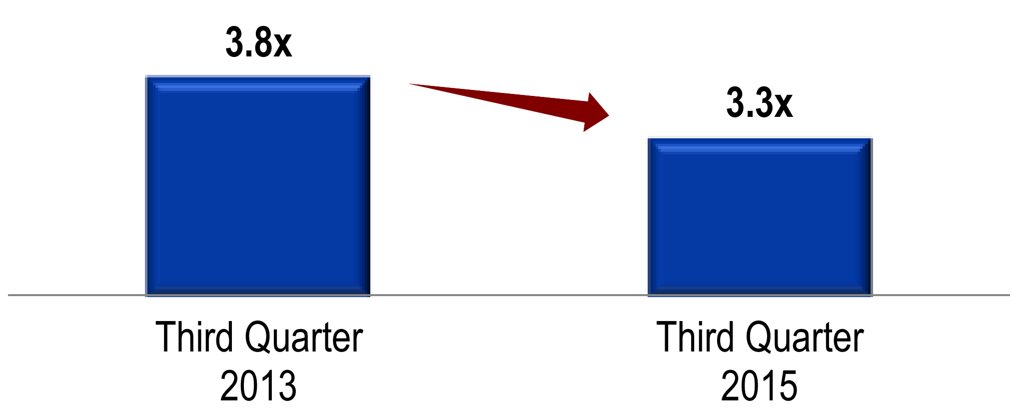
BALANCE SHEET

Quarter-end cash balance of $585 million

Strong Liquidity Position

- **More than $4 billion of available liquidity worldwide**
- **Net corporate leverage of 3.3x[a]**
- **Year-to-date free cash flow of $456 million**

LTM Net Corporate Leverage[a]



(a) Net corporate debt to Adjusted EBITDA

CAPITAL ALLOCATION

Expect to close the acquisition of Avis licensee in Poland for $25 million in November

Consistent Use of Free Cash Flow

- Our priorities for free cash flow continue to be share repurchases and tuck-in acquisitions
- Repurchased $161 million of stock in the third quarter
  - Repurchased $277 million year-to-date
- Now expect to spend meaningfully more than $300 million on share repurchases in 2015

Our Share Repurchases Reflect Our Confidence in Our Business

2015 OUTLOOK

Currency movements impacting revenue growth by 5% and Adjusted EBITDA growth by $50 million

Narrowed Full-Year 2015 Adjusted EBITDA Projections

Americas

- Full-year pricing projected to be largely unchanged in constant currency
- Volume expected to grow 4%
- Per-unit fleet costs expected to decrease 3%

Overall

- Commercial demand modestly softer than anticipated
- Process-improvement and global-consolidation initiatives contributing to results
- Currency movements significantly affecting reported results

2015 OUTLOOK

Expect cash taxes of $25 to $50 million

Expect capital expenditures of no more than $200 million

Non-GAAP effective tax rate expected to be approximately 39%

Diluted share count of approximately 105 million

2015 Estimates

($ in millions, except EPS)	Projection[a]	Growth vs. 2014[b]
Revenue	$8,550	1%
Adjusted EBITDA	900 – 925	4%
Non-vehicle D&A	165	
Interest expense	200	
Adjusted pretax income	535 – 560	5%
Adjusted net income	$325 – $345	2%
Adjusted diluted EPS	$3.10 – $3.25	7%

Expect Free Cash Flow of Approximately $500 Million[c]

(a) Adjusted amounts, which exclude certain items
(b) Based on midpoint of projections
(c) Excluding any significant timing differences

SUMMARY

On Track for a Record 2015

- **Expect record revenue and earnings**
- **Benefiting from better-than-expected per-unit fleet costs**
- **Strong summer demand across Europe, as anticipated**
- **Continued focus on managing costs, driving efficiency and leveraging technology**
- **Generating significant free cash flow and returning cash to shareholders via share repurchases**

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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, adjusted pretax income and adjusted diluted earnings per share, 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 represents income before non-vehicle related depreciation and amortization, any impairment charge, restructuring expense, early extinguishment of debt costs, non-vehicle related interest, transaction-related costs and income taxes. We believe that 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 our 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 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 Income before income taxes (in millions):

	Three Months Ended September 30, 2015	Three Months Ended September 30, 2014
Adjusted EBITDA	**$ 431**	**$ 417**
Less: Non-vehicle related depreciation and amortization (excluding acquisition-related amortization expense)	41	38
Interest expense related to corporate debt, net (excluding early extinguishment of debt)	49	50
Adjusted pretax income	**$ 341**	**$ 329**
Less certain items:		
Transaction-related costs	8	7
Acquisition-related amortization expense	15	8
Restructuring expense	6	8
Income before income taxes	**$ 312**	**$ 306**

GLOSSARY

Reconciliation of Net Corporate Debt (in millions):

	September 30, 2013	September 30, 2015
Corporate debt	**$ 3,384**	**$ 3,532**
Less: Cash and cash equivalents	589	585
Net corporate debt	**$ 2,795**	**$ 2,947**

Reconciliation of Adjusted EBITDA to Income before income taxes (in millions):

	LTM Ended September 30, 2013	LTM Ended September 30, 2015
Adjusted EBITDA	**$ 732**	**$ 904**
Less: Non-vehicle related depreciation and amortization (excluding acquisition-related amortization expense)	121	158
Interest expense related to corporate debt, net (excluding early extinguishment of debt)	230	194
Adjusted pretax income	**$ 381**	**$ 552**
Less certain items:		
Early extinguishment of debt	154	23
Transaction-related costs, net	50	47
Acquisition-relation amortization expense	21	51
Restructuring expense	51	20
Impairment	33	-
Income before income taxes	**$ 72**	**$ 411**

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.