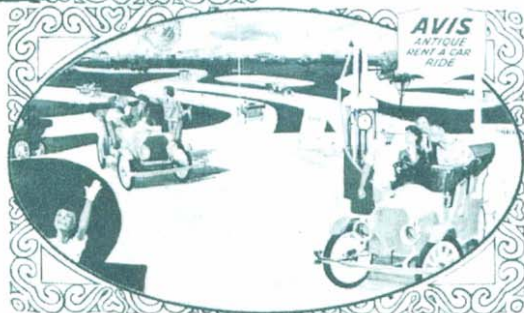
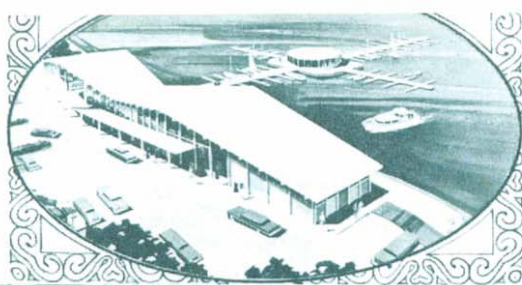


AVIS
RENT A CAR



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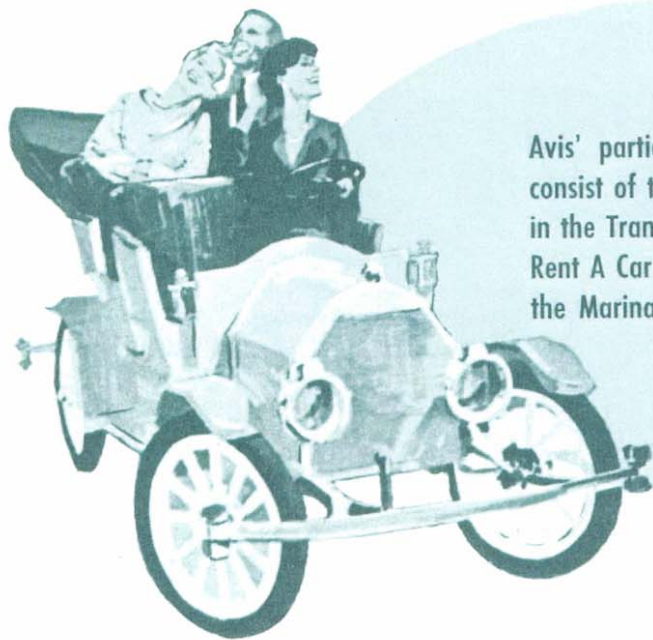
ANTIQUE

RENT A CAR

NOVEMBER 18, 1963

DEDICATION DAY AT THE NEW YORK WORLD'S FAIR 1964-1965

Excerpts from transcription of remarks made by Avis and Fair officials at the dedication day ceremonies for Avis Antique Rent A Car at the New York World's Fair, Monday, November 18, 1963.



Avis' participation at the Fair will consist of the Avis Antique Car Ride, in the Transportation Area, and Avis Rent A Car and Avis Rent A Boat, at the Marina.

DR. ROBERTO de MENDOZA [Deputy Chief of Protocol]: Mr. Townsend, representatives of Avis, Inc., Mr. Constable, Mr. Miller, distinguished guests, ladies and gentlemen. During this very pleasant dedication day for the Avis Rent A Car some of you were briefed in the Model Room by Mr. Ottley, others took the first rides in the magnificent Avis scale reproductions of antique cars, and we have all had a birdseye view of the Avis Antique Auto Ride site. Now as our first speaker, I have the privilege of introducing Mr. Francis D. Miller, director of the Transportation Area of the New York World's Fair.

MR. FRANCIS D. MILLER: Dr. de Mendoza, congenial hosts and distinguished guests. It is a great privilege to be here and a great deal of fun for me because about two and a half years ago we at the Fair first became acquainted with two gentlemen from Boston, Mr. Walter Smith and Mr. Robert Linnell, who obviously had the unusual and unique combination of being able to put together showmanship, financial responsibility and business experience.

We have experimented with three or four different exhibits, ventures where these gentlemen felt their presence at the Fair would be beneficial to everyone. But it was not until these Bostonians and that great organization, Avis, joined ranks, that we really saw progress made. And here today we are observing from this vantage point, the Antique Auto Ride which the Avis people are presenting at the Fair.

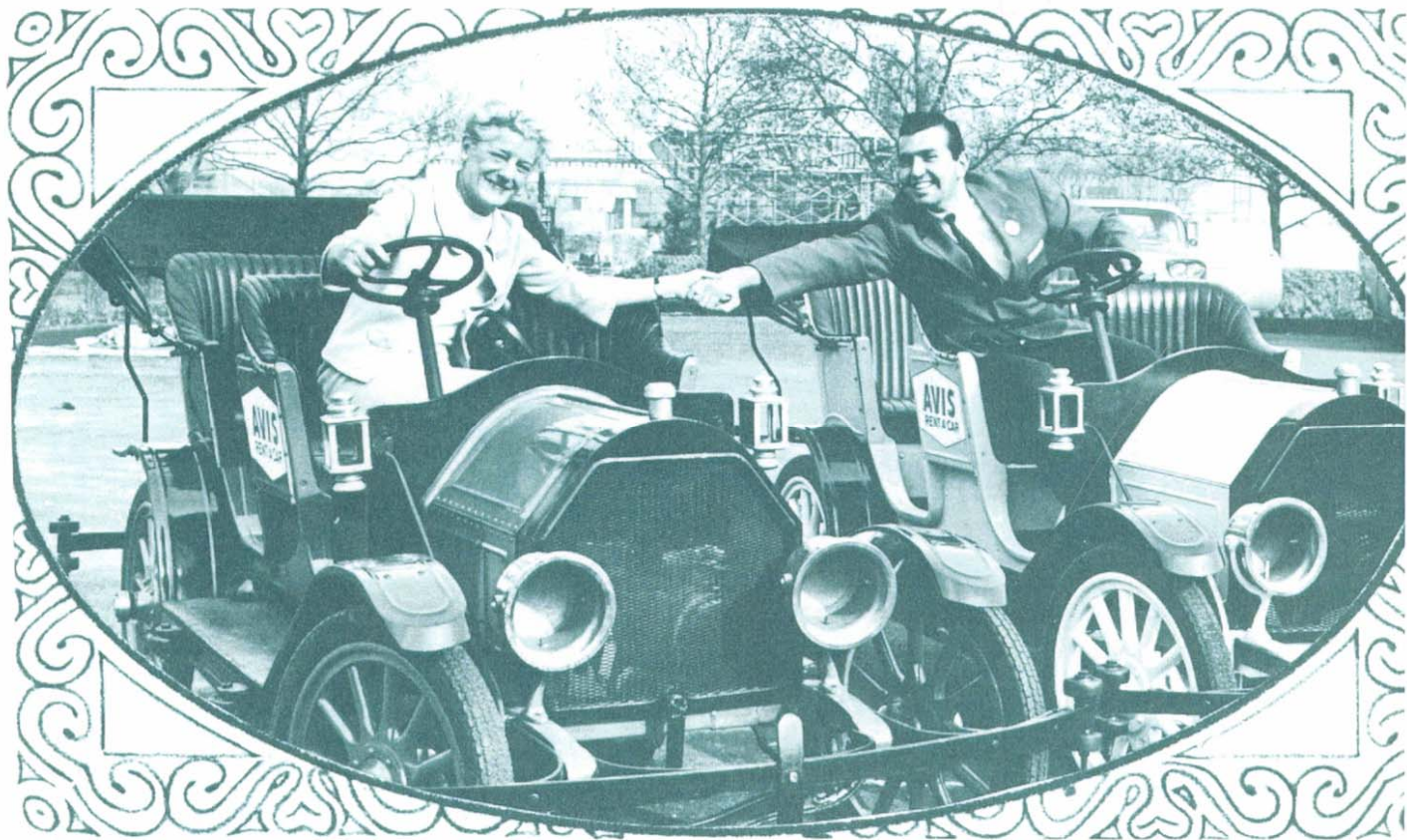
It is a pleasure for me today to welcome Avis to the Fair, and to wish them the great success that I know their talents and abilities will produce. Thank you.

DR. de MENDOZA: Thank you, Mr. Miller. I now have the honor to present Mr. Stuart Constable, vice president of the Operations Division at the Fair.

MR. STUART CONSTABLE: It is my privilege and pleasure, as the representative of the Fair, to present to Mr. Robert C. Townsend, president of Avis, Inc., the World's Fair medallion.

MR. ROBERT C. TOWNSEND: Thank you very much, ladies and gentlemen. I would like to introduce two or three speakers. First, Mr. Walter A. Smith, Jr., who is president of Pleasure Island, outside of Boston. He is the man who operates a successful antique car ride, and since we in Avis believe in success above all else, we hired him and made him our partner to run our Antique Rent A Car ride.

MR. WALTER A. SMITH, JR.: Thank you very much, Bob. Just a quick word about our program here. It's indeed a pleasure for us to gather to discuss it with you. Our basic objective is to present a genuine fun-type experience for the people who will come to this marvelous Fair exhibit. We want to give this experience to the 70 million proposed visitors so that they will gain by it and perhaps go away with a feeling of fun as well as education which they will get from some of the many other exhibits.



Miss Ernestine R. Haig, secretary of the Fair Corporation and assistant to the president, and Mr. Joel Seslow, of Avis Rent A Car, seated at the wheels of Avis' Antique Cars.

By attaining this objective through an attractive and courteous and pleasing atmosphere, we feel that we can generate some long-lasting associations for Avis. Recognizing some of the extremely ambitious efforts of other industrial, state and other exhibitors, and recognizing the fact that the majority will depict a futuristic life in futuristic surroundings — in a 21st century flavor — we thought we should try to be somewhat unique and turn the tables back to the horseless carriage era.

Our fleet of reproduction antique vehicles will arrive here on February 15th, ready and shined up — ash trays cleaned, washed, mirrors shined — in true Avis fashion, for April 22nd. These cars are $\frac{5}{8}$ scale, reproduction models of antique vehicles, powered by $7\frac{1}{2}$ hp, single-cylinder gasoline engines.

For each of you who hasn't taken a minute to look at the site from this most extraordinary vantage point, I sincerely hope that you will do so after luncheon, and

I implicitly hope that when you and your families come to the Fair, you'll stop at the Avis exhibit and turn back the tables and enjoy with us a fun-filled day at the Fair. Thank you.

MR. TOWNSEND: Thank you, Walter. Next I would like you to hear from the gentleman who is operating the Marinas of the Future, here at the Fair. As you know, the second part of Avis' participation in the Fair is the rental of yachts. People who want to get out and escape from it all — all they have to do is to go down to William C. Crane's Marinas of the Future and rent a yacht from Avis.

In addition, of course, for those people who arrive by yacht, there will be an enormous marina to house their vessels and we will operate a regular Avis Rent A Car station there so that when they want to drive out and play golf or see their friends, they'll be able to do so. But I'd like Bill Crane to tell you about that.

MR. WILLIAM C. CRANE, JR.: Thank you very much. I think Avis has been very foresighted in getting together with Mr. Sidney Ochs and arranging with him to have a fleet of boats available for people who come by other means — who would like a boat ride during the day, or to rent a boat by the week.

By the indications that we've received thus far, Sid is going to be not only busy, but frantic next year, because so far we have about 2,000 requests about leasing space for some private boat owners and groups, not only from the east coast but from Texas and Canada and Waterloo, Iowa, and the Great Lakes.

It's a great pleasure to be here and to be affiliated with Avis in the World's Fair, and — I've heard some remarks earlier that Avis is number two — well, as far as we are concerned, Avis is number one, and we hope to see you all next year.

MR. TOWNSEND: Thank you, Bill. Next, I'd like you to hear from Winston V. Morrow, Jr., vice president and general manager of the Rent A Car division of Avis.

MR. WINSTON V. MORROW, JR.: Thank you, Bob. Ladies and gentlemen. Avis' growth has been very remarkable in the metropolitan area and we intend to have a very large fleet of cars, in fact the largest fleet of Thunderbirds ever seen in one stand, available for the Marina guests. They tell us that there will be the heads of some 45 American corporations staying there in yachts, so perhaps they'd like to rent a car. And that's our business.

Incidentally, I might say just in passing that in giving



Mr. Robert C. Townsend, president of Avis Rent A Car System, receiving official Fair medallion from Mr. Stuart Constable, vice president of Operations at the Fair.

thought to what Avis could do at the Fair, a number of ideas were presented. We thought that with the antique cars, with Sidney Ochs' wonderful Rent A Boat, which will be the number one Avis licensee in that area, and with our own New York organization operating a Rent A Car business, we would have a three-way participation. It's going to be a lot of fun. Avis, in just the period of this new management since Bob Townsend became president, has grown in New York City from some 300 cars to a fleet next summer of 2,000. This is a large story and a lot of work. Thank you very much.

MR. TOWNSEND: Thank you, Bud. The background of Avis is 18 months, as far as I'm concerned. A new management and a group of investors took controlling interest in Avis 18 months ago — that's when most of us became interested in it. We were a Boston-based company at that time. We moved the headquarters to New York and we thought that it would be timely to invite some of our future friends, we hope, out from New York City to meet a new little company that they've got out on Long Island that they didn't even know existed.

So we did. We took this as an occasion to invite you out here, to meet you and to say that we hope we'll be newsworthy some day.

In the past 18 months we've assembled some of the tiredest individuals that you'll probably ever be privileged to meet, and what I'd like to do quickly, is to introduce some of the Avis people around the country,

so that you can see the kind of people who are running Avis and who are giving you service around the country.

First of all is our chairman, John Cahill; Mr. Rohatyn, a director from New York; Ted Bonda, Avis, Cleveland; Joe Giglio and Nathan Hale, Avis, Tampa, Fla.; Francis Sawyer, Avis, Boston; Ed Borserine, Avis, Kansas City; Kenny Wright, Avis, Richmond, Va.; Eric Newman, Avis, Sheridan, Wyoming; "Buck" Elton, Avis, Amarillo, Texas; Paul Mears, Avis, Orlando, Fla.; Dan Baker, Avis, Little Rock, Arkansas; "Tex" Boynton, Avis, Salt Lake City; Bill Knight, Avis, Los Angeles; Tom Morrow, Avis, Acapulco, who also covers Miami and Europe in his spare time; Marvin Krass, Avis, Pittsburgh; Gene Meeks, Avis, Chicago; Jack Anderson, Avis, Houston; Ray Stepnowski, Avis, New York; Marty Elkin, Avis, New York airports; Tony Ortega, Avis, New York City; Frank Max, vice president and general manager of the truck and car leasing division; Joe Daly, John McManus, Les Blumenthal — these people have done quite a job for us. They are Doyle, Dane and Bernbach, who do our advertising.

These are the people who are running Avis around the country. Now, how does this tie into the Fair? The World's Fair seemed to us like a good opportunity to show the public — and our public is the world — how Avis plans to manage to become the fastest growing company in its industry. The way we plan to do that, ladies and gentlemen, is to give you the best service we possibly can. Thank you very much for coming.

AVIS RENT A CAR SYSTEM

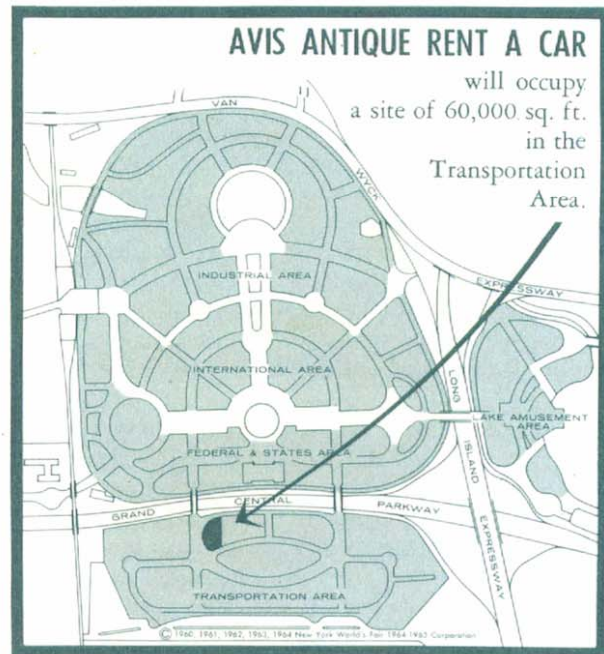
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