

Directors

EXECUTIVE DIRECTORS

Mark McCafferty (41)

Chief Executive, since January 1999

He joined Avis Europe in May 1998 as Group Managing Director, following 11 years with the Thomas Cook Group, latterly as Managing Director, Worldwide Travel-related Businesses and previously as Managing Director for North and South America. Prior to joining Thomas Cook he spent six years in international banking with Midland Bank.

Gilbert van Marcke de Lummen (63)

Deputy Chairman, since January 1990

From November 1987 until the sale of the Group's leasing business, he was Group Leasing Director. He has been employed by s.a. D'leteren n.v. since 1962 and is executive Vice President of s.a. D'leteren n.v. and Managing Director of D'leteren Invest s.a. He is a non-executive Director of Belron s.a.

Christopher I Cowan (55)

Group Finance Director, since December 1998

He joined Avis Europe having previously been Group Finance Director of Jardine Matheson Holdings for five years, based in Hong Kong. Prior to that he was a partner with Price Waterhouse for ten years. His earlier career was with the EMI group of companies where he held a number of financial appointments. He is also a non-executive Director of Henlys Group plc.

Dieter Woitscheck (48)

Group Operating Director, since January 2001

He joined Avis Group as Marketing and Sales Director in 1989 and was appointed Managing Director of the German business in April 1993. Prior to joining Avis, he held a number of Marketing and Sales positions including five years with Procter & Gamble and three years as International Marketing Director within Freudenberg Group.

NON-EXECUTIVE DIRECTORS

Alun Cathcart (57) †*

Chairman, since February 1988

Until 1 January 1999 he was Chairman and Chief Executive of Avis Europe plc and has led the Group since 1983 when he was appointed Group Managing Director and Chief Executive. He joined Avis Europe in 1980, having spent 14 years in executive positions in the transportation industry. He is also a non-executive Chairman of Selfridges plc and Deputy Chairman of Belron International.

Daniel Cardon de Lichtbuer (70) †*

He is Honorary President of Bank Bruxelles Lambert, having been executive Director since 1975 and its President and Chief Executive Officer since 1992. He is also an Honorary Director General of the European Commission, where he served for 15 years and was appointed to this position in 1974.

Roland D'leteren (59) †

He is President and Chief Executive Officer of s.a. D'leteren n.v. and was appointed to this position in 1975. He joined s.a. D'leteren n.v. in 1971. He is a non-executive Director of Belron s.a.

Stephen P Holmes (45)

He is Vice Chairman and Director of Cendant Corporation (previously HFS Incorporated) and a non-executive Director of Avis Rent A Car, Inc. Formerly, he served as executive Vice President and Chief Financial Officer for HFS Incorporated, overseeing its financial and administrative functions, having been with HFS Incorporated since its founding in 1990. Previously he was employed by The Blackstone Group L.P. as Managing Director.

Malcolm Miller (45) †*

He has been the Chief Executive of Pace Micro Technology plc since 1997, and was formerly Chief Executive, Europe for Sega. His earlier career was with Amstrad plc, culminating in appointment as Managing Director.

Sir Bob Reid (66) †*

He is Deputy Governor of the Bank of Scotland, Chairman of the International Petroleum Exchange and Chairman of IPE Holdings plc. He is a non-executive Director of Siemens plc, Sondex Limited and The Merchants Trust plc. He is also Chancellor of the Robert Gordon University. He was former Chairman of British Rail, Shell UK, Sears plc and British Borneo Oil and Gas plc.

Sir Peter Reynolds (71) †*

He was a non-executive Director of The Boots Company plc, Guardian Royal Exchange Assurance plc and Pioneer Concrete Holdings Plc. He was Chairman of Ranks Hovis McDougall PLC from 1981 to 1989 and Deputy Chairman until 1993. In 1975 he was awarded the CBE and received his knighthood in the 1985 New Year's honours list.

Jacques de Smet (51) *

He is the Chief Financial Officer of s.a. D'leteren n.v. He joined s.a. D'leteren n.v. in 1988, having worked for nine years in financial management positions within the Tractebel Group and for four years as an auditor with KPMG. He is a non-executive Director of Belron s.a., IBEL n.v. and UCO Textiles n.v.

Wally Taylor (69) †

Formerly Group Personnel Director of Avis Europe plc following eight years as Personnel Director of Avis International Limited. He joined the Company in 1979. Prior to that he held a number of executive personnel positions, including 12 years as Director of Personnel for the International Division of Warner Lambert Incorporated and three years as Director of Personnel for International Computers Limited (ICL).

† Member of the Remuneration and Appointments Committee

* Member of the Audit Committee