

EXECUTIVE DIRECTORS

Mark McCafferty (43) appointed 4 May 1998

Chief Executive, since January 1999

He joined Avis Europe in May 1998 as Group Managing Director, following 11 successful 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 the Midland Bank. He is also a non-executive director of HMV Group plc.

Alun Cathcart (59)* appointed 3 February 1997

Deputy Chairman, since May 2002

Until 1 January 1999 he was Chairman and Chief Executive of Avis Europe plc. He spent 14 years in executive positions in the transportation industry before joining Avis Europe in 1980, and became Chief Executive in 1983. He is the non-executive Chairman of both Selfridges plc and The Rank Group, as well as Deputy Chairman of Belron International.

Lesley Colyer (50) appointed 18 April 2002

Group Personnel & Corporate Affairs Director, since April 2002

She joined Avis Europe in April 1977 and held a variety of positions before being appointed Director of Personnel in 1990. She assumed her current responsibilities at flotation in 1997. Prior to joining Avis, she worked for the Jaeger Group and Harrods.

Martyn Smith (47) appointed 11 September 2002

Group Finance Director, since September 2002

He joined Avis Europe from John Menzies plc where he held the position of Group Finance Director from 1999. Prior to joining Menzies, he was Group Financial Controller for Inchcape plc, and previously held a number of financial roles with Inchcape plc and Rothmans International.

Dieter Woitscheck (50) appointed 8 January 2001

Chief 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 Proctor & Gamble and three years as International Marketing Director within the Freudenberg Group.

NON-EXECUTIVE DIRECTORS

Sir Bob Reid (68)†* appointed 3 February 1997

Chairman, since May 2002

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

Jean-Pierre Bizet (55) appointed 29 October 2002

He was appointed a non-executive Director of the Board in October 2002. He is Group Executive Vice President of D'Ieteren s.a.

John Chidsey (40) appointed 5 September 2001

He is Chairman and Chief Executive Officer of the Financial Services Division and the Vehicle Services Division of Cendant Corporation (previously HFS, Incorporated). He joined HFS, Incorporated in 1995 and has since held various executive roles, including Chairman of Cendant Europe. He previously worked as an investment banker in London and New York and was Chief Financial Officer for two divisions of PepsiCo Inc.

Roland D'Ieteren (60) † appointed 3 February 1997

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

Stephen P Holmes (46) appointed 3 February 1997

He is Vice Chairman and Director of Cendant Corporation (previously HFS, Incorporated). He was a non-executive Director of Avis Rent A Car, Inc. until 2001. 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.

Gilbert van Marcke de Lummen (65) appointed 3 February 1997

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'Ieteren n.v. since 1962, retired in 2002 and is a member of the board of s.a. D'Ieteren n.v. and Managing Director of D'Ieteren Invest s.a. He is a non-executive Director of Belron s.a.

Malcolm Miller (47) †* appointed 2 December 2001

Recently joined Raymarine Group Limited as Chief Executive Officer. He was Chief Executive of Pace Micro Technology plc from 1997 to the end of last year, and was formerly Chief Executive, Europe for Sega. His earlier career was with Amstrad PLC, culminating in appointment as Managing Director.

Axel von Ruedorffer (60) †* appointed 27 June 2001

He has been a member of the Board of Managing Directors of Commerzbank AG since 1984, having joined the bank in 1967 and is responsible for Accounting and Taxes, Compliance, Financial Control and Internal Auditing. He is a non-executive Director of a number of companies, including Audi, Banca Intesa, Credit Lyonnais and Mediobanca.

†Member of the Remuneration and Appointments Committee

*Member of the Audit Committee