

## Principal Subsidiary Undertakings *for the year ended 31 December*

|   | Accounting<br>reference date | Country of<br>incorporation | Activity       | % of the<br>share capital<br>owned |
|---|------------------------------|-----------------------------|----------------|------------------------------------|
| Avis Location de Voitures sas                 | 28 February                  | France                      | Vehicle rental | 100                                |
| Avis Autovermietung GmbH & Co KG              | 31 December                  | Germany                     | Vehicle rental | 100                                |
| Avis Autonoleggio SpA                         | 30 June                      | Italy                       | Vehicle rental | 100                                |
| Avis Alquile un Coche SA                      | 31 December                  | Spain                       | Vehicle rental | 100                                |
| Avis Rent A Car Limited                       | 31 December                  | UK                          | Vehicle rental | 100                                |
| Avis Europe International Reinsurance Limited | 31 December                  | Isle of Man                 | Insurance      | 100                                |
| Avis Europe Holdings Limited                  | 31 December                  | UK                          | Investment     | 100                                |
| Avis Finance Company plc                      | 31 December                  | UK                          | Finance        | 100                                |
| Avis Management Services Limited              | 31 December                  | UK                          | Management     | 100                                |