

Directors

Executive Directors

Jean-Pierre Bizet (57) appointed to the Board 29 October 2002
Deputy Chairman (since May 2004)

He was appointed a non-executive Director of the Board in October 2002 and as executive Deputy Chairman in May 2004. He is Group Executive Vice President of D'Ieteren s.a and a Director of D'Ieteren Invest s.a.

Lesley Colyer (52) appointed to the Board 18 April 2002
Group Personnel and 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.

Murray Hennessy (43) appointed to the Board 15 March 2004
Chief Executive (since March 2004)

He joined Avis Europe from the John Lewis Partnership where he was Commercial Director of John Lewis Department Stores. His previous appointments include Chief Executive Officer of buy.com, Chief Financial Officer and then VP and General Manager for Europe with Tricon Global Restaurants, and VP Supply Chain for PepsiCo Restaurants. He began his career in 1984 with management consulting firm, Bain & Co.

Simon Palethorpe (36) appointed to the Board 6 December 2004
Group Commercial Director (since December 2004)

He joined Avis Europe from the John Lewis Partnership where he was Finance Director of John Lewis Department Stores. He was previously Managing Director of John Lewis Direct. His earlier career includes appointments with Levis Strauss Europe and PepsiCo (latterly Tricon Global Restaurants).

Martyn Smith (49) appointed to the Board 11 September 2002
Group Finance Director (since September 2002)

He joined Avis Europe from John Menzies plc where he had 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.

Non-executive Directors

Alun Cathcart (61) ■ appointed to the Board 3 February 1997
Chairman (since May 2004)

Until 1 January 1999 he was Chairman and Chief Executive of Avis Europe plc and served as Interim Chief Executive from November 2003 until March 2004. 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 The Rank Group Plc, as well as Deputy Chairman of Belron s.a. and a director of Belron International s.a. He is also non-executive Chairman of Palletways Group Ltd.

Les Cullen (53) ●■▲ appointed to the Board 25 May 2004
He has held successive appointments as Group Finance Director of STC plc, De La Rue plc, Goodman Fielder Ltd, Inchcape plc and Prudential plc, having previously held senior financial roles with Black & Decker and GrandMet. During the last few years, he has also been Chairman of a number of private equity backed companies. In September 2003, he was appointed a non-executive Director of DTZ Holdings plc, where he is Chairman of the Audit Committee.

Roland D'Ieteren (63) ● appointed to the Board 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.

Benoit Ghiot (35) appointed to the Board 15 December 2004
He is Chief Financial Officer of s.a. D'Ieteren n.v., having joined the company in 2002 and is also a member of the Board of Directors of Belron s.a. Prior to joining the D'Ieteren Group, he was Group Controller and Strategic Planning Director with the Belgian retail group GIB.

Gilbert van Marcke de Lummen (67) appointed to the Board 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. and s.a. Cofinimmo n.v.

Malcolm Miller (49) ●■▲ appointed to the Board 21 February 2001
He is Chief Executive of Raymarine plc. He was Chief Executive of Pace Micro Technology plc from 1997 to 2002, and was formerly Chief Executive, Europe for Sega. His earlier career was with Amstrad PLC, culminating in appointment as Managing Director.

Axel von Ruedorffer (63) ●■▲ appointed to the Board 27 June 2001
From 1984 to 2003 he was a member of the Board of Managing Directors of Commerzbank AG, having joined the bank in 1967 and was responsible for Accounting and Taxes, Compliance, Financial Control and Internal Audit. He is a non-executive Director of a number of companies, including Audi, AK-Coface and Stiebel Group.

Kevin M Sheehan (51) appointed to the Board 26 February 2004
He is Chairman and Chief Executive of the Vehicle Services Division of Cendant Corporation (formerly HFS, Incorporated) having previously served as Chief Financial Officer of Cendant. Before joining Cendant, he was President of Avis Holdings, Inc., and prior to that was a senior Vice President of HFS, Incorporated. He has over 20 years of financial experience encompassing financial management and strategy, and previously worked for STT Video Partners, Reliance Group and Deloitte & Touche.

- Member of the Remuneration Committee
- Member of the Nominations Committee
- ▲ Member of the Audit Committee