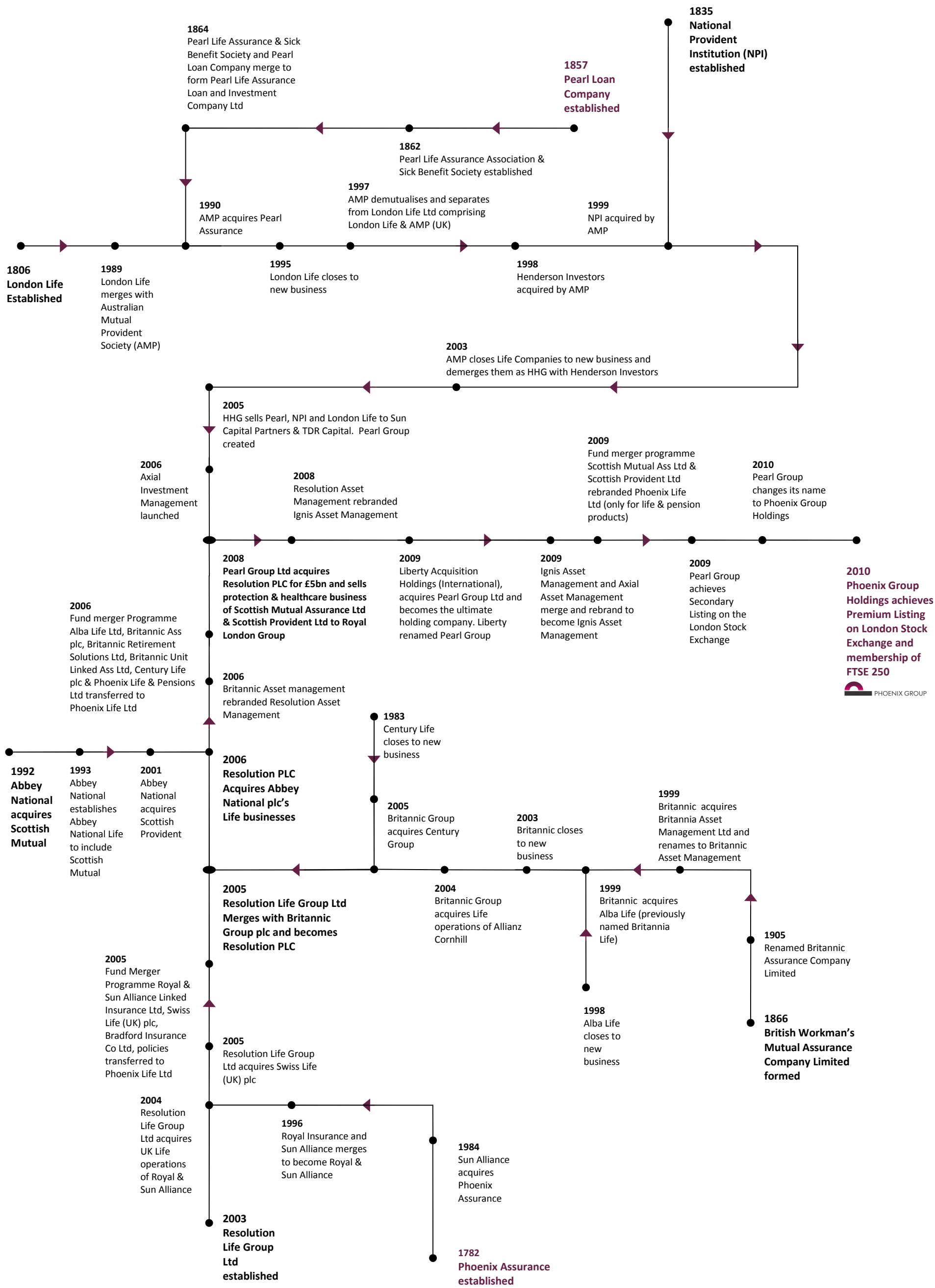THE PHOENIX GROUP TIMELINE