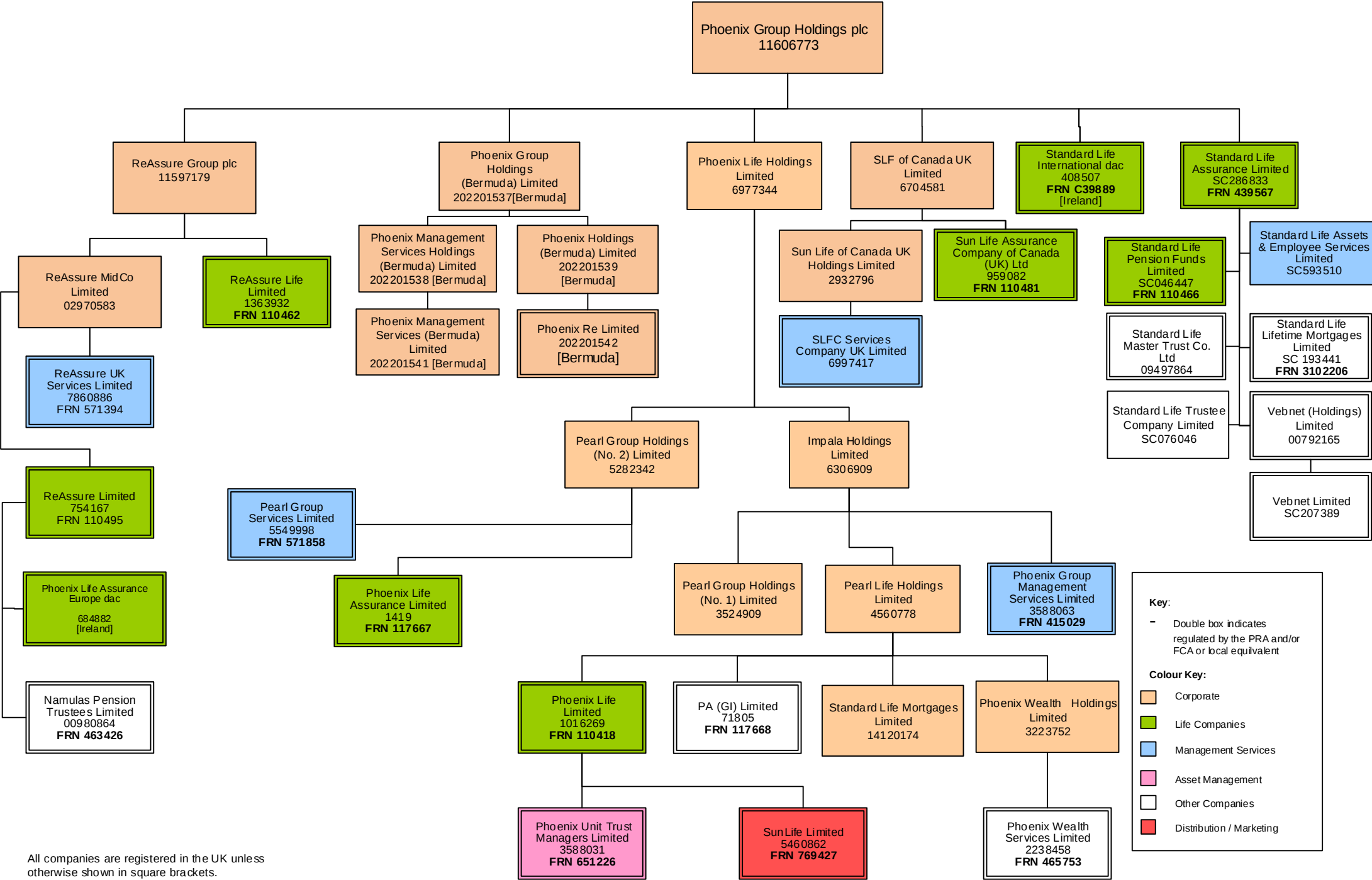


Phoenix Group Structure Chart - Summary
30 September 2023

Shareholdings are 100% unless shown otherwise
Classification: Public



All companies are registered in the UK unless otherwise shown in square brackets.