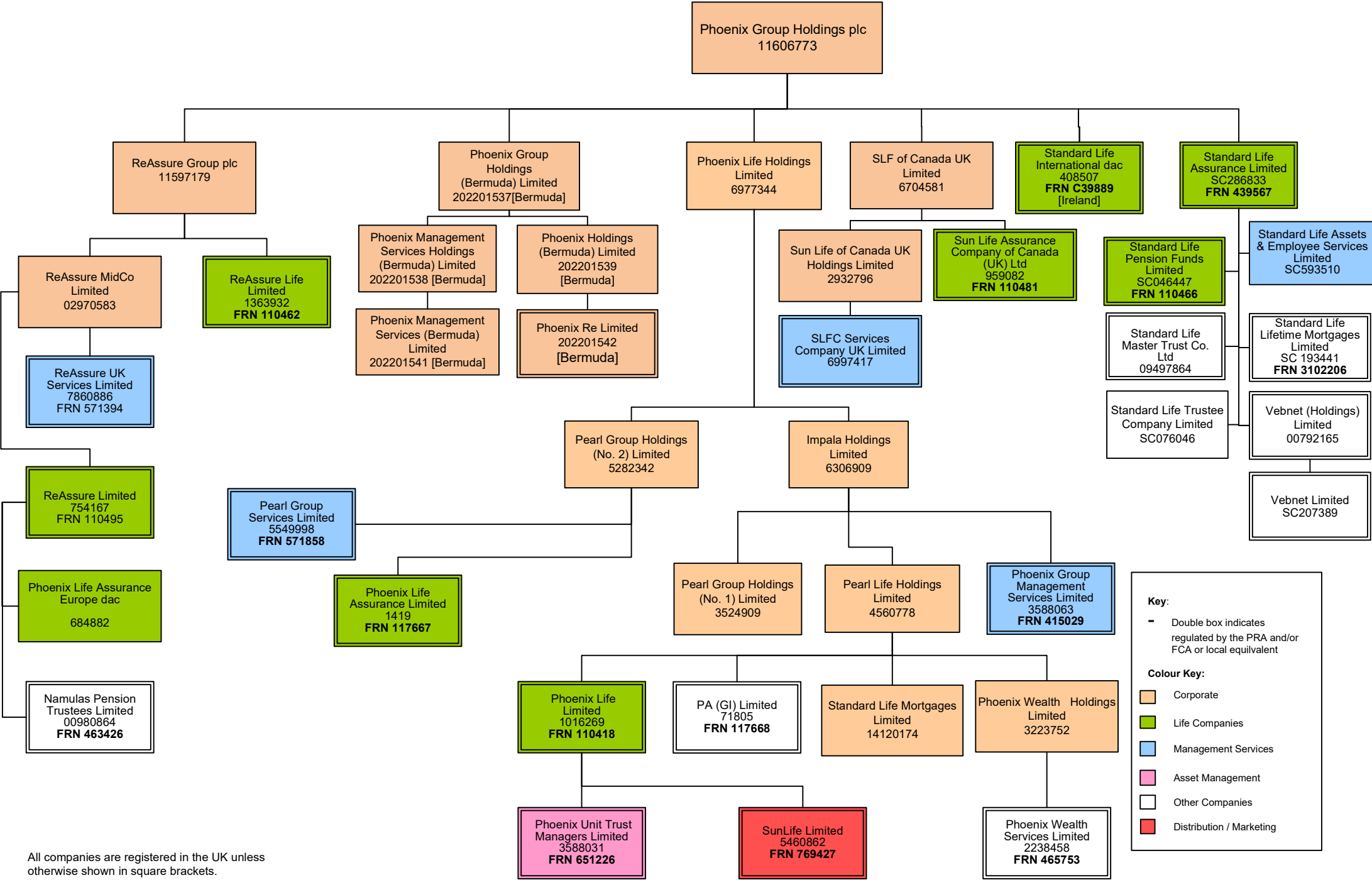


Phoenix Group Structure Chart - Summary
30 June 2023



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