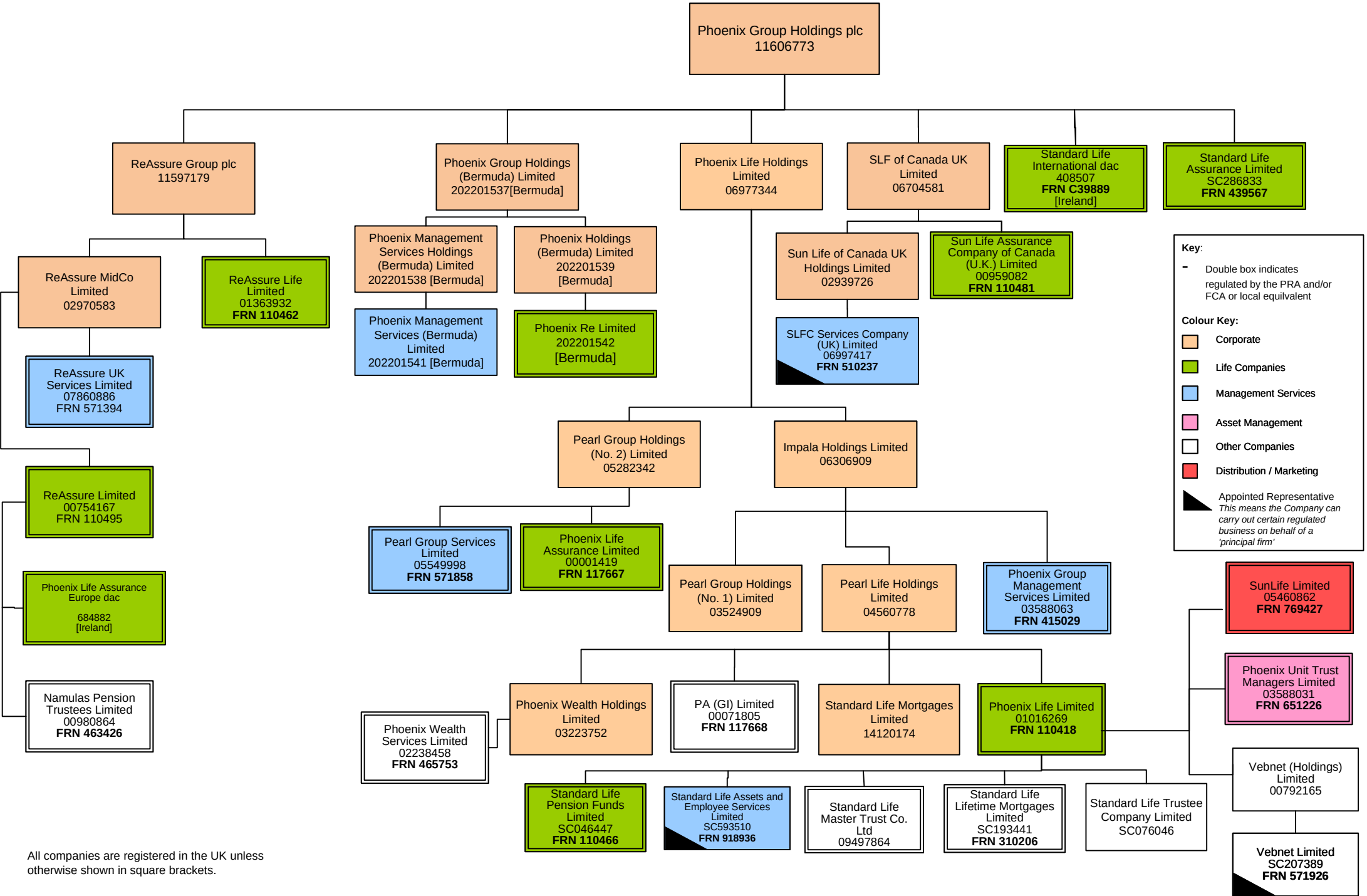


Phoenix Group Structure Chart - Summary  
31 December 2023

Shareholdings are 100% unless shown otherwise  
Classification: Public



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