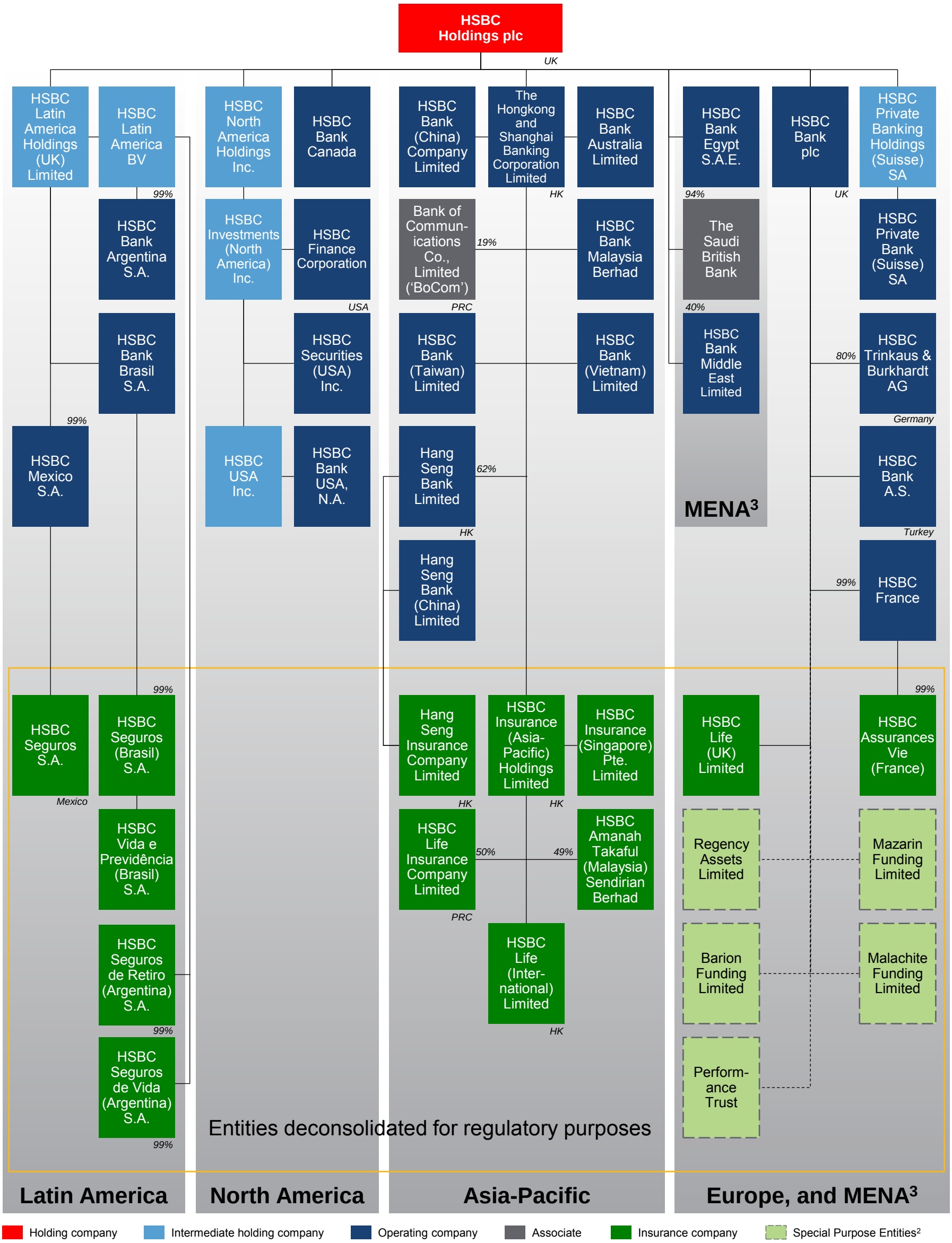
Simplified Organisation Chart[1]

Home and Priority growth markets



Holding company | Intermediate holding company | Operating company | Associate | Insurance company | Special Purpose Entities[2]

1. At 31 December 2013. Entities wholly owned unless shown otherwise (part ownership rounded down to nearest per cent), except 2, below
2. Control of Special Purpose Entities is not based on ownership
3. Middle East and North Africa