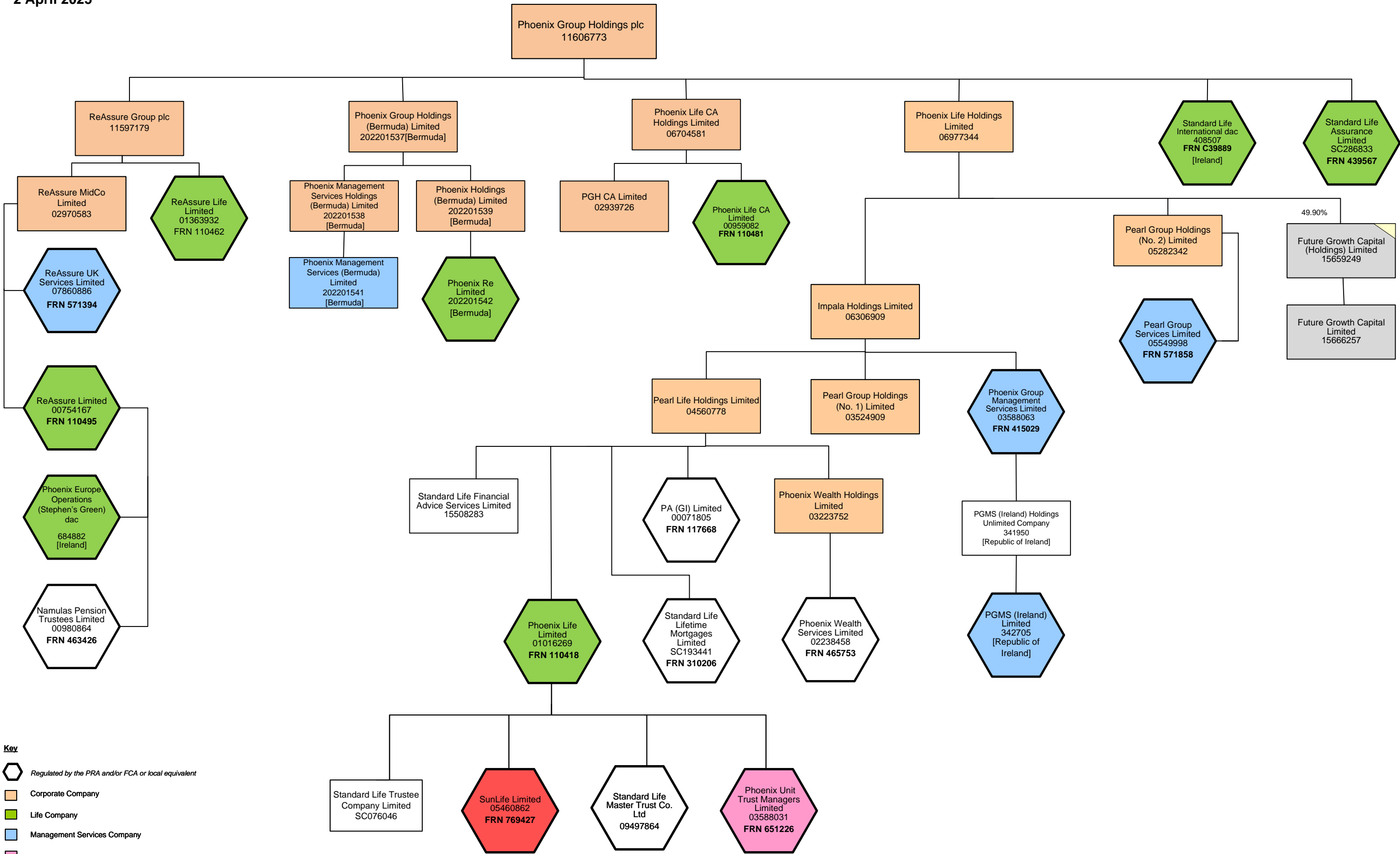


Phoenix Group Structure Chart – Summary
2 April 2025

Shareholdings are 100% unless shown otherwise
Classification: Public



Key

- Regulated by the PRA and/or FCA or local equivalent
- Corporate Company
- Life Company
- Management Services Company
- Asset Management Company
- Other Company
- Distribution / Marketing Company
- Investment Company
- Joint Venture with Schroder International Holdings Limited

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