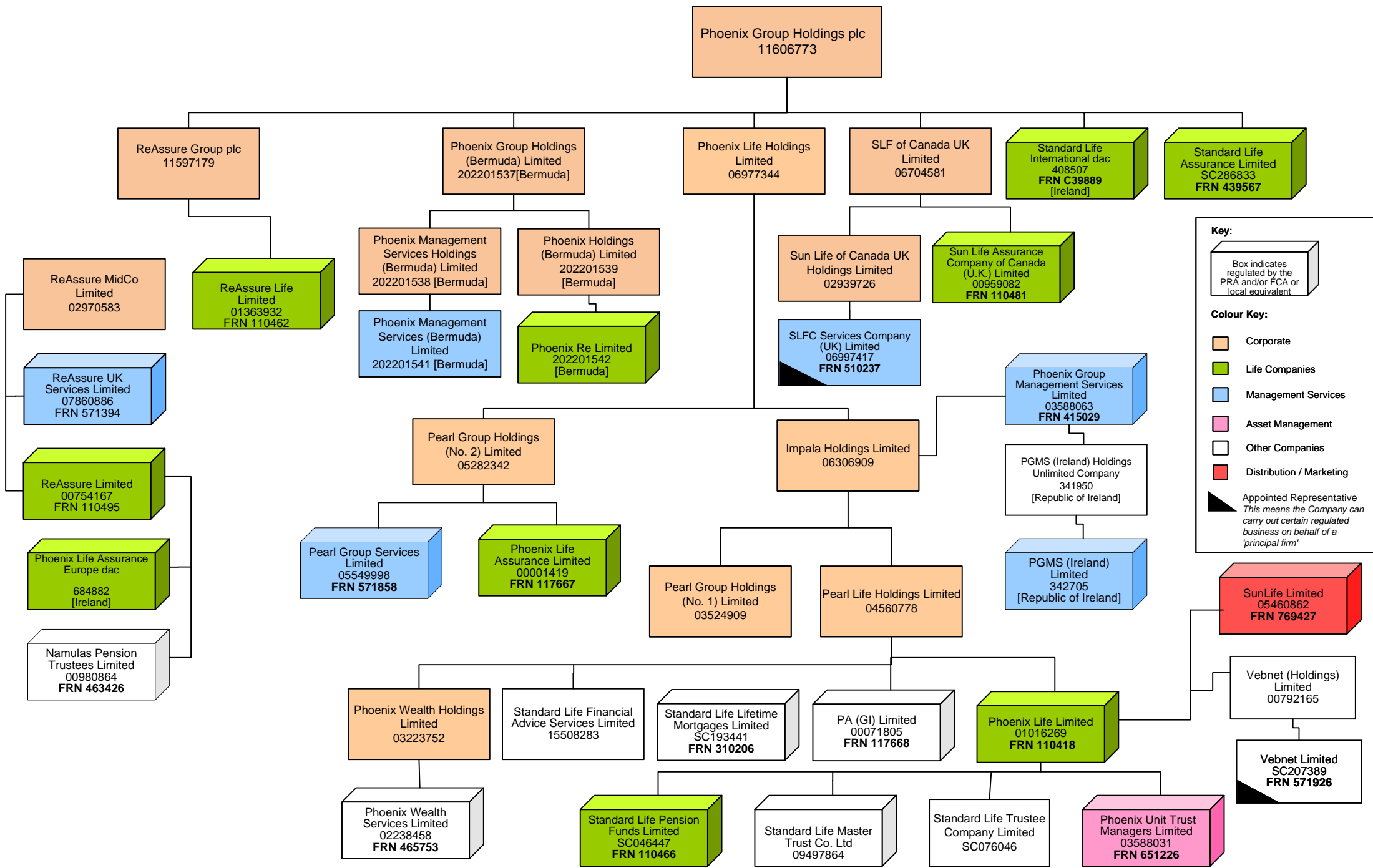


# Phoenix Group Structure Chart – Summary

31 March 2024



**Key:**

Box indicates regulated by the PRA and/or FCA or local equivalent

**Colour Key:**

- Corporate
- Life Companies
- Management Services
- Asset Management
- Other Companies
- Distribution / Marketing

Appointed Representative  
This means the Company can carry out certain regulated business on behalf of a 'principal firm'

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