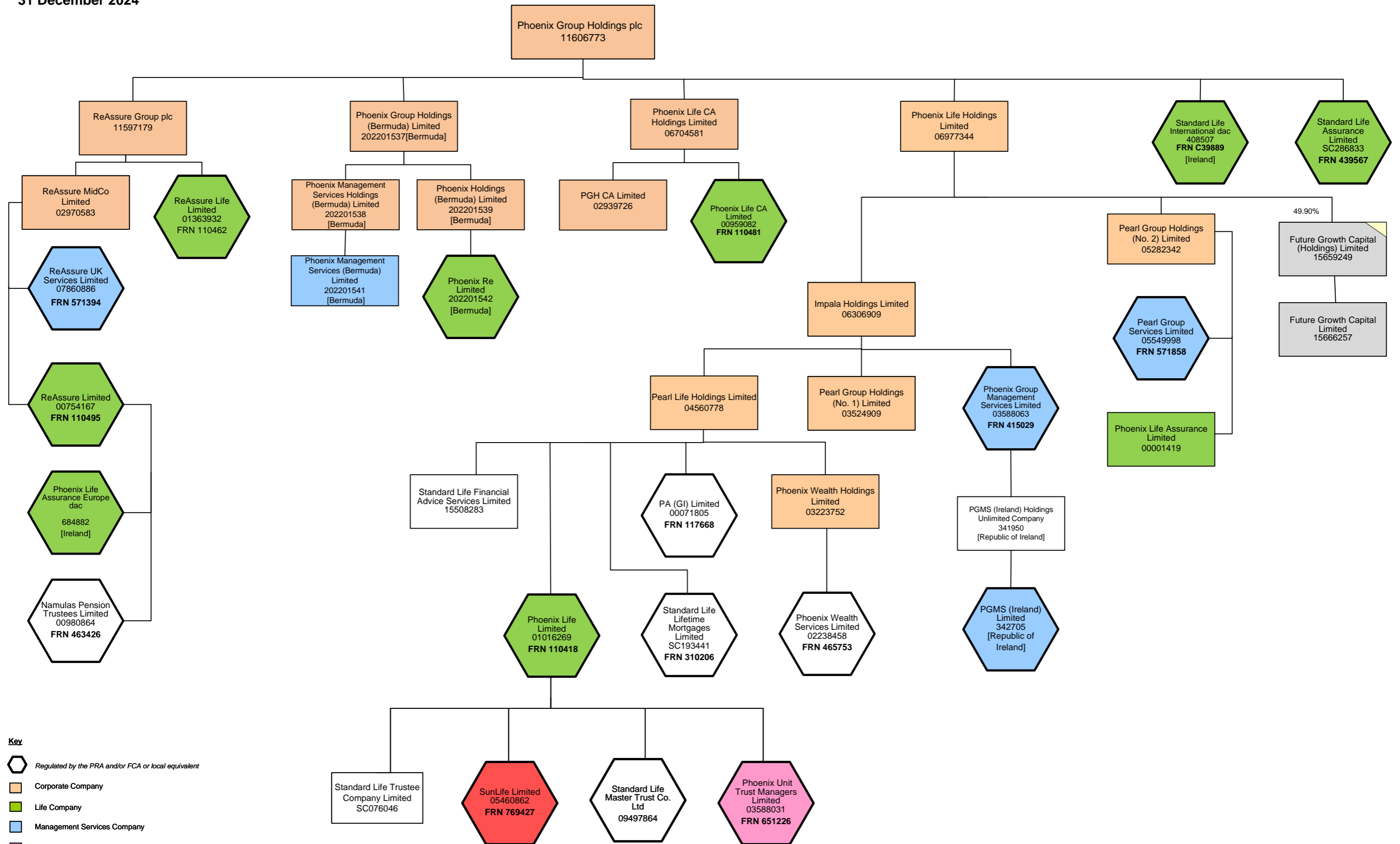


Phoenix Group Structure Chart – Summary
31 December 2024

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.