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15 May 2026

Standard Life plc - Board Changes

The Board of Standard Life plc ("Standard Life" or the "Group") announces the following changes:

- **Karen Green**, Group Senior Independent Non-Executive Director, Chair of the Group Board Sustainability Committee and member of the Group Board Remuneration and Risk Committees, will retire from the Board with effect from 30 June 2026, having served nine years on the Group Board.
- **Katie Murray**, Group Independent Non-Executive Director, Chair of the Group Board Audit Committee and member of the Group Board Nomination Committee will become Group Senior Independent Non-Executive Director with effect from 1 July 2026.
- **Karin Cook**, Dual Independent Non-Executive Director, will become Chair of the Group Sustainability Committee with effect from 1 July 2026.

Commenting on the changes, Sir Nicholas Lyons, Chair of Standard Life plc said:

"On behalf of the Group Board, I would like to thank Karen for her commitment and significant contribution to the Group during her tenure. She has been an invaluable source of support to me as Chair, and I am grateful for her guidance and challenge. We wish her every success for the future.

Both Katie Murray and Karin Cook provide exceptional experience and support, and we are pleased to appoint them to their additional roles."

This announcement is made pursuant to UKLR 6.4.6.

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