

## Investor Relations: committed to delivering world-class service to our clients

Personal service remains the foundation of Ardian's relationship with investors. As the number of LPs grows, we are investing heavily in the technology and people we need to provide high-quality service at scale.



**BENOÎT VERBRUGGHE**  
Member of the Executive Committee

Ardian's investor base grew quickly during 2019 as our expanded office network allowed us to form many new relationships all over the world. We closed record funds for our Infrastructure, Private Debt and Co-Investment activities, all of them at least twice the size of the previous generation, and now have more than 1,000 LPs.

To support this rapidly growing group of investors, we are strengthening our client servicing infrastructure so that we can continue to deliver the world-class customer experience they expect. Our Investor Relations team, comprising Product Marketing, Sales and Client Servicing, now numbers 60 people after 10 new team members joined in 2019.

**"The infrastructure that supports our customer service must be as strong as our fundraising capacity. We have to concentrate on achieving world-class quality."**

The heart of the investor relations experience in our industry is still direct personal relationships. We are committed to meeting our investors regularly – individually and at private events – and to providing traditional service with a human face. But digital contact is increasingly important in the world we live in, and its role will continue to expand. Thus, to maintain our approach as we grow, we increasingly need to combine personal service with technology tools that will allow us to maintain our speed of response and efficiency.

We are investing in both customer-facing and reporting technology to strengthen our Investor Relations offering. The state-of-the-art investor portal we are developing will give each LP an individual dashboard with detailed information on their investments across all Ardian's activities. We are investing to automate essential administrative processes that remain largely manual, such as the preparation of subscription documents and standard regulatory processes. These initiatives will deliver an enhanced investor experience and significant efficiency gains.

Alongside our expanding network of institutional relationships, we are attracting a large number of High Net Worth Individuals (HNWI). This category of investors has a growing appetite for private market opportunities but continues to face barriers, mainly due to high minimum investments per fund and regulatory constraints in some countries. Over the past few years, a number of private banks have set up feeder funds and other structures to meet this growing demand from HNWIs. We see it as a key priority to continue developing strong relationships with private banks although we are also closely monitoring the emergence of new distribution channels using digital platforms.



**173**

new clients making first investments with Ardian in 2019

**1,060**

investors including 490 High Net Worth Individuals

**3.2**

products per client on average