

Increasing our resilience and diversity

EXECUTIVE COMMITTEE

2019 was an exceptionally strong year for our company.

We closed record funds for Infrastructure, Co-Investment and Private Debt, and completed a series of landmark transactions in Secondary Fund of Funds and with our Buyout team in Europe and in the US. Infrastructure continued to forge ahead in North America and signed a very large debut deal in Germany, a country in which our Mandates team also had major wins. Ardian Growth saw the creation of its first \$1bn portfolio company with Ivalua, a world-leading e-procurement platform.

After attracting 173 new investors last year, we now have more than 1,000 Limited Partners (LPs). And to support them, we have continued to hire more people than ever, as 106 new employees joined in 2019.

“We are investing heavily in our technology and focusing relentlessly on attracting and retaining talented people.”

Of course, these successes came before the COVID-19 pandemic brought the global economy to a near-standstill. We are examining every aspect of our investments to ensure we are as well positioned as possible to withstand its challenges and provide the support that our companies and investors need. Indeed, even before this calamity struck, we were keenly aware that market conditions were becoming much more challenging and that we needed to select our investments with ever greater care and do all we could to strengthen our organization.

We are investing heavily in technology to increase efficiency and productivity, and give our investors a better, more streamlined experience. And we continue to focus relentlessly on attracting and retaining talented people who share our values and culture of service.

A central element of our plans to strengthen Ardian is to bring greater diversity, in all its facets, to our company. Last year, we decided to join the Investor Leadership Network, an organization founded in 2018 after the G7 in Canada to encourage collaboration between leading investors on issues related to sustainability and long-term growth. We are supporting the Investor Leadership Network's (ILN) work on increasing and measuring diversity. We believe that by making Ardian more diverse, we will also make it stronger.

We are also working to increase the positive impact of our investments and we continue to share the profits we generate on exit with the employees of our portfolio companies. We are strengthening and expanding our Foundation to help more people turn their aspirations for social mobility into reality. To accelerate this process, we decided during 2019 to donate a portion of Ardian's carried interest to the Foundation, which will boost its financial resources over the next few years.

In the months ahead, and the years that will follow the COVID-19 crisis, we are certain that these decisions and initiatives will make us stronger and more resilient.

Although we face a formidable challenge from the effects of COVID-19, we begin the new decade in a strong position. We have a talented workforce and a strong, well-resourced organization that can withstand the pressures. Although the period ahead is extremely uncertain, we face the future with confidence and a firm belief that by standing by our partners and supporting each other, we can all come through these challenging times.



DOMINIQUE SENEQUIER
President of Ardian



MARK BENEDETTI
Co-Head of Ardian US



MATHIAS BURGHARDT
Head of Ardian Infrastructure



VLADIMIR COLAS
Co-Head of Ardian US



OLIVIER DECANNIÈRE
Head of Ardian UK



JÉRÉMIE DELECOURT
Head of Corporate and International Development



VINCENT GOMBAULT
Head of Fund of Funds and Head of Private Debt



PHILIPPE POLETTI
Head of Ardian Buyout



NICOLÒ SAIDELLI
Head of Ardian Italy



JAN PHILIPP SCHMITZ
Head of Ardian Germany, Asia and Mandates



BENOÎT VERBRUGGHE
Head of Ardian US and Head of Investor Relations