

Ardian Tax Strategy- December 2025

The UK Finance Act 2016 includes a requirement for certain businesses to publish their strategy as it relates to UK tax, in an effort to encourage responsible tax behaviour and transparency.

Ardian UK Investment Limited (“Ardian UK”) regards the publication of this tax strategy, which has been approved by the Ardian UK Board of Directors as complying with such requirements.

References to ‘tax’, ‘taxes’ or ‘taxation’ are to the taxes, obligations and duties set out in paragraph 15(1) of Schedule 19 of the UK Finance Act 2016.

Governance

We operate appropriate tax risk governance oversight through clear processes, and regular internal reporting.

UK tax matters are delegated to a qualified team of in-house tax and accounting professionals in the UK who are responsible for the implementation of the tax strategy and the management of tax and related risk as noted above.

In addition to the internal expertise within the UK office, and with support from the Group tax team, we utilise third party professional accounting firms where necessary to provide technical knowledge and independence.

The UK CFO has ultimate responsibility for the construct and implementation of all tax processes and reporting for the business. Additional testing / control is provided through 2nd line (Risk) and 3rd line (Audit) review.

The UK Board of Directors for Ardian UK are responsible for monitoring and approving the UK tax strategy. The UK tax strategy will be reviewed annually, updated as appropriate and approved by the Board.

Effective tax risk management

Ardian UK is committed to compliance with all its UK tax obligations and full disclosure to tax authorities.

We seek to comply with the letter and the spirit of the law, and we actively look to mitigate tax risks within those parameters and within the other legal, regulatory, and commercial constraints placed on us. We do not tolerate tax evasion or the facilitation of tax evasion by any individual(s) acting on behalf of Ardian UK. Ardian UK has implemented regular mandatory training for all staff to ensure compliance with Part 3 of the Criminal Finance Act relating to the Corporate Criminal Offences. Intra-group transactions are carried out at arm’s length and in accordance with relevant UK legislation as well as international guidance and best practice, such as current OECD principles.

Ardian UK recognises that it must comply fully with all applicable tax laws in the UK and elsewhere. We analyse and may seek the use of tax incentives or exemptions to the extent legally possible in order to enhance value to our investors and stakeholders. However, even where tax incentives or exemptions are available, we may still choose not to use these to the extent that their use may carry with it reputational risk for our investors, stakeholders or Ardian UK and the wider Ardian group.

We take appropriate external advice as needed in relation to applicable tax rules considered relevant to our operations and monitor developments in this field. External advice may in particular be sought in new, complex or uncertain areas of tax law, or if a transaction is of significant value.

Tax returns are prepared by our appointed tax agent and reviewed by senior management.

External tax advisers also assist with liaising with HMRC.

Relationship with tax authorities

We seek to comply with all of our tax obligations on a timely basis and to provide HMRC with accurate and transparent tax returns. This reduces the need for additional requests for information and builds trust with HMRC. We respond fully and promptly to requests from HMRC about our business. We aim to be cooperative and respectful in our dealings with HMRC and resolve technical uncertainties in a productive manner. We welcome and proactively seek collaborative interaction with HMRC.