PARIS
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Ardian announces evolution of governance to support next phase of growth

Ardian, a global private investment firm, today announces, in support of its continuing growth strategy, several appointments within the Group's Executive Management and within the Executive Board of Ardian France, a Group's regulated entity.

These key developments strengthen Ardian's governance while ensuring continuity across its investment platforms as the Group enters its next phase of development.

Effective from 30 September 2026 :

- **François Jerphagnon**, member of Ardian's Executive Committee, Executive President of Ardian France and Head of Expansion, will assume broader responsibilities within the Group following his appointment by Ardian's Supervisory Committee as Executive Vice-President of Ardian (Holding). He will also succeed Mathias Burghardt as CEO of Ardian France.

Having been with the Ardian Group for 25 years, François Jerphagnon created and successfully developed the Expansion activity, recognized as a European leader in investment in mid-sized companies. With his recognized investment expertise, his ability to bring talent together, and the trust placed in him for more than 20 years by the clients he supports, François Jerphagnon will actively contribute to furthering Ardian's development and ambitions.

- **Marion Calcine**, currently a member of the Executive Board of Ardian France, Chief Investment Officer for Infrastructure and member of the Infrastructure Management Committee, will also see her responsibilities broaden within the Group. She will become Executive President of Ardian France, and Ardian's Supervisory Committee has also appointed her Member of the Executive Committee and Executive Vice-President of Ardian (Holding).

Since 2007, Marion has contributed to the remarkable development of the Infrastructure activity, composed of 76 professionals based in Europe and the United States, which today manages USD 45 billion in assets.

- **Marie-Victoire Rozé**, Deputy Co-Head of Secondaries & Primaries and Senior Managing Director, becomes a member of the Executive Board of Ardian France.

Stéphanie Bensimon, Head of Real Estate, and **Thibault Basquin**, Co-Head and Chief Investment Officer of Buyout, both members of Ardian's Executive Committee, will continue to serve as members of the Executive Board of Ardian France.

The appointments of François Jerphagnon and Marion Calcine as Executive Vice-Presidents of Ardian (Holding) will be submitted for confirmation at the next general meeting in May 2027.

As part of this evolution, **Mathias Burghardt** will step down from his Group's executive corporate responsibilities to focus on overseeing Ardian's Infrastructure platform, which he founded in 2006. He will continue to chair the Infrastructure Management Committee and will continue to support the deployment of the Group's Infrastructure fund, drawing on his expertise and experience.

"These appointments illustrate our ability to anticipate future needs while capitalizing on the expertise of our teams. I congratulate François, Marion and Marie-Victoire and wish them every success in their new roles. Mathias built one of the world's leading infrastructure investment platforms at Ardian, with landmark assets such as Heathrow and the recent announcement of a EUR 5 billion data center project. He also oversaw the direct activities as CEO of Ardian France. He will continue to supervise the exceptional development of Ardian's Infrastructure activity."

● DOMINIQUE SENEQUIER ● CEO AND FOUNDER OF ARDIAN

"Once again, Ardian demonstrates its ability to bring forward outstanding talent in order to renew and strengthen its leadership, while preserving its strategic momentum as a global investment player. I join Dominique in congratulating those taking on new responsibilities."

● MARK BENEDETTI ● CO-CEO OF ARDIAN

"My DNA is industrial strategy, infrastructure and macroeconomic vision. I have therefore decided, calmly and after careful consideration, to step down from my corporate responsibilities and focus my commitment on overseeing the Infrastructure activity, at the heart of Europe's economic challenges."

● MATHIAS BURGHARDT ● CHAIRMAN OF THE INFRASTRUCTURE MANAGEMENT COMMITTEE

"I am delighted to take over from Mathias as CEO of Ardian France and continue building on the company's strong momentum and growing role in Europe. I am also pleased to contribute to the Group's strategic priorities, alongside Ardian's teams, to strengthen our position as a leading investment platform serving our clients."

● FRANCOIS JERPHAGNON ● MEMBER OF THE EXECUTIVE COMMITTEE AND CEO OF ARDIAN FRANCE

"For nearly twenty years at Ardian, I have had the privilege of contributing to the development of the Infrastructure platform, which over the years has become a leading player in Europe and internationally. Building on this investment experience, I am honored by the trust placed in me through these new responsibilities. Alongside Ardian's teams, I am fully committed to supporting the Group's next phase of growth and contributing to the implementation of its strategic priorities."

● MARION CALCINE ● MEMBER OF THE EXECUTIVE COMMITTEE AND EXECUTIVE PRESIDENT OF ARDIAN FRANCE

ABOUT ARDIAN

In a world of constant evolution, Ardian stands out for its ability to anticipate, adapt, and turn challenges into opportunities. As a global, diversified private markets firm with 22 offices and more than 350 investment professionals worldwide, we provide investment and customized solutions that reflect new economic dynamics and help our clients remain resilient in a changing world.

We deliver multi-local expertise and long-term performance for our investors and partners as well as shared value for the broader society. Since Ardian's inception in 1996, our pioneering approach to diversification and our ability to offer tailor-made solutions at scale have remained the heart of our strategy.

Through commitment, knowledge and technology, we bring lasting value to our companies and contribute positively to the whole industry.

Ardian currently manages or advises $200bn for more than 1,920 clients worldwide across Private Equity, Real Assets, and Credit.

Ardian. Mastering change for lasting value.

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