

Museum Studio accelerates its global expansion with a series of major strategic successes

- **Acceleration of the Corporate & Luxury development pillar:** Triumph of the "Hidden Treasures" exhibition created for **Comité Colbert** in New York. Museum Studio firmly establishes itself as the partner of choice **for the world's leading luxury Maisons to enhance and showcase their heritage.**
- **Strengthened footprint in the United States:** Signing of a major contract worth nearly \$25M for the renovation of a leading museum in Washington D.C., coupled with a new advisory mission for museum retail in Los Angeles.
- **Continued expansion in Asia:** Imminent delivery of an unprecedented project in Shenzhen (China), marking a new milestone in its development in Asia.
- **Confirmed anchoring in the Middle East:** Diriyah Company, a historical partner, renews its trust in Museum Studio with the award of a new large-scale contract.
- **Strong long-term visibility** with a highly robust order book: Museum Studio's global leadership and integrated expertise continue to secure strong growth for the years to come.

Michaël Fribourg, Chairman and Chief Executive Officer of Compagnie Chargeurs Invest, stated:

"Museum Studio's superb commercial momentum demonstrates the relevance of our strategic positioning at the heart of the emotional intelligence economy, where human expertise, rarity, and creative excellence are irreplaceable.

The resounding success of the Comité Colbert exhibition in New York marks a turning point: it cements our recognition among corporate clients and the largest luxury Maisons, which find in Museum Studio the ideal architect to elevate their heritage.

By capitalizing on this recognition, we are strengthening our roots in Europe with the leading luxury Maisons, while continuing to develop our positions in our key international markets, particularly in Asia.

Under our new signature Architect of Rarity, the renewed trust of some of the world's most prestigious clients confirms the uniqueness of our positioning and provides Museum Studio with solid visibility to pursue its sustainable value creation."

CONFIRMATION OF GROWTH POTENTIAL FOR THE CORPORATE & LUXURY STRATEGIC PILLAR

Museum Studio is accelerating its development with major corporations and luxury Maisons, a strategic growth pillar.

Thanks to its expertise in heritage storytelling, the design of immersive cultural experiences, and the promotion of brand legacies, Museum Studio supports a growing number of large enterprises and luxury Maisons in transmitting their history, savoir-faire, and uniqueness.

This dynamic is perfectly illustrated by the exhibition *"Hidden Treasures, 250 Years of Franco-American Luxury Stories"*, designed and produced for **Comité Colbert**. Presented in late May 2026 at The Shed cultural center in New York, this event brought together a record participation of 65 French luxury Maisons and cultural institutions.

Museum Studio's teams handled the entire project, from curatorial, scenographic, and editorial design to its production and execution. By transforming shipping trunks into contemporary cabinets of curiosities, the exhibition offered an original staging of the historical ties between France and the United States through exceptional savoir-faire and great brand stories.

This success confirms Museum Studio's positioning as the partner of choice for prestigious brands looking to showcase their heritage, identity, and cultural legacy. In a rapidly growing market, heritage staging is becoming a major lever for differentiation and global influence.

CONTINUED EXPANSION IN THE NORTH AMERICAN MARKET

In parallel, Museum Studio continues to establish itself as the trusted partner of major American institutions.

Museum Studio has won a new major contract worth nearly \$25 million for the renovation of a prominent museum in Washington D.C., paired with a new museum retail consulting contract in Los Angeles. These new references illustrate the trust placed in Museum Studio's American teams and confirm their ability to lead some of the most demanding museum projects in the world.

ACCELERATION IN ASIA WITH THE UPCOMING DELIVERY OF AN UNPRECEDENTED PROJECT IN CHINA

Museum Studio is reaching a new milestone in its international development with the imminent finalization of a major project in Shenzhen, China.

This achievement strengthens its presence within one of Asia's most dynamic cultural and technological ecosystems. It bears witness to Museum Studio's capacity to export its expertise into new high-potential markets and to support the rise of cultural investments in the region.

CONFIRMED ANCHORING IN THE MIDDLE EAST

In the Middle East, a region where Museum Studio has been involved in major cultural and heritage projects for several years, its historical partners continue to renew their trust.

Diriyah Company, an iconic player in Saudi Arabia's heritage and tourism development, has just awarded Museum Studio a new large-scale contract. This success illustrates the strength of the relationships built by the teams and their ability to support major international cultural projects over the long term.

A HIGHLY ROBUST ORDER BOOK FOR LONG-TERM VISIBILITY

All of these commercial successes confirm the solidity of Museum Studio's model and the relevance of its positioning in the culture, heritage, and immersive experience markets.

Thanks to an integrated offering covering the entire value chain—from strategic consulting and design to the execution and fit-out of spaces—Museum Studio has a particularly robust order book, providing strong visibility for the years ahead.

Driven by the depth of its expertise, the expansion of its geographical footprint, and the diversification of its client base, Museum Studio is thus pursuing its growth trajectory and consolidating its status as a benchmark player in cultural engineering on a global scale.



« *Hidden Treasures, 250 Years of Franco-American Luxury Stories* » in New York for Comité Colbert

2026 Financial Calendar

Thursday 10 September 2026

2026 First-half results

ABOUT COMPAGNIE CHARGEURS INVEST

Compagnie Compagnie Chargeurs Invest, under the brand signature 'Architect of Rarity', is a hybrid company that operates both as an operator and developer of businesses positioned in the exclusive market of emotional intelligence, and as an investor actively managing a portfolio of rare and prestigious assets with strong historical roots. Supported by the long-term commitment of its controlling shareholder, the Fribourg Family Group, the company implements a value-creation strategy based on the ownership, development, and enhancement of its unique portfolio of differentiated assets. As of 31 December 2025, the net asset value of Compagnie Chargeurs Invest amounts to €585 million.

The company's shares are listed on Euronext Paris and are PEA-PME eligible.

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