

Museum Studio completes the acquisition of majority stake in Lord Cultural Resources

- **Majority stake acquired in Lord Cultural Resources**

Museum Studio has finalized its acquisition of a 51% majority stake in Lord Cultural Resources, strengthening its position as a world leader in the development and enhancement of cultural assets

- **Strengthened international expertise**

Lord Cultural Resources, a global reference in cultural master planning with 5 offices worldwide and over 2,900 projects completed across 5 continents, supports its clients in the design of integrated cultural destinations, thanks to a unique strategic and functional approach

- **A unique global cultural service provider**

This acquisition of a majority stake consolidates Museum Studio's position as a unique global cultural service provider, able to cover the entire value chain from conception to completion, with a high level of expertise and excellence.

Michaël Fribourg, Chairman and Chief Executive Officer of Compagnie Chargeurs Invest, stated: *"Museum Studio is one of the great success stories in our strategy of creating global champions. The acquisition of a majority stake in Lord Cultural Resources further enhances this success by expanding Museum Studio's international footprint and scope of activity. It is a perfect illustration of our ambition to scale up our high value-added assets with a targeted, structuring approach that creates sustainable value."*

Acquisition of a majority stake in Lord Cultural Resources

Museum Studio has finalized the acquisition of a 51% majority stake in Lord Cultural Resources. This key step confirms Museum Studio's ambition to structure the most comprehensive and integrated cultural offering in the world.

Museum Studio and Lord Cultural Resources now combine their expertise, networks and reach to support cultural institutions, both public and private, throughout the lifecycle of a cultural project, from strategic planning to operational delivery.

A shared vision and an unrivalled international footprint

For over 40 years, Lord Cultural Resources has set the standard in cultural master planning. Founded in 1981 by Gail and Barry Lord, the company was built on a strong conviction: culture has the power to transform societies and make the world a better place.

With over 2,900 projects in 57 countries, Lord has helped shape major cultural institutions, supporting museums, communities, governments, foundations and companies in the expression of their cultural ambitions.

With this transaction, Museum Studio further expands its global footprint. The integration of Lord's teams and offices in Toronto, New York, Mumbai, Beijing and Madrid enables Museum Studio to consolidate its geographical presence on the five continents. This strategic network strengthens its proximity to local players, while providing the business line with a global intervention capability.

By combining the expertise of Lord and Museum Studio, this partnership creates a unique platform for cultural services. It enables Museum Studio to meet the expectations of players in the sector with complete coverage of the value chain, from the emergence of a vision to the concrete realization of emblematic projects.

A renewed ambition: to amplify the impact of culture on a global scale

Museum Studio and Lord Cultural Resources share a clear ambition: to place culture at the heart of social, economic and environmental contemporary transformations.

Through this transaction, Museum Studio reaffirms its commitment to being a benchmark partner for cultural institutions worldwide, capable of supporting the vision, strategy and implementation of high-impact cultural projects.

2025 Financial calendar

Wednesday, September 10, 2025 (*before market opens*)

2025 First-half results

Wednesday, November 5, 2025 (*before market opens*)

9M and Q3 2025 revenue

ABOUT COMPAGNIE CHARGEURS INVEST

Compagnie Chargeurs Invest is a mixed industrial and financial company with a role as an operator and developer of global champions in industry and services, and as an investor with a culture of active portfolio management of high value-added businesses. Active in nearly 100 countries with around 2,600 employees, Compagnie Chargeurs Invest relies on the long-term commitment of Groupe Familial Fribourg, a committed controlling shareholder, and on its portfolio of assets, to meet the major challenges of its markets. Compagnie Chargeurs Invest achieved revenues of €729.6 million in 2024.

The share is listed on Euronext Paris and is PEA-PME eligible.

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