

Museum Studio acquires¹ majority stake in Lord Cultural Resources, worldwide reference in cultural master planning

- **Museum Studio becomes a majority shareholder in Lord Cultural Resources¹**, acquiring a 51% stake, and thus strengthens its position as the global leader in cultural asset development
- With 5 global offices and over 2,900 projects completed across 5 continents, Lord Cultural Resources is the **worldwide reference in cultural master planning**. Lord supports its clients in defining and creating cultural destinations that are integrated into their environment through market research, feasibility studies, audience analysis, and targeted architectural and functional planning, all with the goal of achieving perfect alignment between the designed spaces, the project's needs, and its objectives
- By integrating Lord Cultural Resources into its portfolio, Museum Studio **consolidates its expertise in assisting museums, cultural institutions and governments in achieving their cultural aspirations from the earliest stages of any project**
- This majority stake acquisition enables Museum Studio to **strengthen its position as a one-stop-shop covering, with the highest quality, all cultural engineering and production services**, from project inception to final delivery.

Together with Lord Cultural Resources, Museum Studio amplifies its impact and shapes the future of culture globally, with an unmatched international footprint

Museum Studio acquires control in Lord Cultural Resources¹, taking a 51% majority stake. Thanks to this transaction, Museum Studio strengthens its strategic expertise in cultural master planning and takes a major step forward in becoming the most comprehensive cultural services platform in the world.

Museum Studio also expands its presence in key international markets, benefiting from five new global offices and teams operating across key cultural hubs worldwide.

Lord Cultural Resources, a legendary pioneer in cultural master planning

Founded in 1981, Lord Cultural Resources emerged from the bold vision of its founders, Gail and Barry Lord, to make the world a better place through culture.

With over 2,900 projects completed across 5 continents, 57 countries, and 450 cities, Lord has become the global reference in cultural master planning—guiding institutions, communities, governments, foundations, and companies in achieving their cultural ambitions from the earliest stages of any museum project.

¹ Subject to customary conditions precedent

Today, while the number of museums worldwide has been booming, Lord's leadership remains at the forefront of the cultural planning industry. Recognized as a thought leader in the industry, Lord brings to life transformative projects by blending strategic insight with creative thinking.

Joining forces to multiply expertise, reach and global impact

From the initial spark of a cultural vision to the final touch of handcrafted detail, Museum Studio aims to lead every step of the journey, cementing its position as the global leader across the entire cultural value chain.

The association of Museum Studio's services and worldwide presence with Lord's leadership in the masterplan segment will provide clients—museums, public and private cultural institutions, and governmental bodies—with a single partner covering all their needs with the highest quality, from the inception of a project all the way to the final delivery.

Delphine de Canecaude, CEO of Museum Studio, stated: *"We are incredibly proud to welcome Lord Cultural Resources into the Museum Studio ecosystem. This new chapter began with a powerful encounter – a series of meaningful conversations and shared visions between Gail Lord, her associates, and our team. Today marks the beginning of a new journey together, one that brings extraordinary talent and strategic insight into our universe. At a time when Museum Studio is expanding its ambitions in culture and education, Lord's vision and expertise are invaluable. Their presence will be essential in shaping the next chapter of our story – and we couldn't be more excited."*

Gail Lord, Founder of Lord Cultural Resources, stated: *"At this time of dynamic change and growth for the sector – especially in the global south – we are thrilled to join with Museum Studio to provide greater access to our services and educational resources through Museum Studio historic networks – and to continue to share knowledge, experience and talent in a direct and personal way that ensures the development of human capacity for understanding."*

2025 Financial calendar

Tuesday, April 29, 2025 (*before market opens*)

2025 First-quarter financial information

Wednesday, July 30, 2025 (*before market opens*)

2025 First-half results

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 assets. 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, whose global signature is High Emotion Technology, achieved revenues of €729.6 million in 2024.

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

ISIN Code: FR0000130692, Bloomberg Code: CRI:FP, Reuters Code: CRIP.PA

** Subject to approval by the Annual General Meeting of April 9, 2025*