PRESS RELEASE

Paris, 30 September 2026

CIC Conseil advises Culture d'Objet's shareholder on its strategic alliance with Diam Group

Founded in 1992 by Patrice Carnet, Culture d'Objet (CDO) specialises in the design, manufacture, installation, and reuse of environments, exhibitions, and decors for leading luxury houses in France and internationally, particularly in the fine watchmaking sector.

As a major player in its market, Culture d'Objet generates nearly €12 million in revenue and employs around fifty people at its Fontenay-le-Comte site in Vendée, France.

Recognised as an *Entreprise du Patrimoine Vivant* (a French "Living Heritage Company" label), Culture d'Objet relies on its in-house design office and mastery of all artistic crafts (marquetry, woodwork, upholstery, lacquering, sheathing, saddlery, carving, as well as traditional and digital moulding).

With a presence in around twenty countries and 3,200 employees (€450 million in revenue), Diam Group (majority-owned by Ardian) is a global leader in merchandising and point-of-sale fit-outs for major luxury and beauty brands. The group is thus pursuing its expansion into the high-end segment.

CDO will benefit from synergies with Diam's various entities while maintaining its own identity, brand, premises, and teams. Patrice Carnet will continue to support the group operationally.

CIC Conseil acted as the exclusive financial advisor to Culture d'Objet's shareholder.

Participants in the transaction

Vendor:
Culture d'Objet: Patrice Carnet, Carole Ruchaud
M&A adviser: CIC Conseil (César Darcy, Thomas Le Cadre, Eyele Belay)
Legal adviser: Kalliopé (Tanguy d'Everlange, Ava Sereshki)
Financial due diligence: CP&A (Mathieu Ciron)

Buyer:
Diam Group: Françoise Raoul Duval, Thierry Chetaille
Legal adviser: La Tour International (Stéphane Azria, Mathilde Celestin)
Tax adviser: Lexen (Rachel Dress, Raphaël Tardif)
Financial due diligence: Alvarez & Marsal (Benoit Bestion, Mounia Alami Chakor, Lee Youna)

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About CIC Conseil

CIC Conseil is Crédit Mutuel Alliance Fédérale's dedicated M&A subsidiary. Its team of expert professionals, located across France, advises corporations, their managers and their shareholders on French and cross-border transactions. Its capabilities cover the entire spectrum of potential corporate finance needs (disposals to industrial investors, leveraged buy-outs, acquisitions, spin-offs, mergers and fundraising).

CIC Conseil has eight offices in France: Bordeaux and Toulouse (CIC Sud-Ouest), Lille (CIC Nord-Ouest), Lyon and Marseille (CIC Lyonnaise de Banque), Nantes (CIC Ouest), Paris (CIC) and Strasbourg (CIC Est).

For more information: www.cic-conseil.eu

About Crédit Mutuel Alliance Fédérale

One of France's leading bancassurers, with more than 81,000 employees serving 31 million customers, Crédit Mutuel Alliance Fédérale has more than 4,000 branches which offer a diversified range of services to private individuals, local professionals and companies of all sizes.

As the first French banking group to adopt the status of a benefit corporation, Crédit Mutuel Alliance Fédérale is made up of the following Crédit Mutuel federations: Centre Est Europe (Strasbourg), Sud-Est (Lyon), Ile-de-France (Paris), Savoie-Mont Blanc (Annecy), Midi-Atlantique (Toulouse), Loire-Atlantique et Centre-Ouest (Nantes), Centre (Orléans), Normandie (Caen), Dauphiné-Vivarais (Valence), Méditerranéen (Marseille), Anjou (Angers), Massif Central (Clermont-Ferrand), Antilles-Guyane (Fort-de-France) and Nord Europe (Lille). Crédit Mutuel Alliance Fédérale also includes Caisse Fédérale de Crédit Mutuel, Banque Fédérative du Crédit Mutuel (BFCM) and all its subsidiaries, in particular CIC, Euro-Information, Assurances du Crédit Mutuel (ACM), TARGOBANK, OLB, Cofidis, Beobank in Belgium, Banque Européenne du Crédit Mutuel (BECM), Banque Transatlantique, Banque de Luxembourg and Homiris.

For more information: www.creditmutuelalliancefederale.fr

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