

Press Release

Arc begins a new chapter with the arrival of two new shareholders, C4 Industries and Compagnie Nationale de Navigation

Arques, April 14, 2025 – The Lille Commercial Court has approved the refinancing plan agreed upon in December 2024 between the company, its main shareholder, the French government, creditors, and two new investors: C4 Industries and Compagnie Nationale de Navigation (CNN). This marks the beginning of an active phase for Arc’s financial and shareholder restructuring.

Fifteen months after initiating discussions to secure the financial resources needed to sustain operations, Arc is now entering a new phase of its history with the arrival of two new shareholders: C4 Industries and Compagnie Nationale de Navigation. A key milestone was set in January 2025, during a visit to the Arques site by the Minister for Industry and Energy, Marc Ferracci, when the French government announced a €30 million loan as financial support while the company initiated an accelerated financial safeguard procedure, which has now been officially approved by the Lille Commercial Court.

This approval reflects the collective support of all Arc’ financial partners, including its creditors. It provides the company with the means to continue its transformation and growth initiatives while maintaining operations in a challenging industry landscape.

The two new shareholders, C4 Industries, led by Pascal Cagni, and Compagnie Nationale de Navigation, led by Patrick Molis, are each investing €15 million each in equity, in addition to a €12 million investment from Dick Cashin, the anchor shareholder.

Beyond financial support, Pascal Cagni and Patrick Molis bring valuable industrial vision, entrepreneurial expertise, and international experience — essential assets in today’s rapidly evolving global economy.

This new phase builds on the momentum of the Arcadia transformation plan, which was launched by Arc President Nicholas Hodler in September 2022. Key priorities include streamlining operations, improving planning efficiency, placing customer needs at the core of decision-making, accelerating product innovation, and enhancing the company’s safety culture. Arc remains committed to its decarbonization goals, with the support from the French government.

Nicholas Hodler, President of Arc, shared: “With this new milestone, we are now entering the active stage of the recovery process launched in June 2024. I would like to thank our shareholder Dick Cashin and our two new investors, Pascal Cagni and Patrick Molis, whose support will help us secure our financial footing and provide a clear path forward for the Group. They decisively reinforce the French governments support, further demonstrating confidence in the Group’s transformation strategy. I would also like to express my gratitude to our customers and partners for their trust, and to our dedicated employees for their unwavering commitment during this pivotal period in our history”.

Pascal Cagni, President of C4 Industries, commented: “I am delighted and proud to contribute to the revival of Arc, a company whose expertise is both unique and exemplary. C4 Industries is committed to being a long-term partner and shareholder, dedicated to serving the best interests of the company and all its employees. In today’s complex environment, we are

facing multiple challenges: maintaining Arc's global leadership in tableware, expanding into new markets, decarbonizing operations through furnace electrification, and rebuilding strong relationships the with financial and banking partners of the glass industry.”

Patrick Molis, President of Compagnie Nationale de Navigation, added: “Arc can count on our active support for the recovery plan led by its management team, which is already delivering results. Our investment reflects the confidence we have in the future of this international industrial flagship. While there is still much work to be done, the approval of the safeguard plan is a key milestone toward restoring Arc's financial health.”

About Arc Group

As a global leader in tableware for 200 years, Arc designs innovative and sustainable glass solutions for everyday use, enhancing the experience of drinking, eating, and home decor. Through its brands - Luminarc®, Arcoroc®, Cristal d'Arques® Paris, and Chef&Sommelier®, Arc serves both individual consumers and professionals. The Group operates worldwide, catering to various sectors including retail, hospitality, restaurants, bars and cafés, wine shops, and public institutions (schools, hospitals, retirement homes, corporate canteens). Arc also offers tailor-made solutions for industrial clients and promotional products.

About C4 Industries

Founded in 2004 by Pascal Cagni and based in Paris, C4 is an entrepreneurial platform whose sole mission is to support entrepreneurs and accompany them on their journey. **C4 Industries** is an anchor investor in companies headed by exceptional entrepreneurs and leads the entire portfolio of the C4 platform. **C4 Ventures**, a leading European venture capital fund approved by the AMF, has invested in over 50 technology startups since 2014, nine of which have become unicorns. **C4 Collection**, a para-hotel group, offers a collection of four unique villas, all renovated with exquisite craftsmanship, providing an authentic experience in exceptional locations. The **Cagni Foundation C4** has been working to improve access to education, culture, and the arts for children and disadvantaged populations worldwide.

About Compagnie Nationale de Navigation (CNN)

CNN is the successor to Navale Worms, the maritime division of the historic Worms Group, founded in the 19th century and originally focused on maritime transport. Acquired by Patrick Molis in 1999, CNN has since expanded into land-based oil logistics (Compagnie Industrielle Maritime, TRAPIL), specialized maritime transport (including ro-ro vessels serving Arianespace, Airbus, and the French Armed Forces), and aviation (Héli-Union, a helicopter operator for for offshore oil and gas platform transport and maintenance services. Over time, CNN has gradually divested its historic operations to focus on strategic equity investments in the industrial, maritime, land, aviation, transport, and logistics sectors.

Press contact : Romain Grière / romain.griere@taddeo.fr / 07 86 53 17 29