C4 Manufactures

Press release

Paris, 27 November 2026

C4 Industries enters into exclusive negotiations to acquire Lalique, a flagship of the art of fine living

- C4 Industries, the French group founded by Alsatian entrepreneur Pascal Cagni, has submitted a firm offer to acquire 100% of Lalique SA.
- The project would secure the long-term future of the manufacture in Wingen-sur-Moder and of the Maison, which would return to French ownership.
- Silvio Denz, who has led the revival of Lalique since 2008, is thus preparing the handover of the company.

C4 Industries announces that it has entered into exclusive negotiations with Lalique Group to acquire 100% of the shares of Lalique SA, the Maison founded in Paris by René Lalique in 1888. Lalique would join Maison Lelièvre, Faïencerie de Gien and Duvivier Canapés within C4 Manufactures, a group dedicated to the art of fine living, bringing it a new craft: crystal, shaped by hand in Alsace since 1922.

The project would cover the manufacture in Wingen-sur-Moder, the Paris teams, the boutiques around the world and the Château Hochberg hotel and restaurant. All other activities of Lalique Group, in which Silvio Denz is a major shareholder, including Lalique Parfums and the hospitality businesses (Villa René Lalique, Villa Florhof, Château Lafaurie-Peyraguey, The Glenturret & The Aberturret Estate House), are not included.

Pascal Cagni, President of C4 Industries:

"Lalique is one of the finest signatures of the French art of fine living, rich in unique savoir-faire preserved for over a century. Born in Alsace, I know how much this house draws its strength from its roots, and how much it contributes to the renown of its region. There is no Lalique without Alsace: we want the crystal born in Wingen-sur-Moder, shaped by the hands of its master glassmakers, to continue to light up the world's most beautiful places to live."

Silvio Denz, Chairman and majority shareholder of Lalique Group:

"Lalique has been at the heart of my professional life for eighteen years. I want to make sure that it will be in good hands for decades to come. C4 understands craftsmanship and thinks in terms of generations. With this group and a founder from Alsace, Lalique would return to its roots."

Silvio Denz and Lalique Group acquired Lalique in 2008 and have since restored it to its place among the great French maisons. Having recently celebrated his seventieth birthday, Silvio Denz has chosen to organise the handover of the company himself.

C4 Manufactures

A Maison true to Alsace

A jewel of the French art of fine living, Lalique has brought together creation, savoir-faire and manufacturing for more than a century in Wingen-sur-Moder, where Lalique crystal has been made since 1922. Its master glassmakers shape exceptional pieces by hand, carrying on a craft recognised by UNESCO as Intangible Cultural Heritage of Humanity since 2023. From the Orient-Express to the ocean liner Normandie, and through collaborations with Damien Hirst, Anish Kapoor, Zaha Hadid and James Turrell, Lalique combines heritage with contemporary creation. Present worldwide, the Maison has 29 directly operated boutiques and more than 700 points of sale.

A long-term project for French savoir-faire

The C4 Manufactures project aims to preserve rare savoir-faire, invest in production facilities and attract the best talent. It began when C4 invested in Maison Lelièvre in September 2024, and continued with Faïencerie de Gien in September 2025 and Duvivier Canapés in November 2025. It is backed exclusively by family and management shareholders. Each maison retains its identity, its artistic direction and its local roots.

As with the maisons already in the group, which have benefited from investment since joining, the priorities for Lalique would be its industrial facilities, passing on glass and crystal skills through apprenticeships, and international development, particularly in the United States, the Middle East and Asia.

Next steps

In accordance with French law, the employee representatives of Lalique SA will be informed and consulted. The transaction could be completed in early 2027, subject to the completion of this procedure and the fulfilment of customary conditions. The financial terms are not disclosed.

GIEN DUVIVIER CANAPÉS 1840 LELIEVRE PARIS QUENIN 1865 Tassinari & Chatel

13 rue du Mail, 75002 Paris, France

C4 Manufactures

About Pascal Cagni

Born in Cernay, in the Haut-Rhin, Pascal Cagni is an Alsatian entrepreneur. From 2000 to 2012, recruited directly by Steve Jobs, he led Apple in the EMEIA region. In 2004, he founded C4, an entrepreneurial platform that today brings together C4 Industries, C4 Ventures, C4 Collection and the Cagni Foundation C4. In 2017, he was appointed by the President of the French Republic as Ambassador for International Investment and Chairman of Business France; his mandate was renewed in 2025.

About C4 Manufactures

C4 Manufactures is the division of C4 Industries dedicated to the art of fine living. It brings together three maisons holding the Entreprise du Patrimoine Vivant (EPV – Living Heritage Company) label, which design and make their products in France: Maison Lelièvre (fabrics, wallcoverings and bespoke rugs), Faïencerie de Gien (tableware, gifts, decorative objects) and Duvivier Canapés (bespoke sofas and cabinetmaking). Maison Lelièvre and Faïencerie de Gien are members of the Comité Colbert. The group employs more than 400 people, operates three manufactures and a logistics centre in France, and is present in more than 45 countries, through its own points of sale and showrooms in France and, internationally, through its network of agents and distributors.

About Lalique

Founded in 1888 by the visionary artist René Lalique, Lalique embodies boldness, elegance and artistic excellence. A jewel of French crystal-making, the Maison is a symbol of unrivalled savoir-faire, timeless design and absolute refinement. With its instantly recognisable aesthetic, Lalique transforms the ordinary into the extraordinary. Whether in decorative objects, interior design, jewellery, fragrances, art or hospitality, each creation embodies a refined art of living. Lalique works with renowned artists and designers, including Zaha Hadid, Damien Hirst, Anish Kapoor, Yves Klein, Arik Levy, Terry Rodgers and James Turrell, to bring to life unique works that combine innovation and heritage. These exclusive collaborations reveal bold artistic visions, enhanced by Lalique's exceptional savoir-faire. Since 1922, every piece has been handcrafted at Lalique's historic manufacture in Alsace, carrying on a tradition of excellence.

Press contacts:

Lidia Sutormina, +33 7 61 12 55 67, lidia@c4v.com
Laura Thivolet, +33 7 72 15 49 53, laura@c4v.com

GIEN DUVIVIER CANAPES 1840 LELIEVRE PARIS QUENIN 1865 Tassinari & Chatel