



Guillemot Corporation SA 2019 annual results

March 26, 2020



2019 highlights



- **Net income from ordinary activities: -€2.6m**
- **Gross accounting profit margin: 47.5% (down 5%)**
- **Total expenses: down 12%, with a stable workforce**
- **Robust financial structure**
 - Shareholders' equity: €50.3m
 - Net debt: €10.2m (excluding AFS securities)
 - Available-for-sale securities: €27.3m



- **Annual turnover down 25% at €60.9 million:**
 - Hercules delivered 7% growth over the period thanks to sales of the new DJing range
 - Thrustmaster was down 27%, mainly due to retailers reducing their inventory

- **Wholesalers' inventory fell sharply** in 2019, particularly in the United States and Europe



➤ Sales of Thrustmaster products to consumers held more or less steady

Trend in sales of Thrustmaster joysticks to consumers:

2019 **growth**:

- Joystick sales in the United States up 19% by value*
- Joystick sales in five major European countries up 11% by value**

➤ Sales of Thrustmaster racing wheels to consumers declined slightly:

Decline in racing wheels:

- Down 4.4% by value in the United States*
- Down 4% by value in five major European countries**

* Source: NPD Group Inc.; extract at January 2020.

** Source: © GfK 2020; extract at January 2020.



- Successfully launched the ***ESWAP PRO CONTROLLER*** professional gamepad for PlayStation 4 in the EMEA and Asia/China regions
- Expanded distribution of the Thrustmaster brand to more than 120 countries worldwide
- Doubled Hercules sales in the United States
- Ramped up sales in the Asia-Pacific region, which now accounts for over 16% of the Group's sales



Overview of the 2019 annual financial statements



2019 key figures

(€m)	Dec 31, 2019	Dec 31, 2018	Dec 31, 2017
Turnover	60.9	81.2	80.4
Net income from ordinary activities	-2.6	6.9	3.9
Net operating income	-2.6	6.9	5.9
Net financial income*	-4.6	3.1	13.8
Consolidated net income	-6.4	12.2	17.5
Basic earnings per share	-€0.42	-€0.80	€1.19
Shareholders' equity	50.3	58.3	45.5
Net debt (excl. AFS securities)**	10.2	7.9	1.2
Inventories	21.4	24.9	8.4
Intangible assets	11.4	11.1	10.6
Current financial assets (AFS securities portion)	27.3	31.3	28.5

** Net financial income includes the cost of net financial debt as well as other financial expenses and income.

** Available-for-sale (AFS) securities are not taken into account when calculating net debt.



■ Turnover by business area

(€m)	Dec 31, 2019	Dec 31, 2018	Dec 31, 2017
Hercules	4.7	4.4	4.7
Standard product lines	4.1	3.7	4.3
OEM*	0.6	0.7	0.4
Thrustmaster	56.2	76.8	75.7
Standard product lines	56.2	76.8	75.7
OEM*	0.0	0.0	0.0
TOTAL	60.9	81.2	80.4

* Accessories developed for third party companies (Original Equipment Manufacturers).

■ Turnover by geographical region

(€m)	Dec 31, 2019	Dec 31, 2018	Dec 31, 2017
European Union	32.4	40.4	44.5
North America	14.1	27.5	24.6
Other	14.4	13.3	11.3
TOTAL	60.9	81.2	80.4



Income statement to December 31, 2019



(€k)	Dec 31, 2019	Dec 31, 2018
Net turnover	60 875	81 222
Purchases	-28 782	-57 132
External expenses	-13 150	-15 729
Employee expenses	-9 777	-9 354
Taxes and duties	-346	-443
Additions to amortization and depreciation	-3 424	-3 126
Additions to provisions	-1 140	-1 573
Change in inventories	-3 198	18 713
Other income from ordinary activities	397	250
Other expenses from ordinary activities	-4 045	-5 937
Net income from ordinary activities	-2 590	6 891
Other operating income	0	0
Other operating expenses	0	0
Net operating income	-2 590	6 891
Income from cash and cash equivalents	16	23
Cost of gross financial debt	391	157
Cost of net financial debt	-375	-134
Other financial income	0	3 199
Other financial expenses	-4 262	-1
Corporate income tax	813	2 196
Net income before minority interests	-6 414	12 151
O/w net income from discontinued operations	0	0
Attributable to minority interests	0	0
Net income attributable to equity holders of the parent	-6 414	12 151
Basic earnings per share	-0,42	0,80
Diluted earnings per share	-0,42	0,80



Balance sheet at December 31, 2019



ASSETS

(€k)

	Dec 31, 2019	Dec 31, 2018
Goodwill on acquisitions	0	0
Intangible assets	11 401	11 115
Property, plant and equipment	4 598	2 607
Financial assets	268	393
Tax assets	880	674
Deferred tax assets	1 149	873
Non-current assets	18 296	15 662
Inventories	21 390	24 925
Trade receivables	19 579	23 779
Other receivables	1 644	1 442
Financial assets	27 334	31 284
Current tax assets	955	0
Cash and cash equivalents	5 851	4 010
Current assets	76 753	85 440
Total assets	95 049	101 102



LIABILITIES AND EQUITY

(€k)

Dec 31, 2019

Dec 31, 2018

Capital (1)	11,771	11,771
Premiums (1)	10,551	10,551
Reserves and consolidated income (2)	27,440	35,887
Currency translation adjustments	580	56
Group shareholders' equity	50,342	58,265
Minority interests	0	0
Consolidated shareholders' equity	50,342	58,265
Employee benefit liabilities	1,208	998
Borrow ings	8,007	2,532
Other liabilities	0	0
Deferred tax liabilities	0	0
Non-current liabilities	9,215	3,530
Trade payables	16,409	18,878
Short-term borrow ings	8,027	9,337
Taxes payable	427	1,135
Other liabilities	10,587	9,921
Provisions	42	36
Current liabilities	35,492	39,307
Total liabilities and equity	95,049	101,102

(1) Of the consolidating parent company.

(2) Including net income for the period: -€6,414k.



Statement of cash flows



(€k)	Dec 31, 2019	Dec 31, 2018
Cash flows from operating activities		
Net income from consolidated companies	-6,414	12,151
+ Additions to amortization, depreciation and provisions (except on current assets)	3,968	3,394
- Reversals of amortization, depreciation and provisions	0	-970
-/+ Unrealized gains and losses arising from changes in fair value	3,950	-2,814
+/- Expenses and income arising from stock options	0	0
-/+ Capital gains and losses on disposals	-3	0
Change in deferred taxes	-275	-3,461
Operating cash flow after cost of net financial debt	1,226	8,300
Cost of net financial debt	375	134
Operating cash flow before cost of net financial debt	1,601	8,434
Currency translation adjustment on gross cash flow from operations	-13	-19
Inventories	3,535	-16,558
Trade receivables	4,200	134
Trade payables	-2,473	3,502
Other	-1,320	1,220
Change in working capital requirement	3,942	-11,702
Net cash flows from operating activities	5,155	-3,421



(€k)	Dec 31, 2019	Dec 31, 2018
Cash flows from investing activities		
Acquisitions of intangible assets	-2,345	-2,191
Acquisitions of property, plant and equipment	-702	-1,284
Disposals of property, plant and equipment and intangible assets	5	16
Acquisitions of non-current financial assets	-7	-60
Disposals of non-current financial assets	32	1
Net cash from acquisitions and disposals of subsidiaries	0	0
Net cash flows from investing activities	-3,017	-3,518
Cash flows from financing activities		
Increases in capital and cash injections	0	329
Dividends paid	-1,980	0
Borrow ings	11,000	133
Repayment of shareholders' current accounts	0	-972
Repayment of borrow ings	-4,326	-4,822
Repayment of debt and interest (IFRS 16)	-441	0
Other cash flow s from financing activities	0	0
Total cash flows from financing activities	4,253	-5,332
Impact of foreign currency translation adjustments	91	-13
Change in cash	6,482	-12,284
Net cash at the beginning of the period	-2,005	10,279
Net cash at the end of the period	4,477	-2,005



Hercules

Key products released
in 2019





DJ



HERCULES DJ RANGE

DJ CONTROLLERS

€69.99



DJControl Compact

€79.99

NEW



DJControl Starlight

€99.99

NEW



DJControl Inpulse 200

€179.99

NEW



Hercules DJStarter Kit

€199.99



Hercules Universal DJ

NEW



DJControl Inpulse 300

€249.99



Hercules P32 DJ



DJControl Jogvision



HERCULES DJ RANGE

DJ MONITORS

€79.99

NEW



Hercules DJMonitor 32

€99.99

NEW



Hercules DJSpeaker 32 Party

€129.99

NEW



Hercules DJMonitor 42

HEADPHONE

€29.99



Hercules HDP M40.2

ACCESSORIES

€29.99



LED Wristbands Pack

NEW – HERCULES DJ LEARNING KIT

NEW!

DJCONTROL IMPULSE 200



DJMONITOR 32



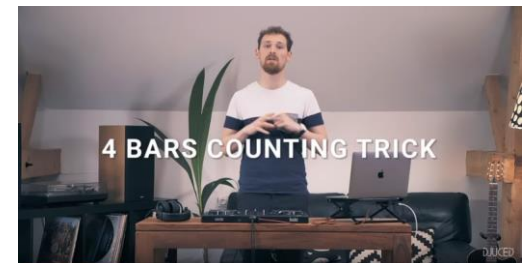
HERCULES HDP DJ45



Full DJ software
DJUCED



DJ
ACADEMY





HERCULES DJSTARTER KIT





At the latest NAMM show in the United States, one of the world's biggest music shows, held in Anaheim in January 2020, the *Hercules DJStarter Kit* controller won the “**NAMM U Best In Show**” award in the “Gotta Stock It” (i.e. bestseller”) category.



- Active monitor speakers
- RMS output power: 2 x 15 watts
- Peak power: 60 watts
- Frequency response: 60Hz - 20,000 Hz
- Hercules DJControl Starlight
- Integrated audio interface: Master output (speakers) + headphone output
- Touch-sensitive jog wheel; controls pause/playback
- 4 pads x 4 modes (Hot Cue, Loop, FX,

- Sampler).
- Tempo fader (pitch adjustment)
- Bass equalization/filter knobs + deck volume knobs
- A signature light feature: a clear and powerful RGB backlighting with a unique strobe effect that guarantees a captivating show!
- Hercules HDP DJ M40.2

START HERE

NEW – HERCULES DJ PARTY SET

NEW!



Hercules MONITOR 5 – Power your home studio!

MONITOR5



**POWER
YOUR
HOME
STUDIO**

Optimized for production, this pair of active monitoring speakers, rated at 2 x 80 W, will revitalize your home studio with its full, powerful audio rendition.

- 2 x 80 Watts RMS, 160 Watts peak power
- Bi-amplification: LF 50 Watts and HF 30 Watts
- Two balanced inputs and one RCA input
- Wooden case
- Kevlar composite
- Optimized acoustic waveguide

MONITOR 5 will be available for sale from November 5, 2019

HERCULES HDP DJ45



THRUSTMASTER®

Gamepads

Racing wheels

Joysticks

Gaming headsets

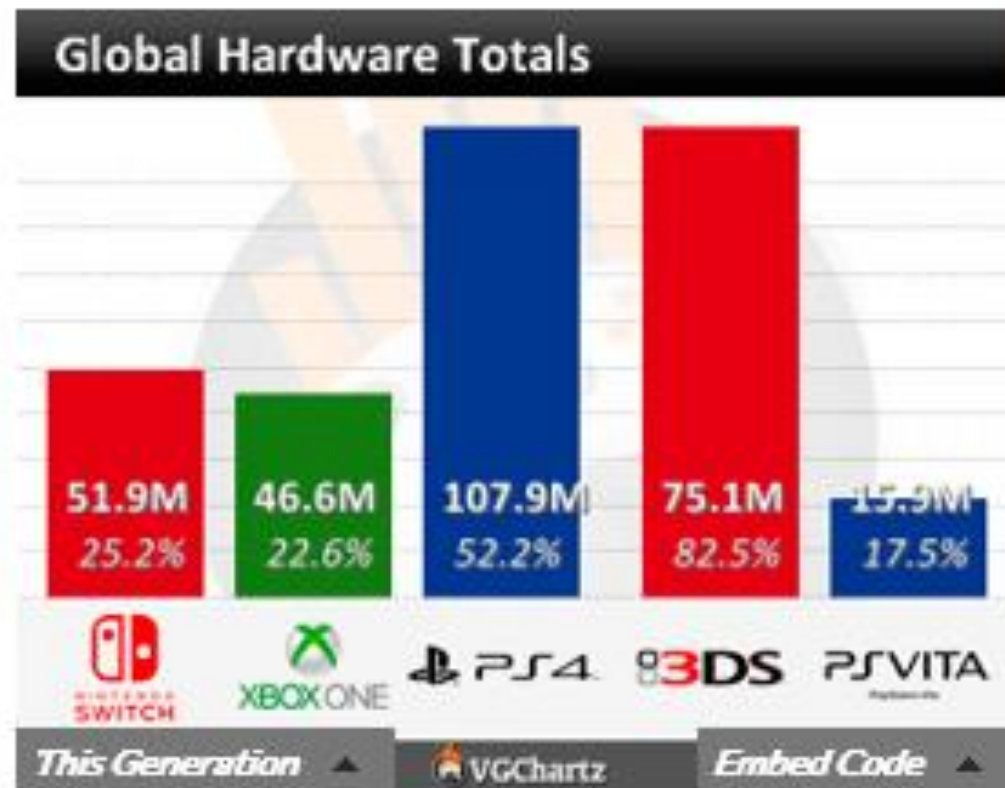




Installed base of new consoles worldwide: **over 297.4 million consoles**

(vs. 271.4 million at September 7, 2019)

of which 107.9 million PS®4 and 46.6 million Xbox® One
(vs. 99.8 million PS®4 and 43.2 million Xbox® One at September 7, 2019)



Source: VGChartz, March 14, 2020

THRUSTMASTER®

2019 FLAGSHIP PRODUCTS



THRUSTMASTER®

GAMEPADS



eSwap

PRO CONTROLLER



This officially licensed Sony PlayStation®4 gamepad, designed to satisfy ranked players who love to compete, offers a huge ecosystem of modules and packs to help gamers improve their performance



KEY ARTS: PACKS ECOSYSTEM

THRUSTMASTER®



eSwap
YELLOW COLOR PACK
NO BOOSTING REQUIRED



Optimised durability
5,000,000+
activations



Ultimate versatility
Hot Swap technology



Endless ecosystem
A full range of color
and custom kits



PS4

* eSwap Pro Controller is sold separately from the custom kit presented on the artwork.
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THRUSTMASTER®



eSwap
FIGHTING PACK
NO BOOSTING REQUIRED



Circular D-PAD
The optimum flexibility
to success your
combos



Fighting module
Brings a better
combat
intuitiveness



Ultimate versatility
Hot Swap technology



PS4

* eSwap Pro Controller is sold separately from the custom kit presented on the artwork.
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for
PS4.



eSwap PRO CONTROLLER



T-MOD

- Unique hot-swap technology
- Swappable modules

CLEAR-CLICK FEELING
Ultra-responsive
tact switches.



Long life cycle
5,000,000+
activations**



THRUSTMAPPER SOFTWARE
for **mapping** and
customisation

THRUSTMASTER®



Worldwide press play

The product has received dozens of positive and enthusiastic press mentions since launch



jeuxvideo.com

HARDWARE.INFO

 **EUROGAMER**

HOBBYCONSOLAS



ingame

 **t**sa

 **MeriStation**

Global visibility on YouTube



Thrustmaster Eswap Pro Controller - Unboxing and Review

Nutcracker - 1,9 k vues - Il y a 3 semaines

This is a quick review of the brand new Thrustmaster Eswap Pro Controller Pre-order here: <https://eswap.thrustmaster.com/> ...

Source: [Nutcracker](#)



Thrustmaster eSwap Pro PS4 Controller Unboxing

PlayStation Universe - 48 k vues - Il y a 3 semaines

We got our hands on Thrustmaster's newest peripheral, the Thrustmaster eSwap Pro PS4 Controller. It took some time to open it ...



Thrustmaster eSwap Pro controller unboxing

GameteckUK - 4 k vues - Il y a 2 semaines

Unboxing the new Eswap controller from Thrustmaster. A massive thank you to Thrustmaster for sending me a unit to review and ...



eSwap Pro Controller #BornToBeRanked

THRUSTMASTEROfficial

eSwap Pro Controller (Thrustmaster) - 1:41

[FR] - eSwap Pro Controller (Thrustmaster) - 1:35

AFRICHER LA PLAYLIST COMPLÈTE



Thrustmaster eSwap - der vielseitigste Pro CONTROLLER der Welt? Test

NerdsHeaven.de - 14 k vues - Il y a 3 semaines

Der Thrustmaster eSwap ist dank TMOD System modular und kann grundlegend erweitert und verändert werden. Der PC und PS4 ...

Source: [NerdsHeaven.de](#)



#Thrust master eswap pro controller game station

game station - 113 vues - Il y a 2 semaines



Thrustmaster eSwap Pro Controller (PS4/PC) | Unboxing Easy Unboxing

Easy Unboxing - 21 k vues - Il y a 3 semaines

Check out the new Thrustmaster eSwap Pro Controller! The steering wheel specialists have created a professional pad.



Thrustmaster eSwap Pro Controller for PS4 Review

PNDKEM - 19 k vues - Il y a 3 semaines

Product review of the new Thrustmaster eSwap Pro Controller! Thanks to Thrustmaster for sending this my way to take a look at ...



eSwap PS4 Pro Controller Unboxing - Professional PlayStation 4

Gamepad (Modern Warfare Gameplay)

TheRelaxingEnd - 127 k vues - Il y a 20 heures

Unboxing review of new PlayStation pro controller: Thrustmaster eSwap PS4 gamepad. Modular design. Analog stick and d-pad ...

Source: [TheRelaxingEnd](#)



Thrustmaster eSwap Pro Controller | Officially Licensed for PS4

PlayStation Europe - 604 k vues - Il y a 3 semaines

Get an in-depth look at the officially licensed eSwap Pro Controller, developed by Thrustmaster and optimized for PlayStation 4.



Controller Review - Thrustmaster Eswap Pro Controller

Sephblack - 1,8 k vues - Il y a 2 semaines

Twitch: <https://www.twitch.tv/sephblack> Twitter: https://twitter.com/Sephblack_X0 Instagram: https://www.instagram.com/Sephblack_My ...

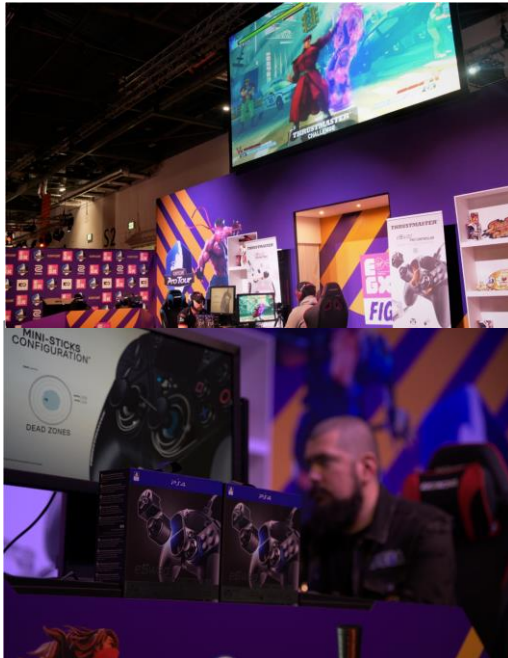
DEDICATED VIP CONTROLLER CASE for SELECTED PLAYERS



Global launch events



Mid-October



Early November



Mid-November



THRUSTMASTER®

IN STORES



IN STORES: FULL END-OF-AISLE DISPLAYS



AMBASSADORS

CHAUSETTE45



Date	Placement	Tier	Tournament
2019-12-15	7 - 8th	Premier	RLCS Season 8 - Finals
2019-11-17	1st	Premier	RLCS Season 8 - Europe
2019-08-18	2nd	Major	Rocket League Summit 1
2019-07-07	1st	Major	DreamHack Pro Circuit: Valencia 2019
2019-06-23	5 - 8th	Premier	RLCS Season 7 - Finals
2019-05-12	3rd	Premier	RLCS Season 7 - Europe
2018-11-10	7 - 8th	Premier	RLCS Season 6 - Finals
2018-10-14	4th	Premier	RLCS Season 6 - Europe
2018-01-28	1st	Major	DreamHack Open Leipzig 2018
2017-10-22	2nd	Major	Northern Arena Rocket League Invitational



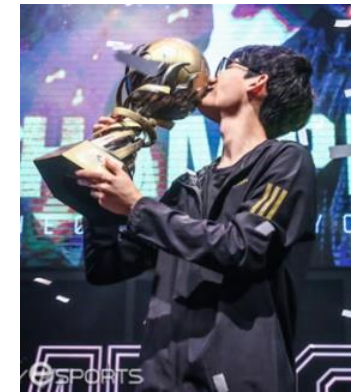
RANNERZ

2018-04-27	1st	→ Gfinity Elite Series S3 (FIFA 18)	FIFA 18
2018-12-07	1st	→ Gfinity Elite Series Season 4 FIFA	FIFA 19
2018-11-18	2nd	Basket Cup	FIFA 19
2018-10-21	1st	West Ham United eSports Cup Powered by Bass...	FIFA 19
2018-05-31	32nd	→ FIFA Global Series 2018 - Amsterdam (Xbox1)	FIFA 18
2018-01-28	17th-32nd	→ FUT Champions Cup 2018 - Barcelona - Xbox ...	FIFA 18
2019-01-27	33rd-64th	→ FUT Champions Cup 2019 - Bucharest	FIFA 19

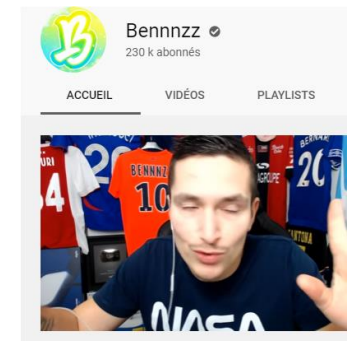
RASMELTHOR



JAE YOUNG



BENNNZZ





RACING WHEELS

RACING ACCESSORIES



Total US market for racing wheels *

(Consoles + PCs) – 2019

Thrustmaster sales declined 4.4% by value but grew 14% by volume in a US market that grew 22% by value and 30% by volume

Source: © Copyright 2020; extract at January 2020.

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* Not including racing wheels compatible with the Nintendo Switch console.

THRUSTMASTER®

Thrustmaster racing news



In mid-February, Thrustmaster® unveiled its first pedal set equipped with H.E.A.R.T magnetic technology and a brake pedal with a “load cell” force sensor, available for pre-order



With over 20 years' experience designing high-quality accessories for simulations and racing games, Thrustmaster® is rounding out its racing ecosystem with the launch of a new pedal set, its best design to date: T-LCM Pedals.

Equipped with its acclaimed H.E.A.R.T (Hall Effect AccuRate Technology) magnetic technology, patented by Thrustmaster in the United States), L-TCM Pedals offer an unlimited lifespan and unrivalled precision in the accelerator and clutch pedals: a first for a Thrustmaster® racing pedal set.







This is a game-changer for the Thrustmaster range. By adding the T-LCM to its offering, the manufacturer has finally broken through the glass ceiling that was stopping it shining in the mid-range segment. Combined with a T-GT, a TS-PC Racer, a T-XW, and even a TX or a T300, this pedal set shows itself to be a real driver of thrills and performance, on both PC and consoles, and at a very reasonable price to boot. Great work.

oliveroidubocal's opinion

jeuxvideo.com editorial team

March 21, 2020 at 15:07:14



L'avis de oliveroidubocal
 
Rédaction jeuxvideo.com
21 mars 2020 à 15:07:14

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<http://www.jeuxvideo.com/news/1193218/test-du-pedalier-t-lcm-thrustmaster-met-la-pression-a-ses-concurrents.htm>



THRUSTMASTER®

eSports

In 2019, Thrustmaster strengthened its positioning in the eSports segment, mainly in racing and flying.

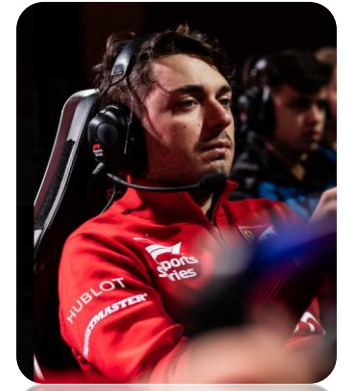




Ferrari eSports: Thrustmaster, official partner



As “official equipment supplier”, Thrustmaster is official partner of Ferrari’s driver academy.



DiRT Rally 2.0 World Series: Thrustmaster, official partner

Thrustmaster was official partner and racing wheel supplier at the first eSports rally competition of 2020: the DiRT 2.0 Rally World Series, held in Birmingham (UK) on January 12, 2020.



THRUSTMASTER®

RACE LIKE A PRO
with your Thrustmaster gear!

Get 10% off* at [Box.co.uk](https://www.box.co.uk)

 Promo valid 9th – 14th January
With the code **TMAUT010**

*while stocks last.





Thrustmaster eSports – 2019 news

- **Thrustmaster: official partner of the Le Mans Esports Series**

Thrustmaster has confirmed its partnership with the Le Mans Esports Series (LMES), the official eSports series of the 24 Hours of Le Mans, the World Endurance Championship (WEC) and Motorsport Network, and is providing its expertise to help make the LMES competition even more immersive and realistic, culminating in the Super Final at the famous 24 Hours of Le Mans.





WORLD GT: Thrustmaster, official equipment partner of GT Sport competitions worldwide

In 2020, the T-GT racing wheel is the official racing wheel for FIA-certified GT Sport competitions.

February 15-16, 2020: the first stage of the 2020 World Tour took place in Sydney (Australia), with Chilean driver Nicolas Rubilar representing Thrustmaster.



THRUSTMASTER®

JOYSTICKS





JOYSTICKS



Total US market for joysticks

(Consoles + PCs) – 2019

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- Market grew **6.6% by value**
- **Thrustmaster grew 19.2% by value**

Thrustmaster is market leader, with **73.2% of the market by value**

=> a 7.8% increase in its market share by value

Source: © Copyright 2020; extract at January 2020.

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Total European market for joysticks

(Consoles + PCs) – 2019

At the same time, full-year sales of Thrustmaster joysticks **grew 11% by value** in the top five European countries (France, Germany, the United Kingdom, Italy and Spain)

Source: © GfK 2020; extract at January 2020.

FLIGHT SIMULATION

ECOSYSTEM



EXPERT

ADVANCED



HOTAS Magnetic Base



F/A-18C Hornet™ HOTAS Add-on Grip



F-16C Viper™ HOTAS Add-on Grip



HOTAS Warhog™



HOTAS Warhog™ Dual Throttles



MFD Cougar Pack



TPR Thrustmaster Pendular Rudder



HOTAS Warhog™ Flight Stick



TWCS Throttle



T.16000M FCS Hotas



TFRP T.Flight Rudder Pedals



T.16000M FCS



T.16000M FCS Space Sim Duo



F-16C VIPER

★★ HOTAS ADD-ON GRIP ★★

F-16C VIPER™ STANDARDS



MILITARY USE

F-16C VIPER™ = U.S. AIR FORCE



U.S. AIR FORCE

Considered as the world's most numerous strike fighter aircraft in military service serving in 26 nations !

COMBAT STYLE

- AIR TO GROUND
- AIR TO AIR COMBAT



F/A-18C HORNET™

★★ HOTAS ADD-ON GRIP ★★





HOTAS

MAGNETIC BASE





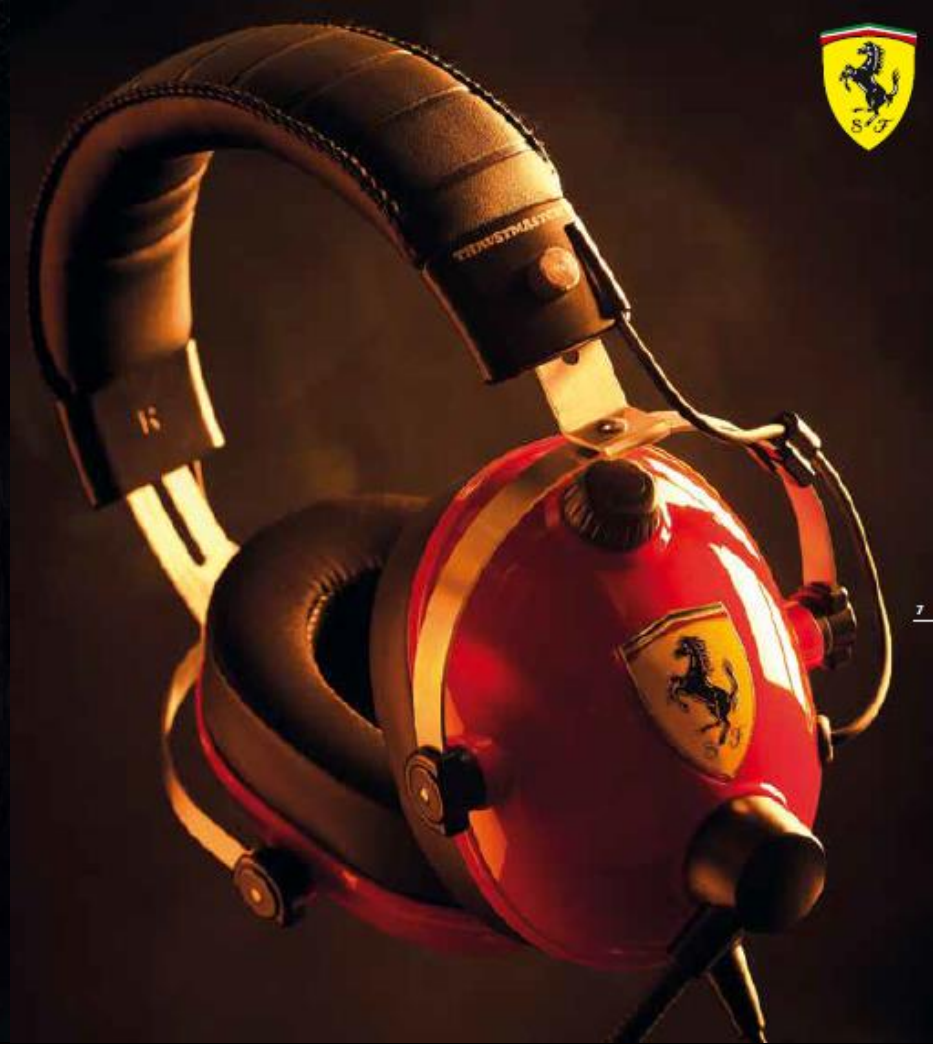
Thrustmaster® F-16C Viper™ HOTAS Add-On Grip and TM HOTAS Magnetic Base: a special 10-year anniversary release

At the beginning of December 2019, after keeping its loyal flight simmers happy for ten years, Thrustmaster unveiled its TM HOTAS Magnetic Base and F-16C Viper™ HOTAS Add-On Grip, both offshoots of the celebrated HOTAS Warthog flight stick, to celebrate the release of the DCS: F-16C Viper module.



THRUSTMASTER®

Passion, Quality and Innovation



GAMING HEADSETS

Gaming headsets/Headsets

(All data for consoles only)

% market share by value and volume – **2019**

In 2019, the US market was worth **\$522 million**,
with **10.5 million units sold**.

Thrustmaster ranked 17th.



Impact of COVID-19



Since the beginning of 2020, lockdowns have affected the Group's marketing networks in Asia, particularly in China and South Korea.

The consequences of the coronavirus epidemic for the Guillemot Corporation Group are currently as follows:

- The Group's main subcontractors in China, where its products are manufactured, have pushed back the time frame for resuming operations. Production is currently running at around 60% capacity; the Group estimates a return to normal capacity by the end of May.

This decline in production will result in some products being out of stock in the first half of 2020. However, the Group began the year with relatively comfortable levels of inventory. The impact of delayed production on first-half turnover is estimated at €3 million.

- Furthermore, the Port of Hong Kong is operating normally, with outbound shipping from Hong Kong and logistical warehousing operations unaffected.

The Group's sales in Asia have picked up over the past few weeks.



Impact on consumer sales

Based on early observations, the Group has seen a significant increase in online sales in its sector due to closures of bricks-and-mortar stores, and sales in China have grown in the early part of the year.

The accessories sold by the Group are entertainment products for indoor use, and lockdowns are currently generating increased consumer demand.



2020 outlook



The Group is adapting its organization in response to the crisis by prioritizing direct deliveries to e-commerce operators, and is doing everything possible to pave the way for strong year-end sales.

The Group is unable to issue forecasts at the present time.

- THANK YOU -