

Guillemot Corporation S.A.

2020 Annual Results

March 26, 2021

Microsoft Teams meeting



- **History of the Group**
- **Significant events for the Group in fiscal 2020**
- **Fiscal 2020 key figures**
- **Presentation of consolidated financial statements at December 31, 2020**
- **New products**
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History of the Group



Hercules
—▲▲▲—

THRUSTMASTER®

Our history

1984: Creation of Guillemot Corporation S.A.

One GROUP



Designer and manufacturer of interactive entertainment hardware and accessories.

1998: Listing on the Paris Stock Exchange

Two INTERNATIONAL BRANDS

THRUSTMASTER®

Gaming accessories for PC and consoles.



Digital hardware and a variety of peripheral devices (mixing controllers for amateur and semi-professional DJs, DJ headphones, speakers...).

THE GROUP'S GUIDING PRINCIPLES

1. Offer **innovative, high-quality products** which maximize the enjoyment of digital interactive entertainment for end users.
2. Provide **solutions that are both fun and easy to use**, in order to meet specific needs — with a focus on ergonomic design.

- ❑ Products distributed in **more than 140 countries worldwide.**

- ❑ **Operations in ten countries:** France, Germany, Great Britain, the United States, Canada, Spain, Italy, Belgium, Romania and China (Shanghai, Hong Kong and Shenzhen).

- ❑ **Four cutting-edge Research and Development centers:** based in France, Canada, Romania and China.



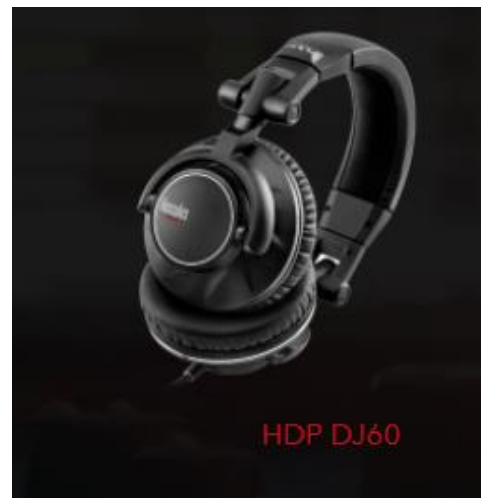
HERCULES



Hercules

Hercules' product line

DJing and digital music



Loopmasters

qobuz

beatport link

beatsource LINK

Thrustmaster's product lines

**Racing
wheels**



**Gaming
headsets**



Joysticks



Gamepads



Significant events for the Group in fiscal 2020

- ❑ **98% growth in annual turnover, to €120.6 million (compared with €60.9 million for fiscal 2019):**
 - ❖ **70% growth for Hercules over the period, thanks to sales of the brand's new DJing range.**
 - ❖ **100% growth for Thrustmaster, thanks in large part to the sales success of the brand's Airbus range of flight simulation accessories — which boosted activity in the marketplace — and the momentum of its racing and gamepads segments.**

- ❑ **Alignment with the new distribution channels available has allowed the Group to ensure supply for its consumers**, thanks to direct delivery agreements with the largest worldwide eTailers.
- ❑ **Ramping up of the Group's production capabilities** in order to meet demand resulting from the success of its flight and racing simulation ranges.
- ❑ **Expansion of the Group's product lines** with the launch of a TCA (Thrustmaster Civil Aviation) range officially licensed by Airbus (coinciding with the launch of the game Microsoft Flight Simulator), a new ESWAP X PRO CONTROLLER gamepad (coinciding with the launches of the Xbox® Series X|S consoles) — and for Hercules, the launch of the new DJControl Inpulse 500 controller.



- **Increased involvement of the Group in the world of Esports, thanks to its numerous partnerships** — including with the “FDA Esports Team and Ferrari Esports Series”, “Le Mans Esports Series and 24H Le Mans Virtual”, “Jean Alesi Esports Academy”, “DiRT Rally 2.0 World Series”, and its line of Gran Turismo racing wheels officially licensed by Polyphony Digital.
- **Good momentum for the Group’s sales in all regions**, with record sales in the United States, Germany, Poland, Australia and China.
- **Acceleration of the Group’s strategy of putting in place new direct partnerships with major eTailers** (Box UK, Amazon Japan, Saudi Arabia, United Arab Emirates, Cdiscount...).
- **Expansion of distribution to more than 140 countries worldwide for the Thrustmaster brand.**

Presentation of consolidated financial statements at December 31, 2020



Fiscal 2020 key figures

(€m) January 1 – December 31, 2020	Dec 31, 2020	Dec 31, 2019	Change
Turnover	120.6	60.9	+98%
Thrustmaster	112.6	56.2	+100%
Hercules	8.0	4.7	+70%
Current operating income	19.0	-2.6	
Operating income	23.1	-2.6	
Financial income*	7.4	-4.6	
Corporate income tax	-0.7	0.8	
Consolidated net income	29.8	-6.4	
Basic earnings per share	€1.95	-€0.42	

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

Balance sheet items

(€m)	Dec 31, 2020	Dec 31, 2019
Shareholders' equity	79.7	50.3
Inventories	20.6	21.4
Net debt*	-18.2	10.2
Current financial assets (AFS securities)	35.0	27.3

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



■ Turnover by geographic region

(€m)	Dec. 31, 2020	Dec. 31, 2019	
European Union	61.1	32.4	+89%
North America	35.4	14.1	+151%
Other	24.1	14.4	+67%
TOTAL	120.6	60.9	+98%

Statement of income at December 31, 2020

(€k)	Dec 31, 2020	Dec 31, 2019
Net turnover	120 619	60 875
Purchases	-59 656	-28 782
External expenses	-17 554	-13 150
Employee expenses	-11 000	-9 777
Taxes and duties	-779	-346
Additions to amortization and depreciation	-3 616	-3 424
Additions to provisions	-3 488	-1 140
Change in inventories	1 849	-3 198
Other income from ordinary activities	254	397
Other expenses from ordinary activities	-7 659	-4 045
Current operating income	18 970	-2 590
Other operating income	4 110	0
Other operating expenses	0	0
Operating income	23 080	-2 590
Income from cash and cash equivalents	8	16
Cost of gross financial debt	137	391
Cost of net financial debt	-129	-375
Other financial income	7 661	0
Other financial expenses	-132	-4 262
Corporate income tax	-699	813
Net income before minority interests	29 781	-6 414
O/w net income from discontinued operations	0	0
Attributable to minority interests	0	0
Group net income	29 781	-6 414
Basic earnings per share	1,95	-0,42
Diluted earnings per share	1,95	-0,42

Balance sheet at December 31, 2020

A S S E T S

(€k)	Dec 31, 2020	Dec 31, 2019
Goodwill on acquisitions	0	0
Intangible assets	15,425	11,401
Property, plant and equipment	4,499	4,598
Financial assets	447	268
Tax assets	404	880
Deferred tax assets	3,489	1,149
Non-current assets	24,264	18,296
Inventories	20,611	21,390
Trade receivables	28,245	19,579
Other receivables	3,887	1,644
Financial assets	34,995	27,334
Current tax assets	142	955
Cash and cash equivalents	29,024	5,851
Current assets	116,904	76,753
Total assets	141,168	95,049

LIABILITIES AND EQUITY

(€k)	Dec 31, 2020	Dec 31, 2019
Capital (1)	11,771	11,771
Premiums (1)	10,551	10,551
Reserves and consolidated income (2)	57,352	27,440
Currency translation adjustments	35	580
Group shareholders' equity	79,709	50,342
Minority interests	0	0
Consolidated shareholders' equity	79,709	50,342
Employee benefit liabilities	1,383	1,208
Borrowings	6,020	8,007
Other liabilities	0	0
Deferred tax liabilities	0	0
Non-current liabilities	7,403	9,215
Trade payables	31,007	16,409
Short-term borrowings	4,853	8,027
Taxes payable	3,470	427
Other liabilities	14,676	10,587
Provisions	50	42
Current liabilities	54,056	35,492
Total liabilities and equity	141,168	95,049

(1) Of the consolidating parent company.

(2) Of which net income for the period: €29,781k.

Cashflow table at December 31, 2020

(€k)	Dec 31, 2020	Dec 31, 2019
Cash flows from operating activities		
Net income from consolidated companies	29,781	-6,414
+ Additions to amortization, depreciation and provisions (except on current assets)	4,802	3,968
- Reversals of amortization, depreciation and provisions	-4,130	0
-/+ Unrealized gains and losses arising from changes in fair value	-7,661	3,950
+/- Expenses and income arising from stock options	0	0
-/+ Capital gains and losses on disposals	0	-3
Change in deferred taxes	-2,339	-275
Operating cash flow after cost of net financial debt	20,453	1,226
Cost of net financial debt	129	375
Operating cash flow before cost of net financial debt	20,582	1,601
Currency translation adjustment on gross cash flow from operations	-34	-13
Inventories	779	3,535
Trade receivables	-8,665	4,200
Trade payables	14,599	-2,473
Other	4,852	-1,320
Change in working capital requirement	11,565	3,942
Net cash flows from operating activities	31,984	5,155
Cash flows from investing activities		
Acquisitions of intangible assets	-2,322	-2,345
Acquisitions of property, plant and equipment	-1,226	-702
Disposals of property, plant and equipment and intangible assets	23	5
Acquisitions of non-current financial assets	-3	-7
Disposals of non-current financial assets	52	32
Net cash from acquisitions and disposals of subsidiaries	0	0
Net cash flows from investing activities	-3,476	-3,017

(€k)	Dec 31, 2020	Dec 31, 2019
Cash flows from financing activities		
Increases in capital and cash injections	0	0
Dividends paid	0	-1,980
Borrowings	359	11,000
Repayment of shareholders' current accounts	0	0
Repayment of borrowings	-3,979	-4,326
Principal repayments and interest on lease liabilities (IFRS 16)	-174	-441
Other cash flows from financing activities	0	0
Total cash flows from financing activities	-3,794	4,253
Impact of foreign currency translation adjustments	-178	91
 Change in cash	 24,536	 6,482
Net cash at the beginning of the period	4,477	-2,005
Net cash at the end of the period	29,013	4,477

A photograph of a DJ setup on a wooden table, overlaid with a semi-transparent red filter. The setup includes a Hercules DJ mixer with two turntables, a laptop, a smartphone, a pair of headphones, a can of Red Bull, and a small bowl of snacks. The Hercules logo is visible in the top left corner.

Hercules

New Hercules products



DJCONTROL IMPULSE 500

 serato DJ Lite

DJUCED®

SRP: £279.99 / USD \$299.99 / €299.99



FILTER/FX



HARDWARE MIXER FOR AUDIO INPUTS



BEATMATCH GUIDE



THE DJ CONTROLLER THAT WILL GET YOU WHERE YOU WANT TO GO!

Specially designed to help you get started DJing, refine your skills and perform live, DJControl Impulse 500 is a great companion for all your needs.

INNOVATIVE OPTIONS TO TAKE YOUR MIXING TO THE NEXT LEVEL:

- Smooth, original transitions between tracks thanks to the **Filter/FX** area.
- **Intelligent Music Assistant** suggests the best upcoming tracks.
- Manually sync up your tracks like a pro with the **Beatmatch guides**, available in both Serato DJ Lite and DJUCED.
- **Built-in hardware input mixer:** you can even add a filter effect onto an external audio source (smartphone, media player...), and connect your microphone.

DJCONTROL IMPULSE 500 GOLD EDITION



SHOW YOUR MIX DJCONTROL IMPULSE 500 GOLD EDITION

DJCONTROL IMPULSE 500 GOLD EDITION

Limited edition produced in a fixed production run of **1,000 UNITS**

Each detail counts with this premium edition:

- Each controller has a **single number** → each controller is unique
- **Serato DJ Pro license** included
- **Semi-rigid transport case** included with gold-embroidered Hercules logo



SRP: £379.99 / USD \$449.99 / €399.99





New **THRUSTMASTER®** products

Joysticks / Racing wheels / Gaming headsets / Gamepads





JOYSTICKS

Overall joysticks market in the United States

(Consoles + PC): 2020

In 2020, in the United States, the American joysticks market **grew by 16.5% in value to USD \$15.29 million.**

Thrustmaster is number one both in value and in volume with 75% and 70% market share, respectively, thereby strengthening the brand's positioning in this segment.

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Overall joysticks market in Europe

(Consoles + PC): 2020

In the five leading European countries, the joysticks market
grew by 91.3% in value to €21.3 million.

Thrustmaster is number one both in volume and in value with
55% and 56% market share, respectively.

Source: ©GfK 2021 – All rights reserved.

Microsoft Flight Simulator 2020: A worldwide success

- The launch of the game *Microsoft Flight Simulator* on August 18, 2020 was a real success, which gave rise to a new wave of interest among consumers in terms of purchasing flight simulation gaming hardware.
- Considered to be one of the most visually stunning and immersive flight simulation games of all time.

Microsoft has announced that this game has racked up more than 2 million gamers since its launch on August 18, with more than 50 million flights carried out.

(Source: www.vgchartz.com, 02/01/2021)



THRUSTMASTER®

Launch of the **TCA (Thrustmaster Civil Aviation)** product range, officially licensed by **Airbus®**. True-to-life sensations and features that let gamers virtually experience the exciting world of airliner piloting.

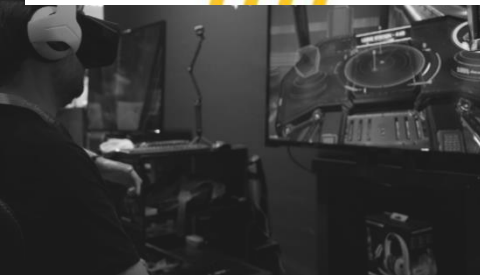
THRUSTMASTER®

TCA OFFICER PACK
AIRBUS EDITION



Flight

Dedicated, innovative accessories





Take Flight in
Microsoft Flight Simulator
with **THRUSTMASTER®** gear





RACING WHEELS

RACING ACCESSORIES

Overall racing wheels market in the United States*

(Consoles + PC): 2020

In 2020, the American racing wheels market **grew by 48.4% in value (2020 versus 2019) to USD \$66.19 million.**

Five Thrustmaster racing wheels ranked in the top 10 in terms of sales in value.

Thrustmaster's market share in value was 39% in 2020.

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** Does not include racing wheels compatible with the Nintendo Switch console.*

Overall racing wheels market in Europe*

(Consoles + PC): 2020

In the five leading European countries (France, Germany, the UK, Italy and Spain), the racing wheels market **grew by 57.5% in value to €119 million.**

Thrustmaster is ranked **number two in racing wheels**, with 27% market share in value.

Source: ©GfK 2021. All rights reserved.

** Does not include racing wheels compatible with the Nintendo Switch console.*

T-LCM



TS-XW SERVO BASE



Derived from the TS-XW Racer racing wheel, the TS-XW Servo Base is a powerhouse of technologies designed with performance in mind.



THRUSTMASTER®

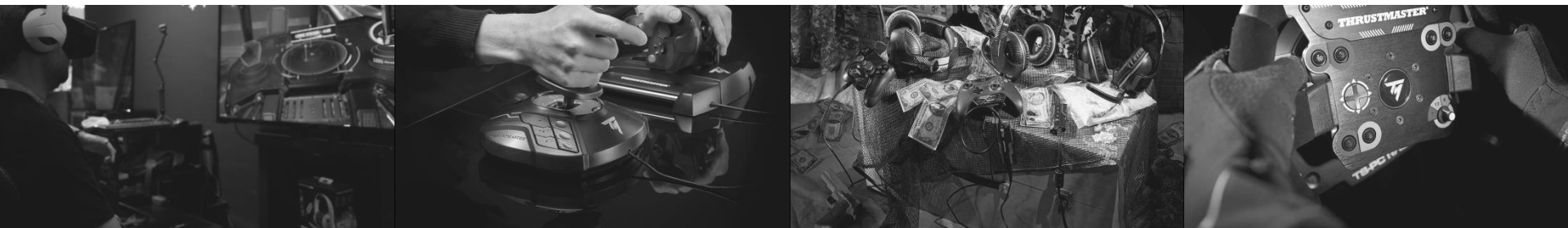
T80 SERIES, T150 SERIES, T300 SERIES

WORK WITH PS5™ GAMES*



* Compatibility with PS5™ games tested and endorsed by Thrustmaster. At the time of publication, Sony Interactive Entertainment LLC had not yet tested or endorsed PS5™ compatibility with the entire range.

As indicated by PlayStation® in its blog (<https://blog.playstation.com/2020/08/03/playstation-5-answering-your-questions-on-compatible-ps4-peripherals-accessories/>), specific accessories such as official PlayStation®4 racing wheels and joysticks will work with games for the PlayStation®5 console.



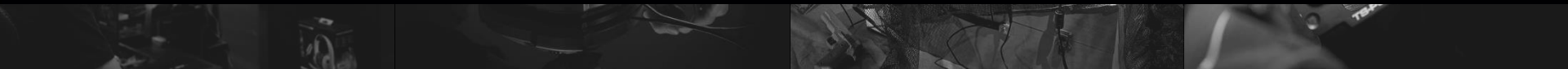
XBOX® SERIES X|S: Compatibility

THRUSTMASTER®

Works with Xbox Series X|S!



NEW PRODUCT IN 2021: TEASER



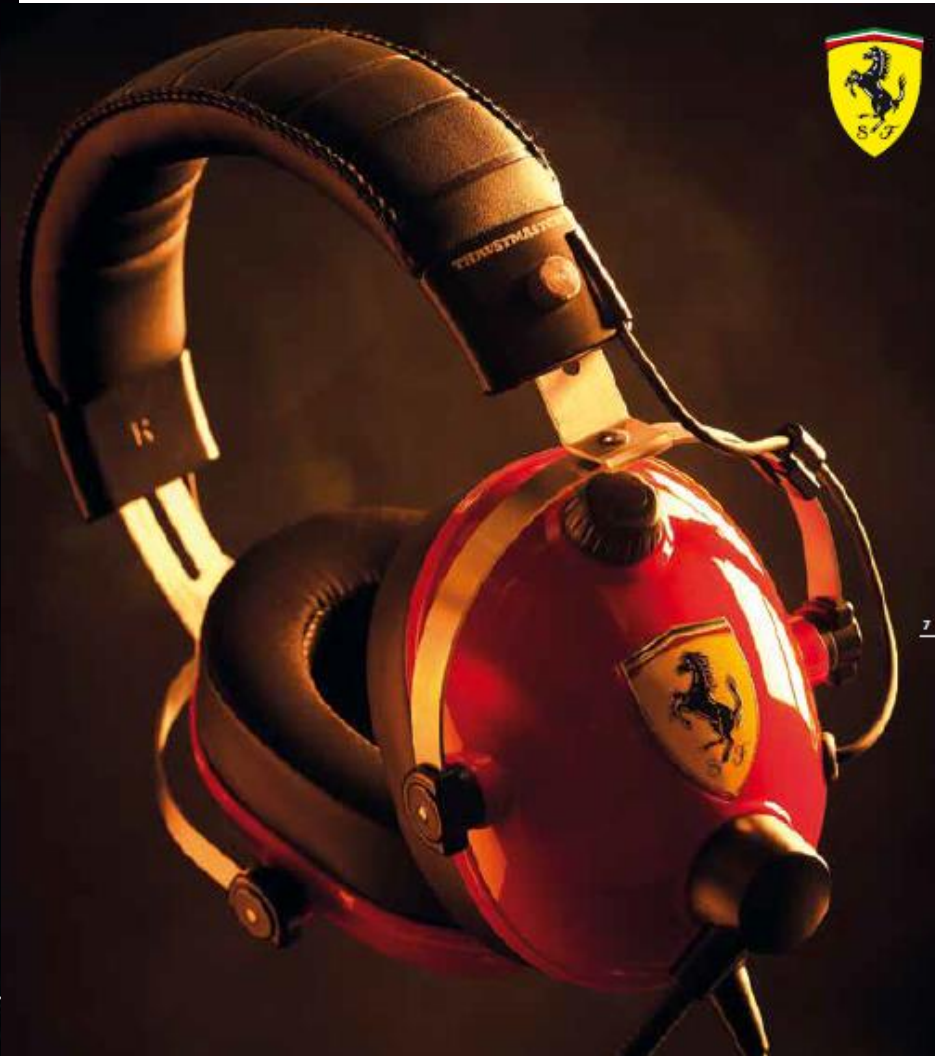
THRUSTMASTER®

Passion, Quality and Innovation

GAMING HEADSETS



GAMING HEADSETS



Gaming headsets

(100% game consoles data) - 2020

In 2020, the American gaming headsets market **grew by 40% in value and 29% in volume.**

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THRUSTMASTER®

ESWAP X PRO CONTROLLER





Thrustmaster launched its second professional, modular gamepad — **ESWAP X PRO CONTROLLER** — for enhanced performance on Xbox® Series X|S!

This gamepad features its own product ecosystem: individual modules and module packs for demanding gamers.

ESWAP LED CRYSTAL PACKS



A LAUNCH ALONGSIDE XBOX® SERIES X|S



THRUSTMASTER®

Thrustmaster® unveils its next-generation ESWAP controller:

Enhanced performance on Xbox Series X|S

#BornToBeRanked



• 100+ NEWS ITEMS AT LAUNCH

• DOZENS OF LAUNCH CREATORS

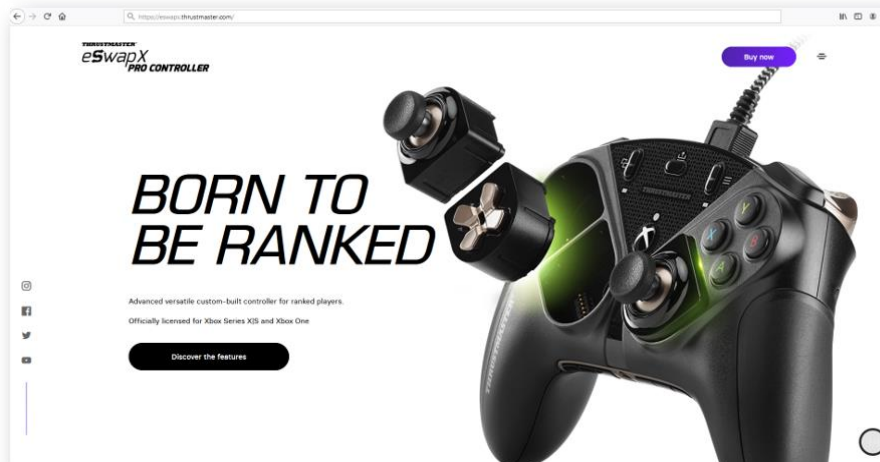
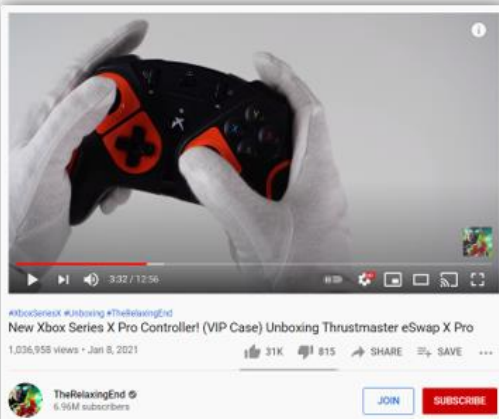
• 6 MILLION + CUMULATIVE REACH

Rennes, November 10, 2020 — Thrustmaster is continuing to innovate, and is thrilled to announce the arrival of its second professional, modular ESWAP gamepad officially licensed for Xbox®.

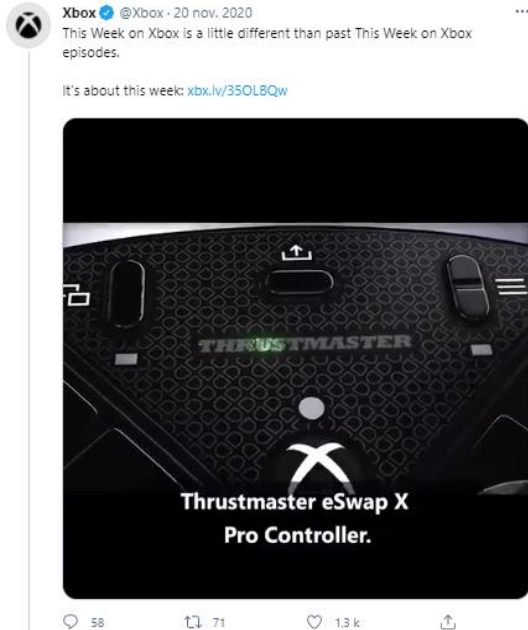
The ESWAP X PRO CONTROLLER is the fruit of a full year of research and development work and consultations with professional gamers, with the goal of meeting the growing demands from an uncompromising class of ranked gamers.

This new gamepad's innovative design and extreme level of precision take into account observations from Xbox and PC gamers, with a unique modular concept that only Thrustmaster has to offer.

The brand-new edition of the initial model launched last year, version X features next-generation mini-sticks for a longer lifespan and greater precision, the ability to physically lock the triggers, manual button remapping, and

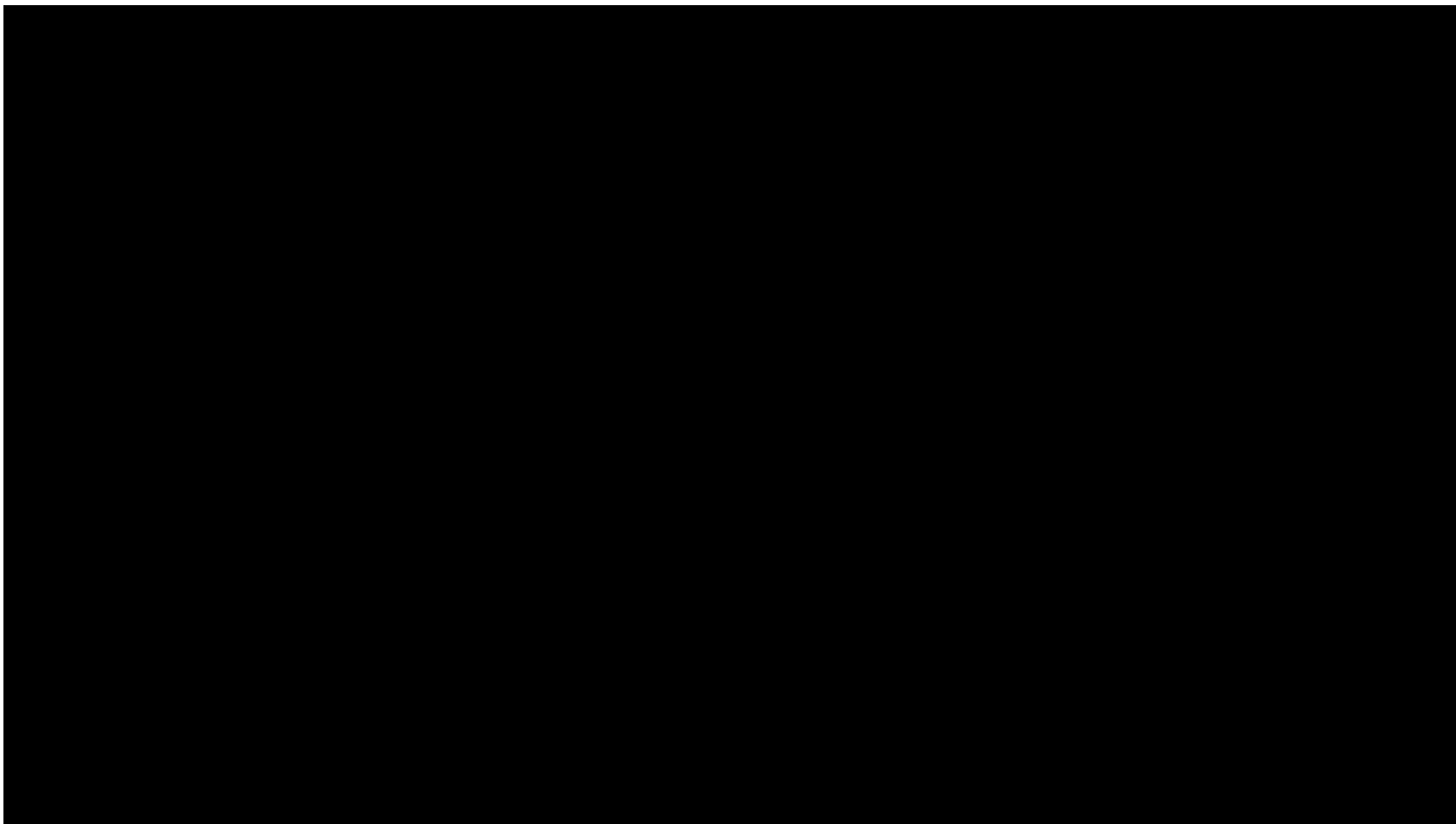


LAUNCH PARTNERS



- A **100% XBOX LAUNCH**
- MULTIPLE **SPONSORED TOURNAMENTS**
- 10 **AMBASSADORS**
- 1 **E-SPORTS TEAM**

ACCOLADES TRAILER



PRELIMINARY VERSION UNDER MICROSOFT APPROVAL

Evolution of the Group's market and strategy

- The Group has observed that consumers are putting more time and effort into their passion and interactive home entertainment. This is reflected in a desire to add to their simulation and eSports gear so as to enjoy higher levels of realism and superior performance.
- The Group has noted the potential this represents for Hercules and Thrustmaster and will be investing heavily in stepping up the development of its ranges of products and services.

The Group aims to keep in step with these latest developments so as to continue to deliver sustained growth.

Prospects for 2021

The Group is observing strong momentum in the racing and flying accessories markets.

For 2021, the Group is forecasting turnover in excess of €150 million and current operating income in excess of €20 million.



QUESTIONS AND ANSWERS

A black and white photograph of a group of people in a gym, possibly a dance or fitness class, with their arms raised. A large, solid red rectangle is superimposed over the center of the image. Inside this red rectangle, the words "THANK YOU!" are written in a bold, white, sans-serif font.

THANK YOU!