



**SUMMARY OF THE
GUILLEMOT CORPORATION GROUP'S POSITION
DURING THE FISCAL YEAR ENDED DECEMBER 31, 2020**

1. POSITION OF THE COMPANY AND THE GROUP DURING FISCAL 2020

The Guillemot Corporation Group's turnover increased 98% in 2020 to €120.6 million, resulting in net income from ordinary activities of €18.9 million, compared with a net loss from ordinary activities of €2.6 million in 2019.

In 2020, the Group was able to:

- open more online customer accounts in the first half of the year thanks to buoyant consumer sales in the United States and Europe;
- boost sales of Thrustmaster racing wheels and continue to win market share in Europe;
- consolidate its position in the United States;
- ramp up its expansion in the Asia-Pacific region;
- expand distribution of the Thrustmaster brand to more than 140 countries worldwide.

Throughout 2020, the Group endeavored to:

- strengthen, adapt and prepare its sales structure for the new challenges arising from the pandemic;
- successfully transition the current Thrustmaster range to the next generation of consoles and ensure backward compatibility for most of the brand's products;
- significantly increase production to meet strong consumer demand for gaming accessories;
- have key national retailers of professional gamepads sell its new *ESWAP X* range for Microsoft's Xbox One console;
- respond with innovation, creativity and technological expertise to demands for interactivity from gamers seeking ever-increasing levels of realism and immersiveness;
- step up its strategy of forging new direct partnerships with major e-tailers (Box UK; Amazon in Japan, Saudi Arabia and the UAE; Cdiscount; etc.) to strengthen its presence in the e-commerce market;
- expand in the buoyant gamepad market;
- develop its Hercules DJ segment and continue to expand the Hercules ecosystem;
- offer passionate consumers products with exclusive functionality and an ecosystem of high-end hardware.

The Group's sales grew very strongly across all regions, reaching record levels in the United States, Germany, Poland, Australia and China.

Sales outside France in 2020 totaled €111.1 million, accounting for 92% of total consolidated turnover.

The Group's North American sales grew 151%, up from €14.1 million to €35.4 million.

In the European Union, the Group's turnover grew 88% from €32.4 million to €61.1 million.

Sales in other regions also increased 67% over the period.

Asia-Pacific remained a key region for the Group, posting growth of 85% in 2020. The Group continues to expand its presence in this buoyant region, broadening access to end consumers by rolling out "marketplaces". The Group also made far-reaching changes to its distribution structure across two key markets set to deliver growth including Japan, one of the world's top ten markets for video games. The Group is also extending its sales force in China, South Korea, Taiwan, Hong Kong, Russia and Australia; from the beginning of 2021, the key priority has been to maximize inventory turnover and replenish stocks before they run out, thus reducing market shortages.

The global Covid-19 pandemic meant 2020 was an unusual year for the Group, affecting the market configuration in ways never previously experienced. Consumers played more video games and opted to expand their ecosystem of accessories, while Formula 1 and endurance racing both took to the virtual world of PC and console racing, fueling increased interest in eSports. Combined with stay-at-home orders, this put the spotlight on video games and generated demand for specialist accessories to enhance performance.

Translation for convenience only. The French version of this document prevails.

Through its Hercules and Thrustmaster brands, the Group usually attends the largest international trade shows to meet with key customers, form new partnerships, tap into the latest trends and sound out the sectors in which it operates. It also hosts events at its stands showcasing new products and giving visitors the chance to test them out. Trade shows are also an opportunity for the Group to meet with members of the press who come to look at new products.

The Group was unable to physically attend any international trade shows in 2020, with all shows from March onwards canceled because of the global pandemic.

However, the Group was able to meet with customers at the Consumer Electronics Show in January 2020, while its attendance at the NAMM Show paved the way for the launch of the *Hercules DJControl Inpulse 500* range.

The Group faced some major challenges linked to Covid-19 in 2020, such as the following:

- lockdown, which resulted in the closure of many stores, particularly in Europe
- strong consumer demand for Thrustmaster gaming accessories and Hercules DJ products
- a shift in sales to e-commerce channels
- production delays in the first quarter, with capacity gradually returning to normal levels by May
- the need to subsequently step up production to meet demand
- the need to adjust its distribution channels by entering into direct sales agreements with leading global e-tailers
- supply chain disruption, with many wholesalers closed

The Group's logistics, production, marketing and sales teams demonstrated their agility, delivering the following achievements:

- moving inventory to the United States and Europe from the first quarter of 2020 in anticipation of supply difficulties
- re-evaluating wholesaler networks to bolster the supply chain
- developing and entering into new direct distribution agreements with e-tailers to ensure products continued to flow to consumers
- monitoring demand daily to ensure inventory was replenished before it ran out and mitigate customer stock-outs

1.1. Thrustmaster news

In 2020, Thrustmaster:

- launched key products, including in particular the *TCA Sidestick Airbus Edition* joystick, but also the *T.Racing Scuderia Ferrari Edition-DTS* racing wheel officially licensed by Ferrari and the *ESWAP X Pro Controller* modular professional gamepad for the Xbox console;
- worked with Microsoft Seattle so as to be able to release the new *Thrustmaster Civil Aviation (TCA)* range, in partnership with Airbus, to coincide with the summer 2020 release of Microsoft Flight Simulator;
- took part in the first eSports competition ever organized by Ferrari at the beginning of August;
- worked with Electronic Arts to integrate Thrustmaster joysticks with the hotly awaited Squadrons game, released in November 2020;
- saw record numbers of visits to its website and online store;
- benefited from gamers' growing enthusiasm for eSports, with strong demand for joysticks, racing wheels and gamepads;
- strengthened its presence in eSports by entering into new partnerships with the eSports division of Scuderia Ferrari and the 24 Hours of Le Mans in racing, as well as with Epic Games in the USA for Rocket League competitions with the *ESWAP* range;
- saw continued uptake of its *ESWAP* range of gamepads, winning the approval of professional gaming communities all over the world thanks to competitions and teaming up with a number of ambassadors to promote its gamepads within their communities;
- developed worldwide interest in the use of joysticks for gaming, leading to record growth in sales in the year;
- worked on changing its internal structure to facilitate its new goal of partnering even more closely with gamers.

The pace of growth at Thrustmaster quickened to 196% in the fourth quarter of 2020, buoyed by successful sales of the brand's Airbus flying accessories and strong momentum in the racing and gamepad segments.

Paradoxically, the Covid-19 pandemic had a positive effect on sales of Thrustmaster products, with lockdown fueling consumer demand for the Group's gaming accessories. At the same time, a wave of new flight simulation and racing games resulted in very strong demand for Thrustmaster PC and console accessories. Sales of joysticks – including the *Thrustmaster Civil Aviation* joystick – were buoyed by the success of Microsoft Flight Simulator 2020, released in August, while sales of racing wheels received a boost from the release of new racing titles including F1 2020, Project CARS 3 and WRC 9.

Consumers' growing enthusiasm for eSports and gamepads (namely the *ESWAP Pro Controller* ecosystem) were key drivers of the Group's growth in 2020.

The arrival of new consoles, with the Xbox Series X|S from Microsoft Corporation, released on November 10, 2020 and available in two versions, and the PlayStation 5 from Sony Interactive Entertainment Inc., released on November 19, 2020 and also available in two versions, was also a key driver over the final part of 2020 and heralds a bright future for the video games market. Thrustmaster is ideally placed to harness rapid growth in the next-generation PlayStation 5 and Xbox Series X|S consoles.

Translation for convenience only. The French version of this document prevails.

The shift in user behavior towards the e-commerce channel represents a genuine opportunity in the group's specialist product segments; the Group is now well placed in this channel, with strong partnership agreements in place.

1.1.1. Racing wheels and accessories

A strong crop of new racing games, including F1 2020 (released in July), Project CARS 3 (released August 28), WRC 9 (released early September) and DiRT 5 (released November 10), fueled strong momentum in the racing accessories market. The release of Project CARS 3 boosted sales of Thrustmaster racing wheels.

In 2020, the US racing wheel market grew 48.4% by value (relative to 2019) to \$66.19 million. Five Thrustmaster racing wheels were among the top ten sellers by value. Thrustmaster had a 39% share of the market by value in 2020.

In the top five European countries of France, Germany, the United Kingdom, Italy and Spain, the racing wheel market grew 57.5% by value to €119 million. Thrustmaster is the number two player in racing wheels, with a market share of 27% by value.

Since its launch in the first quarter of 2020, the hotly awaited T-LCM racing pedal set – the first Thrustmaster pedal set to be equipped with magnetic sensors and a Load Cell force sensor on its brake pedal – has been a big hit.

On December 10, 2020, Thrustmaster announced the release of its brand new add-on, the *Formula Wheel Add-On Ferrari SF1000 Edition*, heralding a genuine revolution in the racing simulation world. With its world-first interactive screen, this racing wheel is a replica of the wheel used in Ferrari's legendary SF1000.

1.1.2. Audio headsets

Proud of its position in the gaming headset market, in 2020 Thrustmaster unveiled its *T.Racing Scuderia Ferrari Edition-DTS* headset. This headset combines the best of Thrustmaster's audio expertise with unique DTS know-how (through the *DTS Sound Unbound* application) to improve gaming performance.

1.1.3. Gamepads

Buoyed by the success of the first *ESWAP PRO CONTROLLER* launched in 2019, at the end of December 2020 Thrustmaster launched the *ESWAP X PRO CONTROLLER*, officially licensed for Xbox Series X|S and Xbox One. This controller – the first third-party gamepad compatible with Microsoft's Xbox Series consoles – is aimed squarely at gamers seeking optimum performance.

In June 2020, another two new products were added to the *ESWAP PRO CONTROLLER* ecosystem, compatible with Sony's PlayStation 4 console: the *ESWAP Classic D-PAD* and the *ESWAP Classic Mini-Stick*.

In 2020, the US gamepad market grew 19.7% by value to \$1,458.3 million – equivalent to more than twice the size of the combined market in the top five European countries by volume. The *ESWAP X PRO CONTROLLER*, released in America in November 2020, was the number five seller among gamepads costing over \$100 in December 2020 by both volume and value, and the number three seller among gamepads costing over \$150.

In the top five European countries, the gamepad market grew 26% by value in 2020 (relative to 2019) to €624.2 million. Germany, France and the United Kingdom accounted for 80.2% of the market in the top five European countries by value. Thrustmaster sales grew 84% by value.

1.1.4. Flight simulation accessories

The Group is very well placed in the flight sim accessories market.

In 2020, Thrustmaster launched its Thrustmaster Civil Aviation range, officially licensed by Airbus.

The *TCA Sidestick Airbus Edition* joystick – the first product in this new TCA range – is a truly universal PC joystick. Designed as the ideal partner for civil aviation simulators like X-Plane 11 and Microsoft Flight Simulator, the mini-stick and ergonomic Airbus replica is a versatile ally for all types of flight simulation game.

New products in the Airbus range released in the fourth quarter, such as the *TCA Officer Pack Airbus Edition* and the *Quadrant Add-on*, contributed to very strong full-year sales in 2020. The *Thrustmaster TCA Quadrant Add-on Airbus Edition* comes with 15 headline functions inspired by the flight decks of Airbus aircraft. It promises an immersive gaming experience with realistic buttons and releases specially designed to control approach and landing sequences.

The August 2020 launch of Microsoft Flight Simulator was a big success, fueling a new wave of flight simulation accessories. It had a very significant impact on the Group's flight sim accessories, in particular the *Thrustmaster Civil Aviation* range, enabling Thrustmaster to step up its global presence in the joystick category, securing 2020 market shares of 75% by value in the United States and 56% by value in the top five European countries.

The Group's business in the year was buoyed by strong sales of flying accessories in the Airbus range.

In 2020, the US joystick market grew 16.5% by value to \$15.29 million. Thrustmaster was number one by both value and volume, strengthening its position in this segment.

In the top five European countries, the joystick market grew 91.3% by value to €21.3 million. Thrustmaster was number one by volume and value, with market shares of 55% and 56% respectively.

1.1.5. eSports

Thrustmaster strengthened its positioning in the eSports market in 2020, mainly in the racing and flying segments. Stay-at-home orders further boosted the success of eSports, fueling a sharp increase in demand for gaming accessories.

In 2020, the Covid-19 pandemic meant physical competitions took a back seat to virtual competitions, which proved a big hit. Formula 1 and endurance racing both took to the virtual world of PC and console racing, fueling increased interest in eSports.

1.1.5.1. eSports racing

In 2020, Thrustmaster supported its ambassadors in new eSports competitions, boosting interest in the brand's accessories. Thanks to its comprehensive ecosystem of racing wheels, pedal sets, gear sticks and handbrakes, the racing range maintained

Translation for convenience only. The French version of this document prevails.

the brand's appeal and momentum in this segment, with new bundles released for specific racing specialties (Formula 1, rallying, GT, etc.).

Thrustmaster was official equipment supplier to Ferrari's driver academy throughout 2020. The partnership with Ferrari Esport kicked up a gear in the first half of 2020, with Ferrari drivers taking part in the SRO Esports GT Challenge competition, which met with great success. Ferrari Esport boosted Thrustmaster's visibility through a various communication channels, notably thanks to the participation of celebrity ambassadors.

During the March 2020 lockdown, Thrustmaster ran a virtual competition in a "racing room". In the course of the month, nearly 4,000 participants raced on the Spa-Francorchamps track in hopes of winning a T-LCM pedal set.

The first stage of the 2020 World Tour took place in Sydney (Australia) in February 2020, with Chilean driver Nicolas Rubilar sponsored by Thrustmaster.

In September 2020, Thrustmaster took part in the online Super Final of the Le Mans Esports Series, with the brand acting as exclusive partner of the category for the second time.

Thrustmaster was also official equipment partner of GT Sport competitions worldwide in 2020, with the T-GT racing wheel adopted as the official racing wheel for FIA-certified GT Sport competitions.

In December 2020, Thrustmaster launched its one-of-a-kind Rockets program aimed at promoting the involvement of women in eSports, a field in which they are currently under-represented. The program aims to identify, recruit, support and train high-potential women in various gaming categories (racing, flying and gamepad games). Thanks to their strong performance, these highly motivated women bring strong visibility to Thrustmaster products.

To step up its presence in Asia, Thrustmaster signed up two new Asian sponsors, Lei Dai and Yuan Yifan. The two drivers succeeded in taking second place in the F1 Esports Series in China.

Thrustmaster took another step forward in eSports by sponsoring an official Rocket League competition at the end of December 2020.

1.1.5.2. eSports flying

The very strong crop of new flight simulation games released in 2020 were an opportunity for Thrustmaster to strengthen its positioning in the flying segment.

Thrustmaster sponsored the global DCS competition with SATAL (Squadron Air-to-Air League) for the second time. With almost 30 teams across two leagues, the competition was one of the best to date, notably thanks to the involvement of the best virtual pilots.

1.2. Hercules news

In 2020, Hercules:

- successfully launched its new *Hercules DJControl Inpulse 500* controller in July, adding to the success of the Inpulse range and enabling Hercules to more than double its sales in the third quarter;
- launched its new *Hercules HDP DJ60* headphones, offering professional-quality audio, in early October;
- announced at the end of March that its *DJControl Inpulse 200*, *DJControl Inpulse 300* and *DJControl Starlight* controllers were compatible with the djay iOS app;
- finalized a major business deal with Sweetwater.com, a US giant in online musical instrument sales;
- worked with partners on promotions and created dedicated bundles to hold the attention of future DJs.

With sales up 65% in the fourth quarter, Hercules maintained a similar level of growth to previous quarters.

1.2.1. DJ controllers

Hercules expanded its Inpulse range of controllers in 2020, with the new *Hercules DJControl Inpulse 500* adding to the range's success. Released in mid-June, this new, ultra-high-performance all-in-one controller helps young DJs put on a show in public. Bundled with Serato DJ Lite and DJUCED, this controller is the ideal solution to help beginners develop and perform, meeting all their needs and helping them fulfil their ambitions. As well as guides to help learn the art of DJing and the DJUCED Intelligent Music Assistant, it also includes a multitude of functions designed to help DJs improve.

Furthermore, at the last NAMM show in Anaheim in January 2020, the *Hercules DJStarter Kit* controller won a "NAMM U Best In Show" award in the "Gotta Stock It" (i.e. bestseller) category. Out of 27 winners, the controller was the first winning product in the DJ category for two years (the last DJ product to win the award was in 2017).

1.2.2. DJUCED software

DJ Hercules software DJUCED, launched in 2011, is a popular, high-performance software package that was used by over 180,000 people between May 2019 and May 2020.

New developments are added every year, with some examples as follows:

- an interface that adapts to every user, from beginners through to experts, and is even simpler, more user-friendly and more intuitive
- a quicker and easier launch process, integrated DJ Academy content and new sampling methods
- DJ Academy integration, offering a library of videos to help learn the basics of DJing
- the Intelligent Music Assistant (IMA) to help improve track selection
- professional streaming platforms Beatport and Beatsource, ensuring that DJs always have the best tracks at their fingertips

Translation for convenience only. The French version of this document prevails.

In addition, Hercules recently launched version 5.0 of its DJUCED software, bundled with most DJ controllers. The new version includes Beatport Link, allowing users to discover and play with more than six million tracks right inside DJUCED. Founded in 2004, Beatport is now the leading source of electronic music for DJs, producers and fans.

1.2.3. DJ headphones

Just a few months after launching its *Hercules DJControl Inpulse 500* controller, Hercules added to its range of headphones, launching the brand new *Hercules HDP DJ60* headphones for live mixing in October 2020. These comfortable and stylish precision headphones deliver the kind of excellent sound quality both beginners and advanced DJs need when mixing in public. These professional-quality headphones use drivers with a frequency response of 15 Hz to 22 kHz and a sensitivity of 105 dB.

2. GROUP RESULTS

Key figures from Guillemot Corporation's consolidated financial statements for the fiscal year ended December 31, 2020 are as follows:

(€m)	Dec 31, 2020	Dec 31, 2019	Dec 31, 2018
Turnover	120.6	60.9	81.2
Net income from ordinary activities	19.0	-2.6	6.9
Net operating income	23.1	-2.6	6.9
Net financial income*	7.4	-4.6	3.1
Consolidated net income	29.8	-6.4	12.2
Basic earnings per share	€1.95	-€0.42	€0.80
Shareholders' equity	79.7	50.3	58.3
Net debt (excl. AFS securities)**	-18.2	10.2	7.9
Inventories	20.6	21.4	24.9
Intangible assets	15.4	11.4	11.1
Current financial assets (AFS securities portion)	35.0	27.3	31.3

* 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 (cf. Section 5.7.13 of the notes to the consolidated financial statements).

Consolidated annual turnover in fiscal year 2020 totaled €120.6 million, up 98% year on year. Net income from ordinary activities came in at €19.0 million, compared with a €2.6 million net loss from ordinary activities in the year ended December 31, 2019.

The Group posted net operating income of €23.1 million in 2020, compared with a €2.6 million net operating loss in 2019. This net operating income included other operating income of €4.1 million linked to a write-back of impairment on the Group's Thrustmaster brand.

Consolidated net income for the year came in at €29.8 million, compared with a prior year consolidated net loss of €6.4 million, after taking into account a €0.7 million tax expense in the year. This included a financial gain of €7.7 million arising from a revaluation gain on the Group's portfolio of Ubisoft Entertainment shares.

Net financial income of €7.4 million included a €7.7 million revaluation gain on current financial assets (available-for-sale securities) consisting of Ubisoft Entertainment shares.

Current financial assets totaled €35.0 million at December 31, 2020, consisting of 443,874 Ubisoft Entertainment shares.

Shareholders' equity increased from €50.3 million to €79.7 million.

The Group's financial structure is robust, with net debt negative at -€18.2 million at December 31, 2020 (excluding the portfolio of available-for-sale securities: €35.0 million), compared with positive net debt of €10.2 million at December 31, 2019.

▪ Turnover by business segment

(€m)	Dec 31, 2020	Dec 31, 2019	Dec 31, 2018
Hercules	8.0	4.7	4.4
Standard product lines	7.2	4.1	3.7
OEM*	0.8	0.6	0.7
Thrustmaster	112.6	56.2	76.8
Standard product lines	112.6	56.2	76.8
OEM	0.0	0.0	0.0
TOTAL	120.6	60.9	81.2

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

Translation for convenience only. The French version of this document prevails.

▪ Turnover by geographical region

(€m)	Dec 31, 2020	Dec 31, 2019	Change
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%

▪ Net operating income by business area

(€m)	Dec 31, 2020	Dec 31, 2019	Dec 31, 2018
Hercules	-0.2	-1.7	-2.6
Thrustmaster	23.3	-0.9	9.5
TOTAL	23.1	-2.6	6.9

3. INFORMATION ABOUT THE GROUP'S CONSOLIDATED FINANCIAL STATEMENTS

3.1. Income statement

During the fiscal year, the Group generated consolidated turnover of €120,619k excluding taxes.

The main operating expenses were purchases totaling €59,656k.

External expenses of €17,554k mainly consisted of transportation, advertising and marketing costs.

Employee expenses totaled €11,000k, while additions to amortization, depreciation and provisions totaled €7,104k.

Taxes and duties totaled €779k and other income and expenses netted out at a €7,405k expense.

Net income from ordinary activities totaled €18,970k.

Net operating income came in at €23,080k after taking into account a €4,110k write-back of impairment on the Thrustmaster brand.

The cost of net financial debt came in at €129k and other financial income and expenses netted out at income of €7,529k, including a €7,661k revaluation gain on the Group's holding of Ubisoft Entertainment shares.

After taking into account these items and a €699k tax expense, the Group posted net income of €29,781k.

Basic earnings per share came out at €1.95.

3.2. Balance sheet

Non-current assets consisted of €15,425k in net intangible assets, €4,499k in net property, plant and equipment, €447k in financial assets, €404k in tax assets and €3,489k in deferred tax assets.

Current assets included the following:

- inventories with a net value of €20,611k, taking into account €3,003k in impairment charges
- trade receivables with a net value of €28,245k, taking into account €181k in provisions for doubtful accounts
- other receivables with a net value of €3,887k, mainly consisting of receivables in relation to value added tax and advances and progress payments made
- financial assets totaling €34,995k and cash and cash equivalents totaling €29,024k

Shareholders' equity stood at €79,709k.

Non-current liabilities totaled €7,403k, including borrowings of €6,020k.

Current liabilities totaled €54,056k, including €4,853k in foreign currency borrowings and advances.

The Group's operating cash flow after the cost of financial debt totaled €20,453k in fiscal year 2020.

The Group's working capital requirement fell by €11,565k in fiscal year 2020 as a result of an increase in supplier credit and stable inventory.

Cash flows from investing activities consisted of capitalized research and development costs and equipment used in the production of new products.

Cash flows from financing activities included repayments on medium-term loans taken out in 2017 and 2019 to finance new research and development projects and changes in working capital.

4. INFORMATION ABOUT GUILLEMOT CORPORATION S.A.'S FINANCIAL STATEMENTS

4.1. Income statement

Guillemot Corporation S.A. generated turnover of €109,418k in the fiscal year.

Operating income totaled €115,903k.

The main operating expenses were purchases consumed totaling €54,406k and external expenses of €28,922k.

Translation for convenience only. The French version of this document prevails.

External expenses mainly consisted of subcontracting costs, development costs, and transportation, advertising and marketing costs.

Taxes and duties and employee expenses totaled €805k and other expenses came in at €9,456k.

Additions to amortization and depreciation totaled €2,123k.

Additions to provisions on current assets totaled €2,597k.

The company recognized a €768k provision for product returns.

Total operating income less total operating expenses resulted in net operating income of €17,594k.

Taking into account net financial income of €63k, net non-recurring income of €2,956k and a corporate income tax expense of €2,921k, the company posted net income of €17,692k.

Net financial income may be broken down as follows:

Foreign currency translation adjustments:	-€511k
Interest income and expenses:	-€84k
Net income from disposals of AFS securities:	€338k
Additions to and reversals from provisions:	-€16k
Income from equity interests:	€336k

Interest income mainly consisted of €4k in interest on bank deposits, €8k in current account interest and €21k in respect of a current account advance to subsidiary Guillemot GmbH (Germany) with a clawback provision, which was reinstated in the balance sheet after having been waived by the parent company in 2004.

Financial expenses mainly consisted of €97k in interest charges on borrowings and bank balances and €20k in current account interest charges.

Net income from disposals of treasury shares under the liquidity agreement in force totaled €338k.

Write-backs of impairment on shares of subsidiaries totaled €30k, while reversals of provisions on current account advances totaled €21k.

Additions to provisions on shares of subsidiaries totaled €74k.

The company recognized exceptional amortization of €1,154k on development costs and equipment no longer meeting the criteria for capitalization and a one-off impairment write-back of €4,110k on the Thrustmaster brand.

The main interim management figures are as follows:

Production in the year:	€112,645k
Value added:	€29,317k
Earnings before interest, tax, depreciation and amortization:	€28,512k

4.2. Balance sheet

Net fixed assets totaled €23,706k, consisting of €14,407k in intangible assets, €1,611k in property, plant and equipment and €7,688k in non-current financial assets.

Intangible assets included development costs with a net value of €4,490k. Development costs of €1,018k no longer meeting the criteria for capitalization were retired from the balance sheet.

The net value of inventory stood at €17,351k.

Trade receivables totaled €24,175k, taking into account €505k in provisions for doubtful accounts, including intragroup impairment charges of €325k.

Other receivables with a net value of €1,077k mainly consisted of current account advances to subsidiaries with a net value of €229k, tax receivables totaling €621k and credit notes receivable totaling €180k (including €155k of intragroup credit notes).

The net value of available-for-sale securities totaled €7,124k, including 42,232 treasury shares with a net value of €357k and 443,874 Ubisoft Entertainment S.A. shares with a purchase cost of €6,767k.

Shareholders' equity totaled €44,916k.

5. STRATEGY AND OBJECTIVES OF THE COMPANY AND THE GROUP

The Group's strategy is mainly focused on a policy of innovating with the aim of offering increasingly unique and high-performance solutions. As well as constantly monitoring emerging technologies with a view to developing its products, the Group is always thinking about the user experience so as to remain in step with user expectations. Its strategy also includes developing partnerships to help it keep ahead of new trends and develop innovations that offer genuine benefits for the Group.

The Group's inherent strengths, combined with lasting and stable strategic partnerships, should enable it to grow its market share.

The Group continues to evolve to keep in step with growth in online sales and to cater for its expanded geographical footprint, which now covers more than 140 countries.

The Group will be stepping up its strategy in 2021 in response to the following key challenges:

- improving competitiveness and product profitability by optimizing sales and marketing spend

Translation for convenience only. The French version of this document prevails.

- adapting its distribution model as online sales continue to grow
- revitalizing its entire product portfolio, taking care to ensure that all ranges are optimally positioned
- growing sales by stepping up promotional, communications and sales activities
- optimizing deployment of its sales force to ensure products are efficiently distributed to customers
- equipping the Group to adapt to changes in its business sector and environment

6. FORESEEABLE CHANGES IN THE POSITION OF THE COMPANY AND THE GROUP

The Group observed strong momentum in the racing and flying accessories markets in the early part of 2021.

For full year 2021, the Group is forecasting turnover in excess of €150 million and net income from ordinary activities in excess of €20 million.

7. INFORMATION ABOUT GUILLEMOT CORPORATION S.A.'S SHARE CAPITAL

At the most recent balance sheet date of December 31, 2020, the share capital totaled €11,771,359.60, made up of 15,287,480 ordinary shares with a par value of €0.77 each.

There were no changes in the share capital during the fiscal year ended December 31, 2020, nor have there been any such changes since that date.

There were no material changes in the breakdown of the company's share capital during the fiscal year ended December 31, 2020.

At December 31, 2020, the Guillemot family group directly and indirectly held 69.49% of the share capital and 81.85% of voting rights exercisable at shareholders' general meetings.

At December 31, 2020						
Shareholder	Number of shares	% of capital	Number of theoretical voting rights	% of theoretical voting rights	Number of voting rights exercisable at shareholders' general meetings	% of voting rights exercisable at shareholders' general meetings ⁽¹⁾
GUILLEMOT BROTHERS LTD ⁽²⁾	2,236,122	14.63%	4,472,244	17.43%	4,472,244	17.46%
Michel Guillemot	1,054,059	6.89%	2,108,118	8.22%	2,108,118	8.23%
Claude Guillemot	1,224,574	8.01%	2,449,148	9.55%	2,449,148	9.56%
G�rard Guillemot	983,736	6.43%	1,967,472	7.67%	1,967,472	7.68%
Yves Guillemot	814,573	5.33%	1,629,146	6.35%	1,629,146	6.36%
Christian Guillemot	773,715	5.06%	1,283,055	5.00%	1,283,055	5.01%
Yvette Guillemot	12,553	0.08%	13,355	0.05%	13,355	0.05%
Other members of the Guillemot family ⁽⁴⁾	3,524,738	23.06%	7,042,391	27.45%	7,042,391	27.50%
Together	10,624,070	69.49%	20,964,929	81.72%	20,964,929	81.85%
Treasury shares ⁽³⁾	42,232	0.28%	42,232	0.16%	0	0.00%
Free float	4,621,178	30.23%	4,647,768	18.12%	4,647,768	18.15%
TOTAL	15,287,480	100.00%	25,654,929	100.00%	25,612,697	100.00%

(1) Some of the shares held by members of the Guillemot family carry double voting rights.

(2) Wholly controlled by members of the Guillemot family. A *societas Europaea* (SE) converted into a limited liability company.

(3) Treasury shares with no voting rights.

(4) Spouses and descendants of Messrs Claude, Michel, Yves, G rard and Christian Guillemot, none of whom individually holds 5% or more of the company's share capital or voting rights.

8. WORKFORCE

A breakdown of the current workforce is as follows:

	At December 31, 2020						At December 31, 2019					
	Parent company	Guillemot Administration et Logistique	Hercules Thrustmaster	Guillemot Innovation Labs	Foreign subsidiaries	Total	Parent company	Guillemot Administration et Logistique	Hercules Thrustmaster	Guillemot Innovation Labs	Foreign subsidiaries	Total
Total	5	53	58	4	85	205	5	45	54	3	84	191
O/w permanent contracts	5	47	52	3	75	182	5	42	52	3	78	180
O/w fixed-term contracts	0	6	6	1	10	23	0	3	2	0	6	11
O/w women	0	27	29	0	24	80	0	27	26	0	26	79
O/w men	5	26	29	4	61	125	5	18	28	3	58	112
Aged under 30	0	10	15	1	11	37	0	5	15	0	13	33
Aged 30-39	0	9	14	1	29	53	0	9	12	1	29	51
Aged 40-49	0	13	19	0	32	64	0	12	18	0	30	60
Aged 50 and over	5	21	10	2	13	51	5	19	9	2	12	47

The Group's total workforce in 2020 averaged 189 people, compared with 185 in 2019.