

Guillemot Corporation S.A.

2026 CONSOLIDATED INTERIM RESULTS



Guillemot
Corporation



Hercules



Thrustmaster



01. OVERVIEW OF THE GROUP

02. 2026 HALF-YEAR HIGHLIGHT

03. CONSOLIDATED FINANCIAL
STATEMENTS AS OF JUNE 30TH, 2026

04. PRODUCT NEWS

05. 2026 OUTLOOK

Overview of the Group



Guillemot
Corporation



Hercules



Thrustmaster



Interactive entertainment hardware and accessories

OVERVIEW OF THE GROUP

- 1984:** Creation of **GUILLEMOT CORPORATION**, a French group designing and manufacturing **interactive entertainment hardware and accessories**
- 1998:** Guillemot Corporation is listed on the **Paris Stock Exchange**
- 1999:** **Acquisition of international brands**



150+

Products distributed in **more than 150 countries worldwide**

11

Present in **11 countries worldwide**

4

4 R&D centers: France, Canada, Romania and China





Licenses

Hercules



Serato

Logiciel DJ pour PC & MAC

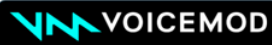




Algoriddim djay

Application DJ (-> App =>) pour iOS & android





VoiceMod

Logiciel Stream de modification de voix pour PC & MAC



THRUSTMASTER®

Microsoft



Microsoft Flight Simulator



Sony



Ferrari



Gran Turismo



U.S. Air Force



Airbus



Boeing



Significant events for the Group in Half-Year 2026



Guillemot
Corporation



Hercules



Thrustmaster



49.6 M€ in Half-Year 2026 (vs. 51.7 M€)

-0.3 M€

Operating income



Group turnover declined 4% in the first half of 2026 due to the scheduled discontinuation of T300 RS racing wheel, combined with logistical challenges in Asia.

-1.3 M€

Consolidated net income



Accounting gross profit margin grew in 9 percentage points YoY thanks to an improved product mix and the reimbursement of U.S. import tariffs

Year 2026 marks a pivotal year, combining governance changes and adaptation to new regulatory requirements and challenges.



Key Points for 2026 Half-Year

Changes in the Group's governance since June 23, 2026

Following the passing of Claude Guillemot on June 19, 2026, the Group put arrangements in place on June 23 to ensure continuity in its governance:

- ❑ Christian Guillemot was appointed Chairman of the Board of Directors.
- ❑ Valentin Guillemot was confirmed as Chief Executive Officer, a role in which he had been serving since July 1, 2025.
- ❑ The Board of Directors was strengthened by the addition of Victoria Guillemot.

These changes were previously announced in separate communications and are described in the interim financial report.

A continued strategy of development and innovation, consistent with the Group's longstanding values

- ❑ Maintaining innovation at the heart of the Group's strategy, supported by sustained investment in R&D.
- ❑ Strengthening the online presence of the Hercules and Thrustmaster brands, expanding distribution through third-party e-commerce marketplaces.
- ❑ Strengthening global commercial partnerships, notably with Costco
- ❑ Increasing engagement with key distribution partners (e.g. Guitar Center and Thomann for Hercules).
- ❑ Maintaining the Group's logistical flexibility.
- ❑ Continuing to diversify production across sites and countries.

Consolidated financial statements

at June 30, 2026



Guillemot
Corporation



Hercules



Thrustmaster



Consolidated financial statements

AT JUNE 30, 2026

Turnover by activity (in M€)

(€m)	30.06.26	30.06.25	Variation
Gaming accessories product lines	44.8	46.2	-3%
Thrustmaster Total	44.8	46.2	-3%
Digital Peripheral Devices	4.7	5.5	-13%
Hercules			
OEM	0.1	0.0	-
Hercules Total	4.8	5.5	-13%
TOTAL	49.6	51.7	-4%

Turnover by geographical region (in M€)

(€k)	Jun 30, 2026	Jun 30, 2025	Change
European Union and United Kingdom	21,593	27,965	-23%
North America	18,413	12,431	48%
Other	9,581	11,310	-15%
TOTAL	49,587	51,706	-4%

Consolidated income statement AT JUNE 30, 2026



Guillemot
Corporation



Hercules



Thrustmaster



Consolidated income statement

AT JUNE 30, 2026

(€k)	Jun 30, 2026	Jun 30, 2025
Net turnover	49,587	51,706
Purchases	-17,138	-26,724
Change in inventories	-3,052	844
External expenses	-12,244	-11,229
Employee expenses	-10,497	-9,880
Taxes and duties	-365	-379
Additions to depreciation and amortization	-4,169	-3,750
Additions to provisions	-793	-680
Other income from ordinary activities	151	170
Other expenses from ordinary activities	-1,775	-2,761
Net income from ordinary activities	-295	-2,683
Other operating income	0	0
Other operating expenses	0	0
Net operating income (loss)	-295	-2,683
Income from cash and cash equivalents	183	329
Cost of gross financial debt	-72	-83
Cost of net financial debt	111	246
Other financial income	1,112	0
Other financial expenses	-473	-2,221
Corporate income tax	-1,719	1,073
Net income before minority interests	-1,264	-3,585
O/w net income from discontinued operations	0	0
Attributable to minority interests	0	0
Net income attributable to equity holders of the parent	-1,264	-3,585
Basic earnings per share	-0.09	-0.25
Diluted earnings per share	-0.09	-0.24

Balance sheet AT JUNE 30, 2026



Guillemot
Corporation



Hercules



Thrustmaster



Balance sheet

ASSETS

ASSETS

(€k)

Jun 30, 2026

Dec 31, 2025

Goodwill on acquisitions

0

0

Intangible assets

22,783

23,605

Property, plant and equipment

10,543

10,592

Financial assets

469

494

Tax assets

198

208

Deferred tax assets

5,565

5,720

Non-current assets

39,558

40,619

Inventories

41,967

45,705

Trade receivables

21,723

37,454

Other receivables

3,857

4,010

Financial assets

2,386

2,859

Current tax assets

68

1,330

Cash and cash equivalents

25,150

23,756

Current assets

95,151

115,114

Total assets

134,709

155,733



Balance sheet

LIABILITIES AND EQUITY

LIABILITIES AND EQUITY (€k)	Jun 30, 2026	Dec 31, 2025
Share capital (1)	11,309	11,309
Premiums (1)	4,005	5,905
Reserves and consolidated income (2)	78,574	80,772
Currency translation adjustments	-1,413	-1,302
Group shareholders' equity	92,475	96,684
Minority interests	0	0
Consolidated shareholders' equity	92,475	96,684
Employee benefit liabilities	2,210	2,155
Borrowings	3,021	3,126
Other liabilities	0	0
Deferred tax liabilities	10	9
Non-current liabilities	5,241	5,290
Trade payables	17,738	25,077
Short-term borrowings	924	847
Taxes payable	1,982	1,091
Other liabilities	16,292	26,692
Provisions	57	52
Current liabilities	36,993	53,759
Total liabilities and equity	134,709	155,733

Statement of cash flows AT JUNE 30, 2026



Guillemot
Corporation



Hercules



Thrustmaster



Statement of Cash Flows

AS OF JUNE 30, 2026

(€k)	Jun 30, 2026	Jun 30, 2025
Cash flows from operating activities		
Net income from consolidated companies	-1,264	-3,585
+ Additions to depreciation, amortization and provisions (except on current assets)	4,358	5,430
- Reversals of depreciation, amortization and provisions	-103	-1,405
-/+ Unrealized gains and losses arising from changes in fair value	473	1,671
+/- Expenses and income arising from stock options	0	50
-/+ Capital gains and losses on disposals	1	4
Change in deferred taxes	155	-1,240
Operating cash flow after cost of net financial debt	3,620	925
Cost of net financial debt	-112	-246
Operating cash flow before cost of net financial debt	3,508	679
Inventories	3,738	436
Trade receivables	15,731	7,318
Trade payables	-7,338	2,204
Other	-8,167	-7,551
Change in working capital	3,964	2,407
Net cash flows from operating activities	7,584	3,332
Cash flows from investing activities		
<u>Acquisitions</u> of intangible assets	-1,923	-1,932
Acquisitions of property, plant and equipment	-858	-809
Disposals of property, plant and equipment and intangible assets	0	25
Acquisitions of non-current financial assets	-1	-13
Disposals of non-current financial assets	28	4
Net cash from acquisitions and disposals of subsidiaries	0	0
Net cash flows from investing activities	-2,754	-2,725



Statement of Cash Flows

AS OF JUNE 30, 2026

Cash flows from financing activities		
Increases in capital and cash injections	0	0
Buybacks of treasury shares	-934	0
Dividends paid	-1,913	0
Borrowings	0	0
Repayment of borrowings	-0	-1,677
Impact of IFRS 16 application	-434	-470
Other cash flows from financing activities	-28	6
Total cash flows from financing activities	-3,309	-2,141
Effect of exchange rate changes on cash and cash equivalents	-127	-1,138
 Change in cash	 1,394	 -2,672
Net cash at the beginning of the period	23,756	30,618
Net cash at the end of the period	25,150	27,946

New products



Guillemot
Corporation



Hercules



Thrustmaster

Product News

Hercules



Guillemot
Corporation



Hercules



Thrustmaster

Hercules DJCONTROL T10



Guillemot
Corporation



Hercules



Thrustmaster

Hercules | DJCONTROL T10

DESIGNED TO MOVE. BUILT TO PERFORM.



DJUCED® PRO

 serato DJ Pro

 inno
FADER



Dr. Suzuki
Handcrafted in Japan

UDG®
UDGGEAR.COM

Prices may vary by territory depending on local market conditions, taxes and distribution costs.

© Guillemot Corporation 2026. Hercules® and DJUCED® are registered trademarks of Guillemot Corporation S.A. All rights reserved. Serato, Serato DJ Pro are registered trademarks of Serato Limited. All other trademarks are the property of their respective owners.



User research, by the numbers

58

DJs interviews

67

interviews conducted

16

Iterations of layouts, designs,
dimensions and mockups..

“

« A 10-inch format is worth exploring, to give a real reason not to bring your usual 12-inch setup — far too heavy and bulky to carry around. »





DJControl T10

DESIGNED TO MOVE, BUILT TO PERFORM



 **serato** DJ Pro **DJUCED PRO**

Price: 1299 € / 1399 US\$

1. Motorized **10"** vinyl platters
2. InduXfader: Contactless & adjustable crossfader
3. Direct access buttons for stems
4. Lightweight (< 8 kg / 17 lbs) for easy transport
5. Retractable anti-slip feet for quick setup
6. Battle-style mixer layout
7. 2 USB-C ports
8. Master & booth out

Partnerships:

- ✓ Serato: **Pro License, Pitch n' Time** + **new** Stem Slip
- ✓ Dr Suzuki: slipmats + slide sheet
- ✓ InnoFader-approved crossfader
- ✓ UDG backpack



serato
The power of music

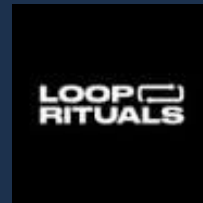
Dr. Suzuki
since 1975
Handcrafted in Japan

inno
FADER
APPROVED

UDG



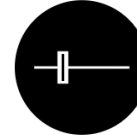
ARTICLES / REVIEWS



DJ Carlo ✓
@djcarlo • 948K subscribers • 640 videos
Learn DJing & Get Mentored by Me ...more
studio.com/dj/dj
Subscribe Join Community



DJcityTV ✓
@DJcityTV • 242K subscribers • 2.9K videos
Music and news for DJs ...more
djcity.com and 6 more links
Subscribe



Crossfader ✓
@Crossfader • 830K subscribers • 1.3K videos
The Step By Step Learning Platform For DJs ...more
wearcrossfader.co.uk and 3 more links
Subscribe



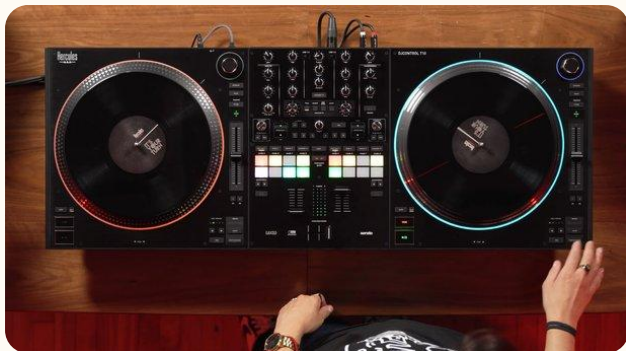
Digital DJ Tips ✓
@digitaldjtips • 400K subscribers • 2.2K videos
The world's leading DJ school for amateurs, hobbyists, and semi-pro DJs
digitaldjtips.com/join and 5 more links
Subscribe



Cleveland Terry
@ClevelandTerry • 58.7K subscribers • 593 videos
Thanks for stopping by. Offering my unique insights into the w
[Instagram](#) and 2 more links
Subscribe Join Community



DJ Academy



Episode 1: Hardware overview

Episode 2: Introduction to Stem Slip

Episode 3: Routine breakdown with DJ Perly

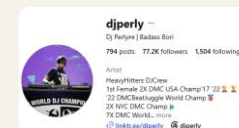
Episode 4: Get to know DJ Perly (interview)



DJ Perly



- 1st Female 2X DMC USA Champ '17 '22 🏆🏆
- '22 DMCBeatJuggle World Champ 🏆
- 2X NYC DMC Champ 🇺🇸
- 7X DMC World Finalist



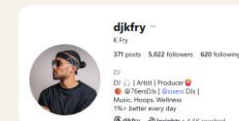
*Recommended
by Serato*



DJ K-Fry



- Our MC across the past four NAMMs
- Deep experience producing product knowledge content with AM&S and Sweetwater
- The right person to make the T10 easy to learn



Hercules

DJControl Impulse 200 MK3



Guillemot
Corporation



Hercules



Thrustmaster



DJControl Inpulse 200 MK3

ONLINE CONTENT

DJCONTROL IMPULSE 200 MK3



**START
EASY**
become a DJ

The ideal controller to **start DJing**

- Connect it to the USB-C port on your **PC/Mac computer**
- Mix with **Serato DJ Lite** and **DJUCED®**
- Learn how to **beatmatch manually** by looking at the built-in **dynamic light guides**
- Separate the sound into **stems** (vocals/instrumentals) to remix tracks
- Mix and scratch, have fun and improve your skills!
- **Beatport**, **Beatsource**, **TIDAL** and **SoundCloud** streaming services
- Broadcast your performances using the included virtual sound card

DJCONTROL IMPULSE 200 MK3

Beatmatch guides



Stems buttons



3-band EQ



USB-C connection



DJUCED®

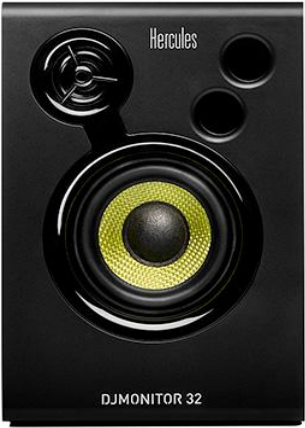
Virtual sound card



serato DJ Lite



Hercules DJLEARNING KIT MK3



Launch: October 19 2026
Commercial availability: Oct 28 2026

Product News

Thrustmaster



Guillemot
Corporation



Hercules



Thrustmaster

Thrustmaster RACING RANGE



Guillemot
Corporation



Hercules



Thrustmaster



A WIDE RANGE FROM BEGINNERS TO RACING ENTHUSIASTS



T98 Ferrari 296 GTB

My first racing wheel

99,99€



T128

Discover the force feedback

179,99€



T248 R

Learning Simracing

299,99€



T598

Evolving & competing with Direct Drive

499,99€



T818

Competing at the highest level

899,99€

PC



SIMTASK TRUCK-40

ADD-ON KIT

Compatible with EuroTruck Simulator and American Truck simulator



TRUCK WHEEL



Thrustmaster FLYING RANGE



Guillemot
Corporation



Hercules



Thrustmaster



T.Flight Hotas NEO





THE IMMERSIVE JOYSTICK FOR ACE COMBAT PLAYERS

T.Flight Hotas **NEO**



ACECOMBAT 8
WINGS OF THE VE

- SRP 129.99€ : The Natural Upgrade from a Controller
- Unique vibration feedback : to feel missile fires, G-force, Canon burst...
- Official Ace Combat 8 licence & stampings
- Suit all gaming style : On your **lap**, on a **desk** or **table**
- Compatible PS5, XBOX, PC

Launch: October 2nd 2026

Align with Ace Combat 8 launch



ACE COMBAT: A PROVEN FRANCHISE

WITH MILLIONS OF PLAYERS WORLDWIDE (CONSOLES & PC)



21 Million

Copies sold since 1993



7 Million

AC7 copies sold



Historic Partner



TCA Sky Yoke



TCA
SKY YOKE

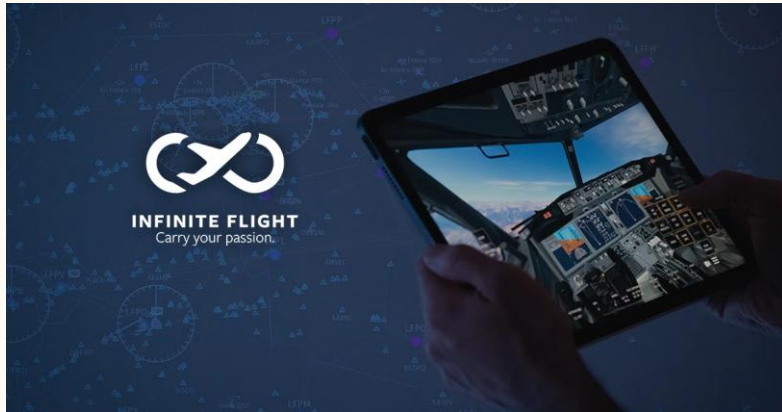


TCA Sky Yoke PS5, Xbox and PC





MOBILE COMPATIBILITY



ORGANIZATION



Guillemot
Corporation



Hercules



Thrustmaster



Preparing our next successes

DEVELOPMENT & PRODUCTION

Open to new uses cases, ready for new markets

40+

projects in development

7+

software & apps

4

R&D sites

4

Manufacturing countries

Asia / France



A year of major transformation

THE EVOLUTION: A SOLID MARKET IN RAPID CHANGE



**Globalisation of major
retail and ecommerce
accounts**



**Wholesale channel
restructuring**



**Rapid expansion of
marketplaces**



**Transformation of the
sales profession**



**AI everywhere in
customer
management,
tracking and follow-up**

5 structural adaptations to refine our commercial model.

2026 OUTLOOK



Guillemot
Corporation



Hercules



Thrustmaster



2026 Outlook



Most of the Group's major product launches are scheduled for the second half of the year, with these new products expected to make a significant contribution. The Group is also continuing to invest in preparation for the major shifts ahead in its markets.



In light of logistical disruption and the postponement of a major product launch until 2027, the Group has revised its forecasts and now expects 2026 turnover to be stable and close to its 2025 level. The Group confirms its objective of achieving an operating margin of approximately 5% of consolidated revenue for 2026.

Q&A



Guillemot
Corporation



Hercules



Thrustmaster