

Guillemot Corporation S.A.

**2024 Annual
Results**



Guillemot

March 27th, 2025

Microsoft Teams meeting



- **Significant events for the Group in Y2024**
- **Y2024 key figures**
- **Presentation of consolidated financial statements at December 31st, 2024**
- **New products**
- **Prospects for 2025**



ABOUT US

Interactive entertainment hardware and accessories

- **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**



Interactive entertainment hardware and accessories.



Video game accessories including car racing and flight simulation products, gamepads and gaming headsets.

- ❑ Products distributed in **more than 150 countries worldwide.**



HERCULES BRAND

01

A team of experts in audio for 40 years

02

Brand renowned for its innovation and user-friendly approach

03

A range of products usage oriented specially developed for music lovers

From the first PC sound board offering up to 64 polyphonic channels to the first "all-in-one" computer home studio or the **first portable mixing deck** featuring a **built-in audio interface** for PC and Mac, our history bears the hallmark of **our innovations**.
Digital core, Analog roots

4 R&D teams across the world

04

Distribution across 150 countries

05

We offer a complete range of DJ controllers for PC/Mac, tablets and smartphones and a full range of innovative portable wireless speakers.



A complete hardware offering for gamers across gaming platforms.

About Thrustmaster

01

Brand created in the USA
- making **high-end joysticks since 1990, racing wheels since 1993.**

02

Division of Guillemot Corporation S.A. since **1999**

THRUSTMASTER®

PC & Console gaming hardware

With 25 years of experience, Thrustmaster® is proud to bring all of its know-how and technological expertise to the video game accessories market.

Our core values – Passion, Quality and Innovation – enable gamers to enhance their performance and better immerse themselves into their virtual worlds.

Focus on **innovation & technologies**
(4 R&D teams in France, Canada, China and Romania)

03

Strong, long-term **partnerships** with key licensors

04

We seek segments with fast growth potential to quickly add value and maximize commercial synergies.

THRUSTMASTER BRAND



serato

Serato DJ software for PC & MAC



djay

Algoriddim djay DJ app for iOS & android



VOICEMOD

VoiceMod Stream Voice Modulator for PC & MAC



THRUSTMASTER®

Strong Licences

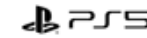
Microsoft



Microsoft Flight Simulator



Sony



Ferrari



Gran Turismo



U.S. Air Force



Airbus



Boeing





Significant events for the Group in Y2024



125.1 M€ in Y2024 (vs. 119.1 M€)

+5% increase in revenue

+8% growth at Thrustmaster in the Racing and Flight sim accessories

-15% decrease at Hercules in the Hercules DJ range

- **Operating income: 3.7 M€** **Consolidated net income at 1.2 M€**
- **Improvement of Gross accounting profit margin: 53%** (+4.5 points)
- **Net debt negative: -23.7 M€**
- **8.9 M€ invested in research and development in 2024**, equating to 7.1% of the full-year consolidated turnover

- **40th Anniversary Celebration**
- **Deployment of its ranges** especially of its new ranges, as *Farming* range for Thrustmaster, and *Streaming* range for Hercules,
- **Optimization of its commercial strategy in Asia-Pacific and in Middle-East countries** to benefit the potentiality of these areas,
- **Launches** of new products as its latest Direct Drive racing Wheel, T598, and its new *HYPERCAR Wheel Add-On*, as its *AVA F/A-18 Super Hornet FlightStick ...*



□ September 19th 2024: Signature of a strategic commercial partnership with the China's Number One online retailer, JD.com



- JD and Thrustmaster strengthen partnership to expand China's interactive entertainment hardware market,
- JD and Thrustmaster sign strategic cooperation agreement to drive brand growth through new product launches,
- JD and Thrustmaster forge strategic alliance to enhance gaming experiences and product selection for Chinese consumers.



Presentation of consolidated financial statements at December 31st, 2024



Key figures

▪ P&L items

(€m)		Dec. 31, 2024	Dec. 31, 2023	Change
January 1 – December 31, 2024				
Turnover		125.1	119.1	+5%
	Thrustmaster	113.1	104.9	+8%
	Hercules	12.0	14.2	-15%
Net operating income		3.7	2.5	+48%
Net financial income*		-2.5	-1.4	-
Corporate income tax		0.0	-0.1	-
Consolidated net income		1.2	1	+22%
Basic earnings per share		€0.08	€0.06	+22%

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

▪ Balance sheet items

(€m)	Dec. 31, 2024	Dec. 31, 2023
Shareholders' equity	100.3	101.8
Inventories	38.3	45.7
Net debt*	-23.7	-16.7
Current financial assets (investment securities)	5.8	10.3

* Investment securities are not taken into account when calculating net debt.



▪ Turnover by activity

(€m)	31.12.24	31.12.23	Change
Hercules	12.0	14.2	-15%
Digital Peripheral Devices	12.0	14.2	-15%
Thrustmaster	113.1	104.9	+8%
Gaming accessories product lines	113.1	109.9	+8%
TOTAL	125.1	119.1	+5%

▪ Turnover by geographic region

(€m)	31.12.24	31.12.23	Change
European Union and United Kingdom	65.5	59.5	10%
North America	36.2	37.2	-3%
Other	23.4	22.4	5%
TOTAL	125.1	119.1	5%



Statement of income at December 31st, 2024



(€k)	Dec. 31, 2024	Dec. 31, 2023
Net turnover	125 120	119 132
Purchases	-52 709	-51 534
Change in inventories	-5 818	-9 581
External expenses	-26 373	-24 263
Employee expenses	-18 658	-16 269
Taxes and duties	-579	-542
Additions to amortization and depreciation	-8 512	-6 493
Additions to provisions	-1 947	-1 865
Other income from ordinary activities	123	246
Other expenses from ordinary activities	-6 902	-6 310
Net income from ordinary activities	3 745	2 521
Other operating income	0	0
Other operating expenses	0	0
Net operating income	3 745	2 521
Income from cash and cash equivalents	789	629
Cost of gross financial debt	-152	-94
Cost of net financial debt	637	535
Other financial income	1 215	0
Other financial expenses	-4 421	-1 979
Corporate income tax	1	-113
Net income before minority interests	1 177	964
O/w net income from discontinued operations	0	0
Attributable to minority interests	0	0
Net income attributable to equity holders of the parent	1 177	964
Basic earnings per share	€0,08	€0,06
Diluted earnings per share	€0,08	€0,06



Balance sheet at December 31st, 2024



ASSETS

(€k)	Dec. 31, 2024	Dec. 31, 2023
Goodwill on acquisitions	0	0
Intangible assets	24 408	23 739
Property, plant and equipment	10 637	8 592
Financial assets	501	593
Tax assets	508	543
Deferred tax assets	5 598	4 634
Non-current assets	41 652	38 101
Inventories	38 315	45 725
Trade receivables	32 503	36 057
Other receivables	2 790	3 620
Financial assets	5 837	10 258
Current tax assets	810	4215
Cash and cash equivalents	30 618	25 728
Current assets	110 873	125 603
Total assets	152 525	163 704


LIABILITIES AND EQUITY

(€k)	Dec. 31, 2024	Dec. 31, 2023
Capital (1)	11 617	11 617
Premiums (1)	8 076	8 076
Reserves and consolidated income (2)	80 576	81 881
Currency translation adjustments	-9	210
Group shareholders' equity	100 260	101 784
Minority interests	0	0
Consolidated shareholders' equity	100 260	101 784
Employee benefit liabilities	2 026	1 709
Borrowings	3 566	4 821
Other liabilities	0	0
Deferred tax liabilities	12	15
Non-current liabilities	5 604	6 545
Trade payables	22 029	25 442
Short-term borrowings	3 315	4 251
Taxes payable	955	815
Other liabilities	20 319	24 832
Provisions	43	35
Current liabilities	46 661	55 375
Total liabilities and equity	152 525	163 704

(1) Of the consolidating parent company

(2) Of which net income for the period: €1,177k



Cashflow table at December 31st, 2024



(€k)	Dec. 31, 2024	Dec. 31, 2023
Cash flows from operating activities		
Net income from consolidated companies	1 177	964
+ Additions to amortization, depreciation and provisions (except on current assets)	8 490	6 788
- Reversals of amortization, depreciation and provisions	-259	-1 947
-/+ Unrealized gains and losses arising from changes in fair value	4 421	1 465
+/- Expenses and income arising from stock options	182	511
-/+ Capital gains and losses on disposals	-8	73
Change in deferred taxes	-965	-366
Operating cash flow after cost of net financial debt	13 038	7 488
Cost of net financial debt	-637	-535
Operating cash flow before cost of net financial debt	12 401	6 953
Inventories	7 410	11 478
Trade receivables	3 554	-1 314
Trade payables	-3 414	-13 444
Other	-2 488	1 338
Change in working capital requirements	5 062	-1 942
Net cash flows from operating activities	18 100	5 546
Cash flows from investing activities		
Acquisitions of intangible assets	-3 751	-4 690
Acquisitions of property, plant and equipment	-2 754	-1 905
Disposals of property, plant and equipment and intangible assets	8	7
Acquisitions of non-current financial assets	-31	-128
Disposals of non-current financial assets	127	202
Net cash from acquisitions and disposals of subsidiaries	0	0
Net cash flows from investing activities	-6 401	-6 514




(€k)	Dec. 31, 2024	Dec. 31, 2023
Cash flows from financing activities		
Increases in capital and cash injections	0	0
Buybacks of treasury shares	-2 480	0
Dividends paid	0	-3 761
Borrowings	0	0
Repayment of borrowings	-3 339	-4 795
Impact of IFRS 16 adoption	-762	431
Other cash flows from financing activities	-28	-138
Total cash flows from financing activities	-6 609	-8 263
Impact of foreign currency translation adjustments	-200	-266
Change in cash	4 890	-9 497
Net cash at the beginning of the period	25 728	35 225
Net cash at the end of the period	30 618	25 728



Hercules



2025



A range to match all usages < 1000€

INPULSE RANGE - Computer

200 MK2



DJUCED BOOST YOUR MIX serato DJ Lite

\$139.99 / €109.99 / £89.99

300 MK2



DJUCED BOOST YOUR MIX serato DJ Lite

\$249.99 / €199.99 / £179.99

500



DJUCED BOOST YOUR MIX serato DJ Lite

\$349.99 / €299.99 / £269.99

T7



DJUCED BOOST YOUR MIX serato DJ Lite

\$849.99 / €699.99 / £599.99

MIX RANGE - Mobile

DJControl Mix



djay Bluetooth

\$129.99 / €99.99 / £79.99

DJControl Mix Ultra



djay Bluetooth

\$219.99 / €169.99 / £149.99

PRO BACKUP - Computer

Starlight



serato DJ Lite

\$109.99 / €79.99 / £69.99

Limited & exclusive edition

DJControl Inpulse 500
Purple edition



\$ 379.99 / € 319.99 / £ 289.99



DJControl Inpulse T7
Premium edition



\$ 949.99 / € 799.99 / £ 699.99



DJControl Inpulse 200
Blue edition



\$ 149.99 / € 119.99 / 99.99 £



DJControl Inpulse 500
Silver edition



DJControl Inpulse T7
White edition



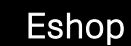
\$ 899.99 / € 749.99 / £ 649.99



DJControl Mix
Orange edition



\$ 139.99 / € 99.99 / £ 79.99



DJControl Mix
Blue edition



\$ 139.99 / € 99.99 / £ 79.99



Roadmap S1 2025

MIX ULTRA



219.99\$ / 169.99€



EXCLUSIVE
LAUNCH PARTNER

T7 WHITE



899.99\$ / 749.99€

1000 Units LIMITED EDITION

DJUCED PRO

DJUCED[®] PRO
DJUCED[®] PRO+

500 SILVER



MI EXCLUSIVITY

▶ Pre-order : **January 23**
Launch : **February 24**

▶ Pre-order : **February 12**
Launch : **March 12**

▶ Launch : **April 9**

▶ Pre-order : **April 9**
Launch : **April 30th 2025**

Hercules Stream

HERCULES STREAM

Hard bundle



199.99€ / 299.99\$

HERCULES STREAM

Hard bundle



299.99€ / 399.99\$

Pre-order : February 26

Launch : March 26

ALGORIDDIM DJAY

LAST UPDATES



This partner has integrated **all our controllers into the Mac**, paving the way for potential new support for our solutions.

Thanks to their **plug & play** design, our products integrate themselves easily and effortlessly.



Meta Quest 3 et 3S



DJCONTROL MIX ULTRA

THE ULTIMATE MOBILE DJ CONTROLLER FOR SMARTPHONE



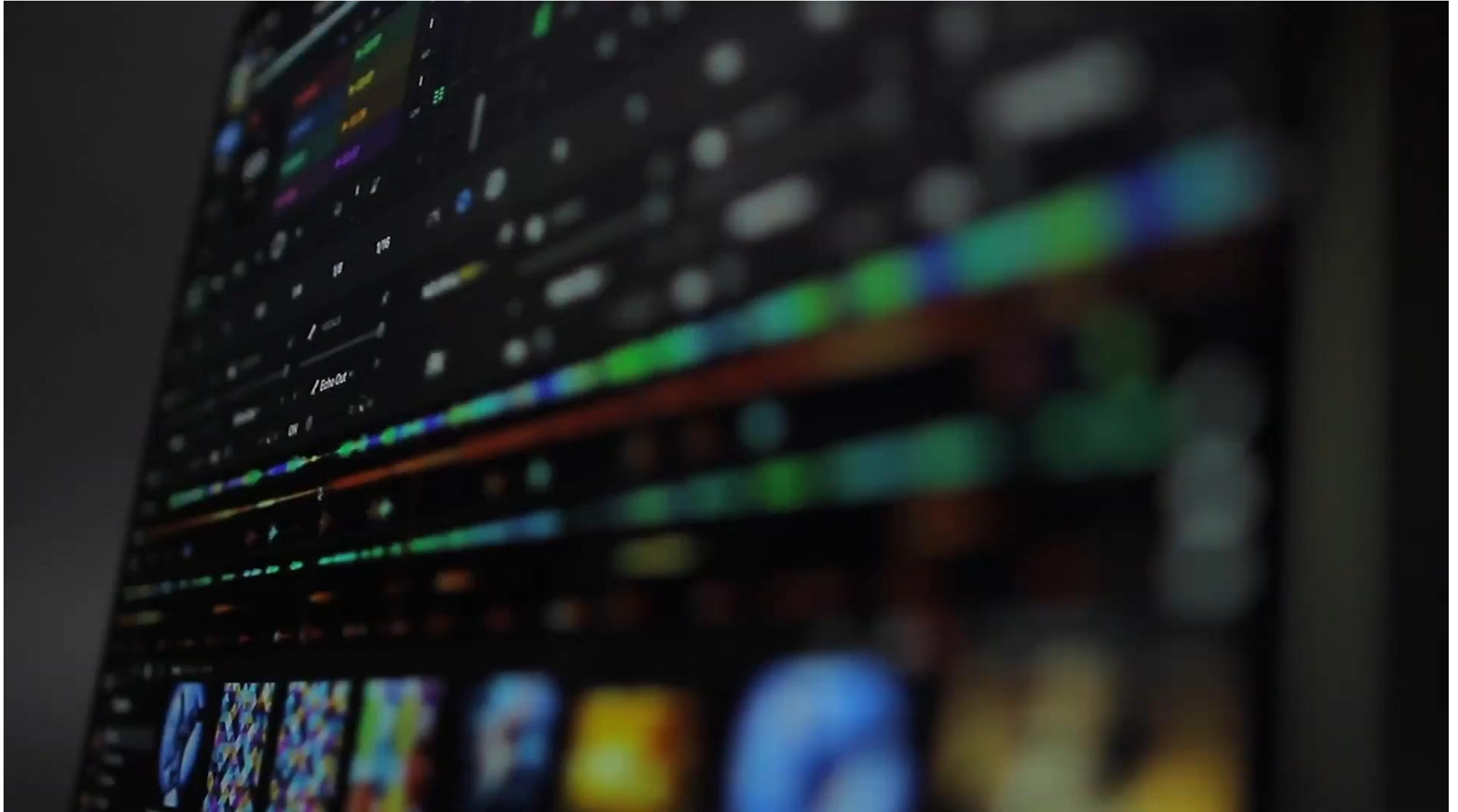
Key Selling Points

- **Designed for Smartphone**
- Wireless DJ Controller with built-in Battery
- Neural Mix™ feature
- Included smart cover

We won

Best of Innovation Award
in the category:
Content & Entertainment

Trailer Hercules DJControl Mix Ultra



Thrustmaster NEWS

Y2024 - 2025

THRUSTMASTER®

Farming / Trucking
Flight simulation accessories
Racing wheels
Gamepads
Esports





Racing



Flying



Gamepads



Gaming Headsets



Farming / Trucking



Spare parts

FARMING / TRUCKING

SIMTASK range





SIMTASK RANGE TO TAP CONSOLE MARKET



Farming / Trucking



SimTask FarmStick (Xbox Series/PC)



SimTask Farmstick



SimTask Steering Kit



T128 (PS4/PS5/PC)



T128 (Xbox One/Xbox Series/PC)



T128 Shifter Pack (Xbox One/Xbox Series/PC)



T128 SimTask Pack (Xbox One/Xbox Series/PC)



T248 (PS4/PS5/PC)



T248 (Xbox One/Xbox Series/PC)



TH8A Shifter



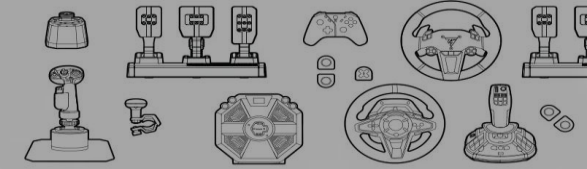
TH8S Shifter Add-on



Hercules



THRUSTMASTER®



FLIGHT SIMULATION ACCESSORIES





FLIGHT SIMULATION ACCESSORIES

The worldwide leader of immersive joysticks for Flight Sim gamers



Industry Authority
30 years in developing quality products that offer advanced and expert flight sim gamers an optimized, immersive ecosystem.



Official Hardware
Providing gamers with unique, realistic products from **U.S. Air Force**, **Boeing** and **Airbus**.



Publisher Partnerships
Long-standing partnerships with the top titles in flying games **War Thunder**, **Elite Dangerous**, **Ace Combat** and **Microsoft Flight Simulator**



Immersive Ecosystem
Create a unique and exclusive flying cockpit experience with authentic add-ons and accessories





MAIN GAMES & COMMUNITY

Civil aviation



Main Civil aviation game
on PC & Xbox



Core Civil aviation game
on PC only



Core Civil aviation game
on PC only

Military aviation(+Space)



Main Core Military
aviation game on PC
only



T.FLIGHT HOTAS ONE MICROSOFT FLIGHT SIMULATOR EDITION



**AT MICROSOFT FLIGHT SIMULATOR 2024
LAUNCH NOVEMBER 19TH**

Also Boosting all Thrustmaster Flying Range:
TCA Airbus range & ecosystem
TCA Boeing range & ecosystem
T16000M range & ecosystem
HOTAS & AVA range & ecosystem



SOL-R

THRUSTMASTER®

OFFICIAL SALES GUIDE AAA
SOL-R LINE-UP 2025





- ◆ **PRODUCTS:** Sol-R 1 Flightstick, Sol-R 2 HOSAS Space Sim Duo
- ◆ **TARGET AUDIENCE:** SpaceSim upgraders & SpaceSim newcomers
- ◆ **MAIN MESSAGE:** The perfect gear for space combat & exploration
- ◆ **TAGLINE:** *'SPACE IS YOURS'*
- ◆ **DATES:** Marcom / pre-order : March 19th 2025
Commercial availability : April 16th 2025

“Space belongs to you! Embark on a stellar journey with Sol-R Flightstick — the joystick to master space combat and exploration.”



GENERAL INFORMATION - SOL-R1



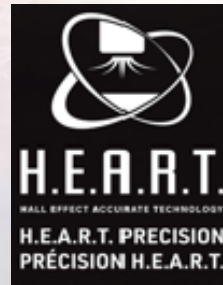
MARCOM / PRE-ORDER : MARCH 19TH 2025
COMMERCIAL AVAILABILITY : APRIL 16TH 2025

◆ UNIQUE FEATURES :

- AMBIDEXTROUS
- 44 BUTTONS
- 8 AXES
- DOUBLE TRIGGER **SPECIAL SPACE USAGE**
- MINISTICK **SPECIAL SPACE USAGE**
- SCROLL WHEEL **SPECIAL SPACE USAGE**
- ADVANCED PROGRAMMABLE LGB LEDS
- REMOVABLE GRIP
- METAL GRIP RING FOR PREMIUM PERCEPTION
- BASE READY TO RECEIVE TM GRIPS
- H.E.A.R.T. TECHNOLOGY
- DISTINCTIVE COLOR

179,99€ / US\$219,99 / £159,99

APAC/EXPORT : \$199,99
CAD \$199,99



◆ ECOSYSTEM :



F/A-18C HORNET
HOTAS ADD-ON GRIP

VIPER
HOTAS ADD-ON GRIP

TPR

TFRP

TM FLYING CLAMP



GENERAL INFORMATION - SOL-R 2



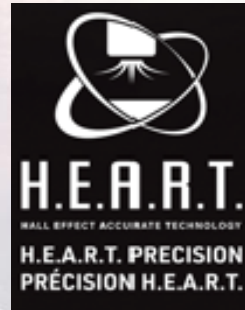
MARCOM / PRE-ORDER : MARCH 19TH 2025
COMMERCIAL AVAILABILITY : APRIL 16TH 2025

◆ UNIQUE FEATURES :

- AMBIDEXTROUS
- 88 BUTTONS
- 16 AXES
- 2 X DOUBLE TRIGGER **SPECIAL SPACE USAGE**
- 2 X MINISTICK **SPECIAL SPACE USAGE**
- 2 X SCROLL WHEEL **SPECIAL SPACE USAGE**
- ADVANCED PROGRAMMABLE LGB LEDs
- 2 X REMOVABLE GRIP
- METAL GRIP RING FOR PREMIUM PERCEPTION
- BASES READY TO RECEIVE TM GRIPS
- H.E.A.R.T. TECHNOLOGY
- DISTINCTIVE COLOR

329,99€ / US\$399,99/ £299,99

APAC/EXPORT : \$349,99
CAD \$349,99



◆ ECOSYSTEM :



F/A-18C HORNET
HOTAS ADD-ON GRIP

VIPER
HOTAS ADD-ON GRIP

TPR

TFRP

TM FLYING CLAMP

TECHNOLOGY



◆ Product Anatomy :

'Prototype product, cosmetic not final'

SOL-R 1 FLIGHT STICK



Detachable **ambidextrous** grip compatible with existing Thrustmaster's bases
Manche **ambidextre** amovible compatible avec les bases Thrustmaster existantes



Base compatible with Thrustmaster's HOTAS Add-On Grips®
Base compatible avec les manches Thrustmaster HOTAS Add-On Grip®



- 1 Analogue minystick
Ministick analogique
- 2 Dual 8-way hat switch
Double chapeau 8 directions
- 3 Thumbwheel
Molette
- 4 Removable ambidextrous thumb adapter
Repose-pouce ambidextre amovible
- 5 Rotating palm rest with removable height adapter
Repose-poignet rotatif avec adaptateur de hauteur amovible
- 6 Lockable Hall effect twist axis
Axe du lacet verrouillable à effet Hall
- 7 Thrustmaster compatible grip connector
Base compatible avec les manches Thrustmaster
- 8 4 x 2-way toggle switch
4 interrupteurs à bascule 2 positions
- 9 8 backlit push buttons
8 boutons rétroéclairés
- 10 Encoder
Encodeur
- 11 Throttle with light indicator
Manette des gaz avec indicateur lumineux
- 12 4-position rotary switch
Sélecteur rotatif 4 positions

THRUSTMASTER®

H O S A S

Hands On Stick And Stick



- | | | | |
|--|---|---|---|
| <ol style="list-style-type: none"> 1 Analogue minystick
Ministick analogique 2 Dual 8-way hat switch
Double chapeau 8 directions 3 Thumbwheel
Molette | <ol style="list-style-type: none"> 4 Removable ambidextrous thumb adapter
Repose-pouce ambidextre amovible 5 Rotating palm rest with removable height adapter
Repose-poignet rotatif avec adaptateur de hauteur amovible 6 Lockable Hall effect twist axis
Axe du lacet verrouillable à effet Hall | <ol style="list-style-type: none"> 7 Thrustmaster compatible grip connector
Base compatible avec les manches Thrustmaster 8 4 x 2-way toggle switch
4 interrupteurs à bascule 2 positions 9 8 backlit push buttons
8 boutons rétroéclairés | <ol style="list-style-type: none"> 10 Encoder
Encodeur 11 Throttle with light indicator
Manette des gaz avec indicateur lumineux 12 4-position rotary switch
Sélecteur rotatif 4 positions |
|--|---|---|---|

TECHRADAR x SOL-R
First Full Review



"The Thrustmaster Sol-R is a confident first step into space sim territory for a company that's already nailed flight sticks.

The stick will give you a fantastic space sim experience."

◆ <https://www.techradar.com/gaming/gaming-accessories/thrustmaster-sol-r-stick-review>

4,5/5 ★

PCGamesN x SOL-R
First Full Review



"Thrustmaster has delivered the ultimate joystick experience with the SOL-R 1 Flightstick. Wonderfully balanced, with a strong build quality, and nice on the eyes, the SOL-R 1 is great for experienced gamers and those new to flight or space sims."

◆ <https://www.pcgamesn.com/thrustmaster/sol-r-flightstick-review>

8/10 ★

The Thrustmaster Sol-R breaks free from Earth's atmosphere in style, with a fantastic stick for space fans

Break the surly bonds

★★★★★ **Reviews** By Lloyd Coombes published 17 hours ago

Facebook X YouTube Instagram Twitch SoundCloud Twitch Comments (0)

When you purchase through links on our site, we may earn an affiliate commission. [Here's how it works.](#)



(Image: © Future)

The Thrustmaster AVA F/A-18 Super Hornet is a fantastic flight stick that took my setup to new heights

Take to the skies in style

★★★★★ **Reviews** By Lloyd Coombes published March 2, 2025

Facebook X YouTube Instagram Twitch SoundCloud Twitch Comments (0)

When you purchase through links on our site, we may earn an affiliate commission. [Here's how it works.](#)





Trailer SOL-R 1





RACING WHEELS

T598 – A NEW ERA – DIRECT AXIAL DRIVE 5TH-GENERATION FORCE FEEDBACK RACING WHEEL



2015
HYBRID
DRIVE

2022
DIRECT
DRIVE

2011
DUAL
BELT
DRIVE

2017
DUAL BELT
COOLED
DRIVE

2024
?

Trailer T598

T598



NEW PRODUCTS FOR 2025 HARDWARE AND SOFTWARE



Servo Base
PS5PC

T598 SERVO BASE

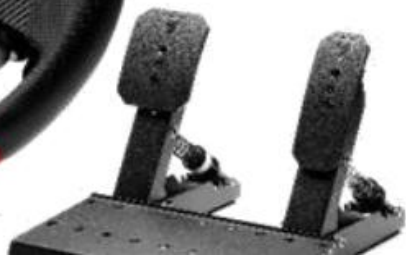


RACELINE PEDALS RANGE

RACELINE PEDALS LTE
RACELINE PEDALS III
RACELINE UPGRADE LC
RACELINE PEDALS III LC



T598 SERIES X|S





GAMEPADS

**TECHNOLOGY H.E.A.R.T MINIATURIZED
THE ACCURACY FROM THRUSTMASTER ADN**

HEART CONTROLLER



H.E.A.R.T.
HALL EFFECT ACCURATE TECHNOLOGY

SH5 HALL STICK MODULE





H.E.A.R.T.



**HALLEFFECT ACCURATE
TECHNOLOGY**



Trailer HEART Controller





GAMEPADS

A range of gamepads made for performance gamers

DESIGN

Ergonomically designed
for gaming.
Wired for faster
response.



DEVICES

Xbox and PC controllers



TECH

Optimized for gamer and
professional performance.



NEW !!!







Development strategy and 2025 priorities

In 2025, the Group aims to adapt its strategic plan in response to market developments, changing patterns of consumption and new geopolitical challenges, focusing its efforts on:

- **Maximizing growth opportunities in the Asia-Pacific and Middle East regions;**
- **Boosting sales in the United States after an increase in prices across part of its Hercules and Thrustmaster ranges** following the imposition of new 20% import tariffs;
- **Increasing direct-to-consumer sales** by further developing its e-shops and opening Market Places;



- **Ramping up sales of the T598 racing wheel**, the latest addition to its racing range, which has had a very strong start and received excellent feedback from the trade press and the public;
- **Refreshing a significant portion of its racing wheel range** over the summer in a more buoyant racing market, with *Forza Horizon 5* for PlayStation®5 coming out at the end of April and the eagerly-awaited *F1* movie, a Warner Brothers blockbuster starring Brad Pitt set in the world of Formula 1, due to be released on June 25;
- **Expanding its flight sim range with the launch of two new joysticks, the SOL-R 1 Flightstick and the SOL-R 2 HOSAS Space Sim Duo**, aimed at a new segment (space simulation games) with its interchangeable grip compatible with other simulation grips in ranges including the F-16, F-18, etc.;
- **Securing new listings for the Hercules DJControl Mix Ultra**, whose recent U.S. launch in partnership with Guitar Center was a big hit and which also opens up new horizons for the mass-market DJ segment in Japan and China.



This year, the Group has major new products in each of its business segments and is working hard to ensure that they are firmly established and to maximize sales.

Thanks to the potential offered by these new products, the Group expects to grow its turnover and deliver a net operating profit in fiscal 2025.



QUESTIONS AND ANSWERS

To ask questions:



- Use the "Raise your hand" feature in Microsoft Teams, at the top of your screen.



THANK YOU ALL