

Carentoir, March 26, 2025

2024 ANNUAL RESULTS Net operating income up 48%

Guillemot Corporation's financial statements (audited financial statements approved by the Board of Directors at its meeting held on March 25, 2025, pending the statutory auditors' certification report) may be summarized as follows:

(€m)	Dec. 21, 2024	D	Character
January 1 – December 31, 2024	Dec. 31, 2024	Dec. 31, 2023	Change
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.

Turnover grew 5% in fiscal 2024 to €125.1 million, up 8% at Thrustmaster but down 15% at Hercules.

The Group generated net income from ordinary activities of €3.7 million, up 48%, and consolidated net income of €1.2 million. The accounting gross profit margin for 2024 amounted to 53%, up 4.5 percentage points year on year in a highly competitive environment.

At the same time, total expenses excluding purchases and changes in inventories were up 13%, with sales and marketing expenses up 21% and the workforce expanding by 8%. In 2024, the Group maintained its investment in research and development at \in 8.9 million, equating to 7.1% of consolidated turnover.

The net financial expense of &2.5 million includes a &4.4 million revaluation loss on current financial assets (investment securities) consisting of 443,874 Ubisoft Entertainment shares as well as a positive net foreign exchange position of &1.2 million. Consolidated net income for the year totaled &1.2 million. At its meeting held on March 25, 2025, the Board of Directors of Guillemot Corporation S.A. did not propose the payment of any dividend.

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.

Group shareholders' equity stood at $\notin 100.3$ million at December 31, 2024. Inventories declined by 16% over the year, in keeping with the Group's intention to optimize inventory levels. Net debt at December 31, 2024 was negative at - $\notin 23.7$ million, compared with - $\notin 16.7$ million a year earlier. Cash flows from operating activities rose sharply, coming in at $\notin 18.1$ million.

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 Pritt 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.

2025 outlook

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.

Guillemot Corporation is a designer and manufacturer of interactive entertainment hardware and accessories. The Group offers a diversified range of products under the *Hercules* and *Thrustmaster* brand names. Active in this market since 1984, the Guillemot Corporation Group is currently present in 11 countries (France, Germany, Spain, the UK, the United States, Canada, Italy, Belgium, Romania, the Netherlands and China [Shanghai, Shenzhen and Hong Kong]) and distributes its products in more than 150 countries worldwide. The Group's mission is to offer high-performance, ergonomic products which maximize the enjoyment of digital interactive entertainment for end users. Contact: Guillemot Financial Information — Telephone: +33 (0) 2 99 08 08 80 — www.guillemot.com

APPENDICES (All figures in €k)

(€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

Consolidated income statement to December 31, 2024

Consolidated balance sheet at December 31, 2024

Ck) Dec. 31, 2024 Dec. 31, 2023 Goodwill on acquisitions 0 0 Intangible assets 24,408 23,739 Property, plant and equipment 10,657 8,592 Financial assets 501 593 Tax assets 508 543 Deferred tax assets 5,598 46,631 Non-current assets 41,652 38,315 Inventories 38,315 45,725 Trade receivables 2,790 3,620 Current tax assets 2,837 10,288 Current tax assets 810 4215 Cash and cash equivalents 30,618 22,728 Current tax assets 100,873 125,603 Total assets 122,225 163,704 LIABILITIES AND EQUITY (ck) Dec. 31, 2024 Dec. 31, 2024 Carrency tanskation adjustments -9 210 Group shareholders' equity 100,260 101,784 Employce benefit liabilities 2,026 1,709 107,08 Group shareholders' equity	ASSETS		
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LIABILITIES AND EQUITY (€k) Dec. 31, 2024 Dec. 31, 2023 Capital (1) 11,617 11,617 11,617 Premiums (1) 80,076 80,076 81,881 Currency translation adjustments -9 210 Group shareholders' equity 100,260 101,784 Minority interests 0 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 0 Deferred tax liabilities 12 15 Non-current liabilities 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 assets	110,873	125,603
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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	Minority interests	0	0
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	Total liabilities and equity	152,525	163,704

(1) Of the consolidating parent company

(2) Of which net income for the period: ${\color{black}{\in}} 1,\!177k$

Consolidated statement of cash flows to December 31, 2024

Cash flows from operating activities1,177964Net income from consolidated companies1,177964+ Additions to amortization, depreciation and provisions (except on current assets)8,4906,788- Reversals of amortization, depreciation and provisions-259-1,947-/+ Unrealized gains and losses arising from changes in fair value4,4211,465+/- Capital gains and losses arising from stock options182511-/+ Capital gains and losses of net financial debt13,0387,488Cost of net financial debt13,0387,488Cost of net financial debt12,0406,953Inventories7,41011,478Trade receivables3,554-1,314Other-2,4881,338Change in working capital requirement5,062-1,942Net cash flows from operating activities-3,751-4,690Acquisitions of intangible assets-3,751-4,690Acquisitions of non-current financial assets-31-128Disposals of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment-2,754-1,905Disposals of non-current financial assets-31-128Disposals of non-current financial assets-31-128<	_(€k)	Dec. 31, 2024	Dec. 31, 2023
+ Additions to amortization, depreciation and provisions (except on current assets) $8,490$ $6,788$ $8,490$ - 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 $2,401$ 6953 Inventories $7,410$ $11,478$ Trade receivables $3,554$ $-1,314$ Trade receivables $3,554$ $-1,314$ Change in working capital requirement $5,062$ $-1,942$ Net cash flows from operating activities $8,100$ $5,546$ Cash flows from investing activities $8,73$ $-3,751$ Acquisitions of property, plant and equipment Disposals of property, plant and equipment and intangible assets $-3,11$ -128 Disposals of property, plant and equipment and intangible assets 0 0 Net cash flows from investing activities $-6,401$ $-6,514$ Cash flows from investing activities $-6,401$ $-6,514$ Disposals of property, plant and equipment and intangible assets 0 0 Disposals of property, plant and equipment and intangible assets $-3,11$ -128 Disposals of from investing activities $-2,2480$ 0 Increases in	Cash flows from operating activities		
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- Reversals of amortization, depreciation and provisions -259 -1.947 -/+ Untrealized gains and losses arising from changes in fair value 4.421 1.465 +/- Expenses and income arising from stock options 182 5111 -/+ Capital gains and losses on disposals -8 73 Change in deferred taxes -965 -3666 Operating cash flow after cost of net financial debt 13.038 7.488 Cost of net financial debt 12.401 6.953 Inventories 7.410 11.478 Trade receivables 3.554 -1.314 Trade receivables 3.554 -1.314 Other -2.488 1.338 Change in working capital requirement 5.062 -1.942 Net cash flows from operating activities -3.751 -4.609 Acquisitions of intangible assets -3.751 -4.609 Disposals of non-current financial assets -3.751 -4.609 Disposals of non-current financial assets -3.711 -128 Disposals of non-current financial assets 0 0 Disposals of non-current financial assets 0 0 Disposals of rom serving activities -6.401 -6.514 Cash flows from investing activities 0 0 Disposals of rom-current financial assets 0 0 Disposals of property, plant and equipment and intangible assets 0 0 Disposals of non-current financial assets 0 0 Disposals of rom-current financial assets 0 0	+ Additions to amortization, depreciation and provisions (except on current		
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Operating cash flow after cost of net financial debt13,0387,488Cost of net financial debt -637 -535 Operating cash flow before cost of net financial debt12,4016,953Inventories7,41011,478Trade receivables3,554 $-1,314$ Trade payables $-3,414$ $-13,444$ Other $-2,488$ 1,338Change in working capital requirement $5,062$ $-1,942$ Net cash flows from operating activities $18,100$ $5,546$ Cash flows from investing activities $8,70$ $-4,690$ 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 -31 -128 Disposals of non-current financial assets -31 -128 Disposals of non-current financial assets 0 0 Net cash flows from investing activities $-6,401$ $-6,514$ Cash flows from financing activities 0 0 Increases in capital and cash injections 0 0 Dividends paid 0 0 0 Dividends paid 0 0 0 Dividends paid 0 0 0 Increases in capital and cash injections 0 0 Increases in capital and cash injections 0 0 Dividends paid 0 $-3,761$ Borrowings $-3,339$ $-4,795$ Impact of IFRS 16 adoption $-7,$	* • *		
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 requirement $5,062$ $-1,942$ Net cash flows from operating activities $18,100$ $5,546$ Cash flows from investing activities $-3,751$ $-4,690$ 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 -311 -128 Disposals of non-current financial assets -311 -128 Disposals of non-current financial assets 0 0 Net cash flows from investing activities $-6,401$ $-6,514$ Cash flows from financing activities $-6,401$ $-6,514$ Cash flows from financing activities 0 0 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 $-7,62$ 431 Other cash flows from financing activities $-2,869$	0	-965	-366
Operating cash flow before cost of net financial debt12,4016,953Inventories7,41011,478Trade receivables3,554-1,314Trade payables-3,414-13,444Other-2,4881,338Change in working capital requirement5,062-1,942Net cash flows from operating activities18,1005,546Cash flows from investing activities-3,751-4,690Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets-31-128Disposals of non-current financial assets127202Net cash flows from investing activities00Example from acquisitions and disposals of subsidiaries00Net cash flows from financing activities-6,401-6,514Cash flows from financing activities-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-2,84-3,339-4,609-8,263-3,339-4,669			
Inventorics7,41011,478Trade receivables3,554-1,314Trade payables-3,414-13,444Other-2,4881,338Change in working capital requirement5,062-1,942Net cash flows from operating activities18,1005,546Cash flows from investing activities-3,751-4,690Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets-31-128Disposals of non-current financial assets127202Net cash flows from investing activities-00Disposals of non-current financial assets00Disposals of non-current financial assets-31-128Disposals of non-current financial assets00Net cash flows from financing activities-6,401-6,514Cash flows from financing activities-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IERS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138		-637	-535
Trade receivables $3,554$ $-1,314$ Trade payables $-3,414$ $-13,444$ Other $-2,488$ $1,338$ Change in working capital requirement $5,062$ $-1,942$ Net cash flows from operating activities $18,100$ $5,546$ Cash flows from investing activities $-3,751$ $-4,690$ 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 127 202 Net cash flows from investing activities 0 0 Net cash flows from investing activities $-6,401$ $-6,514$ Disposals of non-current financial assets 0 0 Net cash flows from investing activities 0 0 Dividends from acquisitions and disposals of subsidiaries 0 0 Net cash flows from financing activities $-2,480$ 0 Increases in capital and cash injections 0 0 Buybacks of treasury shares $-2,480$ 0 Dividends paid 0 $-3,761$ Borrowings $-3,339$ $-4,795$ Impact of IFRS 16 adoption -7.62 431 Other cash flows from financing activities -28 -138 Total cash flows from financing activities -28 -138	Operating cash flow before cost of net financial debt	12,401	6,953
Trade payables $-3,414$ $-13,444$ Other $-2,488$ $1,338$ Change in working capital requirement $5,062$ $-1,942$ Net cash flows from operating activities $18,100$ $5,546$ Cash flows from investing activities $-3,751$ $-4,690$ 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 -311 -128 Disposals of non-current financial assets 0 0 Net cash flows from investing activities $-6,401$ $-6,514$ Cash flows from financing activities 0 0 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 -28 -138		7,410	11,478
Other $-2,488$ $1,338$ Change in working capital requirement $5,062$ $-1,942$ Net cash flows from operating activities $18,100$ $5,546$ Cash flows from investing activities $-3,751$ $-4,690$ 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 127 202 Net cash flows from investing activities $-6,401$ $-6,514$ Cash flows from financing activities 0 0 Net cash flows from financing activities $-2,480$ 0 Dividends paid 0 0 0 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	Trade receivables	3,554	-1,314
Change in working capital requirement5,062-1,942Net cash flows from operating activities18,1005,546Cash flows from investing activities-3,751-4,690Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets87Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from financing activities-6,401-6,514Cash flows from financing activities00Increases in capital and cash injections00Dividends paid0-3,761Borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138	Trade payables	-3,414	-13,444
Net cash flows from operating activities18,1005,546Cash flows from investing activities-3,751-4,690Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets87Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from financing activities-6,401-6,514Cash flows from financing activities00Increases in capital and cash injections00Burybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138	Other	-2,488	1,338
Cash flows from investing activitiesAcquisitions of intangible assets-3,751Acquisitions of property, plant and equipment-2,754Disposals of property, plant and equipment and intangible assets8Acquisitions of non-current financial assets-31Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries000Net cash flows from financing activities-6,401Increases in capital and cash injections000Buybacks of treasury shares-2,48000Dividends paid000Repayment of borrowings-3,339-4,795-4,609Impact of IFRS 16 adoption-762431-128Total cash flows from financing activities-28-138-138Total cash flows from financing activities-28-138-6,609-8,263	Change in working capital requirement	5,062	-1,942
Cash flows from investing activitiesAcquisitions of intangible assets-3,751Acquisitions of property, plant and equipment-2,754Disposals of property, plant and equipment and intangible assets8Acquisitions of non-current financial assets-31Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries000Net cash flows from financing activities-6,401Increases in capital and cash injections000Buybacks of treasury shares-2,48000Dividends paid000Repayment of borrowings-3,339-4,795-4,690Impact of IFRS 16 adoption-7620-76216 Total cash flows from financing activities-28-138-1762-138-28-138	Net cash flows from operating activities	18,100	5,546
Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets87Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activitiesIncreases in capital and cash injections00Buybacks of treasury shares00Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-7,62431Other cash flows from financing activities-2,28-138Total cash flows from financing activities-28-138			-,,-
Acquisitions of intangible assets-3,751-4,690Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets87Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activitiesIncreases in capital and cash injections00Buybacks of treasury shares00Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-7,62431Other cash flows from financing activities-2,28-138Total cash flows from financing activities-28-138	Cash flows from investing activities		
Acquisitions of property, plant and equipment-2,754-1,905Disposals of property, plant and equipment and intangible assets87Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activities-00Buybacks of treasury shares00Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138	-	-3,751	-4,690
Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activitiesIncreases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138	Acquisitions of property, plant and equipment	-2,754	-1,905
Acquisitions of non-current financial assets-31-128Disposals of non-current financial assets127202Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activitiesIncreases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-28-138		8	7
Net cash from acquisitions and disposals of subsidiaries00Net cash flows from investing activities-6,401-6,514Cash flows from financing activities00Increases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	Acquisitions of non-current financial assets	-31	-128
Net cash flows from investing activities-6,401-6,514Cash flows from financing activities00Increases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	Disposals of non-current financial assets	127	202
Cash flows from financing activitiesIncreases in capital and cash injections0Buybacks of treasury shares-2,480Dividends paid0Borrowings0Repayment of borrowings-3,339Impact of IFRS 16 adoption-762Other cash flows from financing activities-28Total cash flows from financing activities-6,609-8,263	Net cash from acquisitions and disposals of subsidiaries	0	0
Increases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	Net cash flows from investing activities	-6,401	-6,514
Increases in capital and cash injections00Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	Cash flows from financing activities		
Buybacks of treasury shares-2,4800Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263		0	0
Dividends paid0-3,761Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263		-	
Borrowings00Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263			
Repayment of borrowings-3,339-4,795Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	*		
Impact of IFRS 16 adoption-762431Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263	ů –		-
Other cash flows from financing activities-28-138Total cash flows from financing activities-6,609-8,263			
Total cash flows from financing activities-6,609-8,263	1 1		
	0		
Impact of foreign currency translation adjustments -200 -266	Impact of foreign currency translation adjustments	-200	
Impact of foreign currency translation augustificities -200 -200	Impact of foreign currency translation augustificities	-200	-200
Change in cash 4,890 -9,497	Change in cash	4.890	-9.497
Net cash at the beginning of the period25,72835,225	-	-	
Net cash at the end of the period25,72830,61825,728			