All for One

Q3 Results as of 30 June 2026

Filderstadt // 4 August 2026

At A Glance

International IT, Consulting & Service Provider

Key facts

4,500+
active clients

3,089
experts

€504m
revenue FY 24/25

53%
rec. revenue FY 24/25

Industries

/// Mechanical & plant engineering /// Life sciences /// Wholesale

/// Plastic processing industry /// Automotive /// Aerospace & Defence

/// Electronics /// Metal processing industry /// Professional services

Awards

SAP Partner Award Winner Global 2026

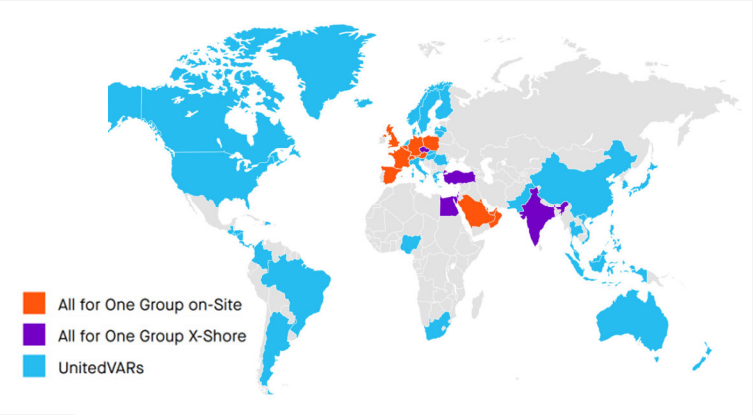
SAP Winner SAP Quality Awards for Customer Success 2025

Top 2026 Company kununu

Key partner

SAP Platinum Partner

Global Delivery with our United VARs Network



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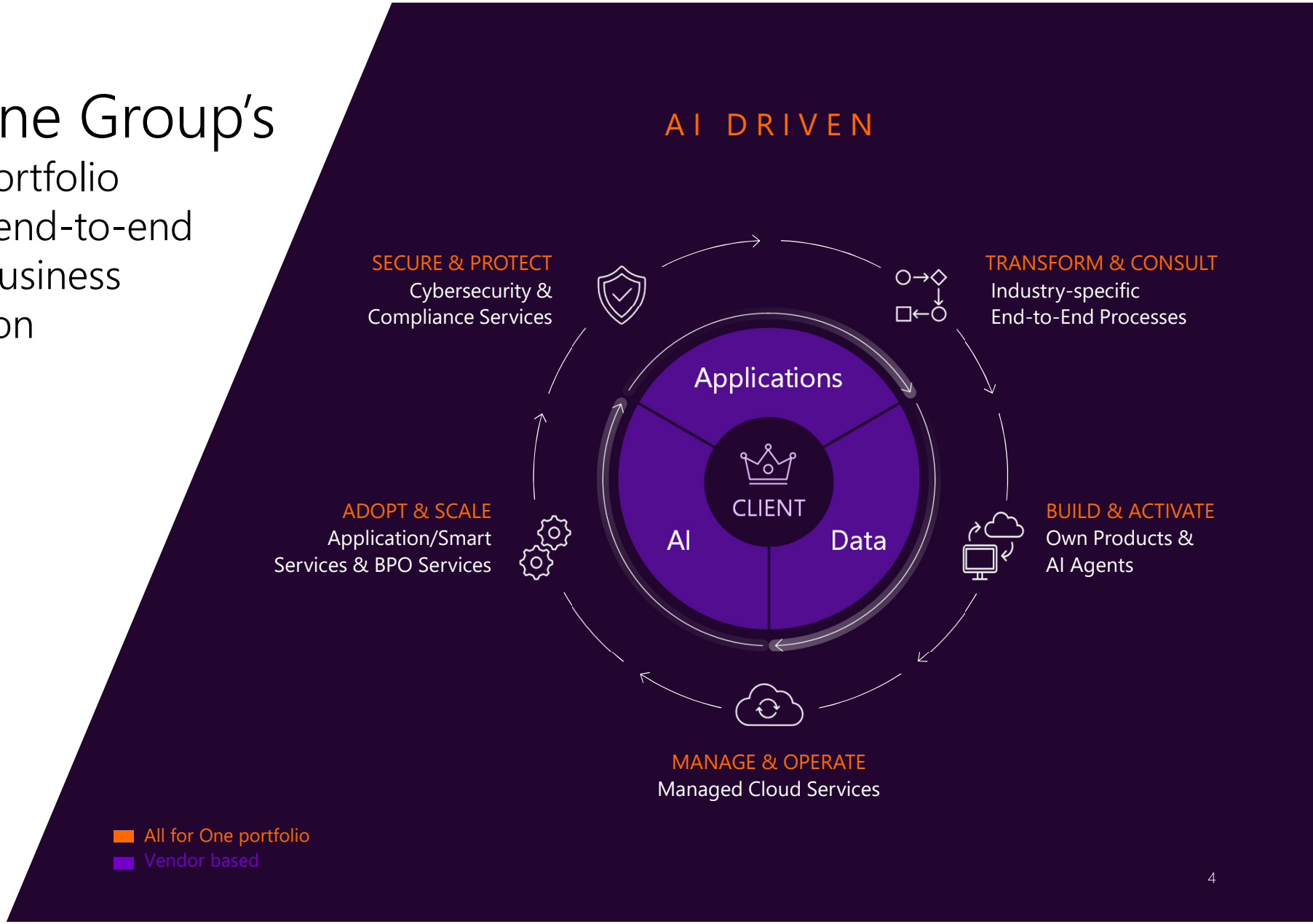
ALL FOR ONE 2030

"We are the world´s leading SAP Partner for medium-sized companies in our core industries and target markets."

All for One Group's
integrated portfolio provides an end-to-end IT, cloud & business transformation



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Execution of Precision

Programme to boost competitiveness

>> Realignment of our delivery model

>> Realignment of our go-to-market strategy

>> Rapid integration of »apsolut Group«

>> Accelerated investment in AI resources & developments

>> Targeted reduction of operating expenses

One-off expenses of up to €20m in FY 25/26

Positive impact of up to €20m per year on EBIT before M&A effects (non-IFRS) from autumn 2026 onwards expected

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Key Results
9M 25/26

>> Weak economy, project postponements and lower capacity utilisation leading to sales revenue at prior-year level, despite consolidation of €14.2m from »apsolut Group«

>> EBIT before M&A effects (non-IFRS) -€9.3m primarily due to weak Q3 and one-off effects from »Precision« programme (EBIT margin before M&A effects (non-IFRS) decreased to -2.4% (9M 24/25: +4.6%)

>> Adjusted EBIT before M&A effects +€10.9m (excluding non-operating one-off expenses)

REVENUE

€379.6m

0%

EBIT BEFORE M&A EFFECTS (NON-IFRS)

-€9.3m

>-100%

ADJUSTED EBIT BEFORE M&A EFFECTS (NON-IFRS)

€10.9m

Revenue Growth by Activity
9M 25/26

>> Weak economy in German-speaking countries
>> Decline of 26% in licence & commis. revenues (one-off revenues; high margins)
>> Total software and support revenues (-8%) impacted by transition to cloud-based commission models
>> Increase of 2% in consulting revenues due to consolidation of »apsolut Group«
>> Robust growth of cloud and services revenues (+4%)
>> Share of recurring revenues increased to 53%

€m	9M 25/26	9M 24/25	Δ
Cloud & services	115.6	110.7	+4%
Software & support	100.9	109.4	-8%
Licences & commis.	*15.6*	*20.9*	*-26%*
Support	*85.3*	*88.5*	*-4%*
Consulting	163.1	160.3	+2%
Total	379.6	380.4	0%

NEW Segmentation by geographical region, reflecting our internal Operating Model

>> Revenue down 3% on prior year due to lower licence sales, commission income and capacity utilisation

>> Continuing weak economy in Germany, especially in the industrial sector, leads to shifts in demand

>> Software and support down due to ongoing transition from the previous resell model to the cloud

SEGMENT GERMANY

€m	9M 25/26	9M 24/25	Δ
Revenue	300.6	308.8	-3%
Segment result [1]	-3.6	20.5	>-100%
Margin	-1.2%	6.6%	

1) excl. central group expenses

Segment
Rest of Europe

>> Revenue up 9% on prior year, driven by Poland

>> Weak economy in Austria, Switzerland

>> Segment result down by 33%

SEGMENT REST OF EUROPE

€m	9M 25/26	9M 24/25	Δ
Revenue	96.7	88.4	+9%
Segment result [1]	3.4	5.1	-33%
Margin	3.6%	5.8%	

1) excl. central group expenses

Segment
Rest of World

>> Revenue up 47% on prior year due to inclusion of »apsolut Group«

>> Business outside Europe remains small, but continues to develop profitably

>> Segment result up 30%

SEGMENT REST OF WORLD

€m	9M 25/26	9M 24/25	Δ
Revenue	12.9	8.7	+47%
Segment result [1]	1.2	0.6	+96%
Margin	9.5%	7.2%	

1) excl. central group expenses

Solid Balance Sheet
9M 25/26

>> Cash position decreased by €5.0m due to acquisition of »apsolut Group«

>> Operating cash flow down €8.8m due to lower earnings and an outlay of funds in working capital

>> Solid financial position

>> Equity ratio down due to acquisition

CASH & CASH EQUIVALENTS

€62.3m (67.3)[2]

NET DEBT

€104.6m (43.0)[2]

OPERATING CASH FLOW

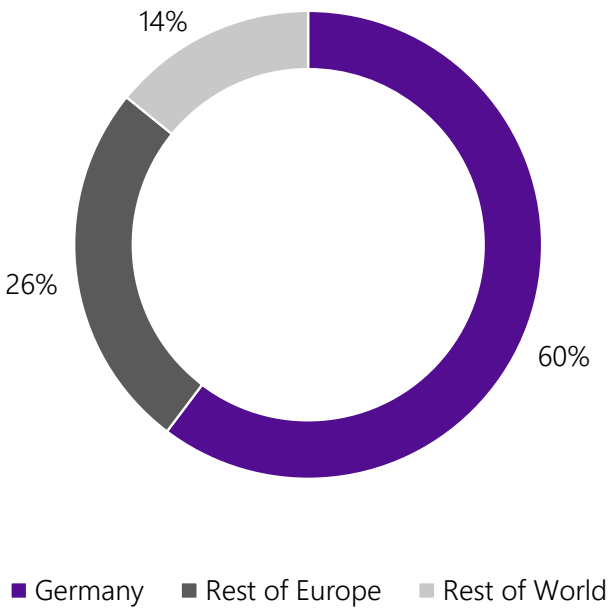
€2.8m (11.6)[1]

EQUITY RATIO

22% (33%)[2]

[1] VS. 9M 24/25
[2] VS. 30.09.25

KPI Employees
9M 25/26



EMPLOYEES

3,089 (2,674)

EGYPT, INDIA, TÜRKIYE, CZECH REPUBLIC

13% (10% EGYPT, TÜRKIYE)

EMPLOYEE RETENTION

92.4% (90.7%)

HEALTH INDEX

96.7% (96.7%)

A new chapter begins

All for One | VINCI ENERGIES

A new chapter begins
Public takeover offer

>> Voluntary public takeover offer announced by VINCI Energies on 16 July 2026

>> VINCI Energies is a leading international enterprise in construction, concessions, energy solutions and multi-technical services listed on Euronext Paris

>> With VINCI Energies and its ICT brand Axians, All for One gains additional opportunities for accelerated international growth and access to a broad European customer base

Revised Outlook confirmed
FY 25/26

>> Ongoing economic/geopolitical uncertainty

>> Structural market changes: AI shifts business: skills, cloud, scale – forcing IT service providers to adapt quickly

>> Implementation of »Precision« led to one-off expenses of approx. €20m in FY 25/26

>> Positive impact on EBIT before M&A effects (non-IFRS) of approx. €20m p.a.

€m	24/25	Guidance 25/26 excl. apsolut 21 November 2025	Adjusted Guidance 25/26 incl. apsolut 7 May 2026
Sales revenue	503.7	500 – 530	500 – 530
EBIT before M&A effects	26.0	27.5 – 34.5	+ / - 5

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Mid-Term Targets

AI will provide additional growth

>> SAP S/4HANA migrations will provide robust and reliable growth over many years

>> Increase of recurring revenues (cloud & services) will improve margins, stability and predictability

>> Including apsolut, we will accelerate our X-shore strategy and further reduce service costs

>> Our internationalisation strategy will boost our entry into international upper midmarket corporates
➡ over 400 new apsolut customers

>> Our product, solution and service expansions will support sustainable margin growth (e.g. cybersecurity, AI services & agents, business services ...)

ORGANIC GROWTH

INORGANIC GROWTH

INCREASED PROFITABILITY

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one idea ahead