



ONE IDEA AHEAD

Q1 2023/24 | PUBLICATION OF 3-MONTH RESULTS 2023/24 | 9 FEBRUARY 2024

All for One is an international
IT, Consulting and Service Provider
with a strong SAP focus.

488

REVENUE MEUR

55%

RECURRING REVENUE

26%

CLOUD SUBSCRIPTIONS

10

**YEARS OF
GROWTH**

9.4%

REVENUE 10Y CAGR

40.2

CASH FLOW MEUR

2,858

EMPLOYEES

Customers from D/AT/CH/PL
who need to invest in digital IT
to maintain and expand their
global competitiveness –
From digital production to
sustainability.

Characterised by a strong
midmarket culture.

REVENUE RANGE

> 100
MEUR

< 10
BNEUR

Target group: Upper midmarket with existing customers, in the SAP installed base and non-SAP clients.



MEUR
REVENUE

All for One is an industry specialist.

≡ Manufacturing

≡ Automotive

≡ Life Sciences

≡ Professional Services

≡ Wholesale Distribution



STIHL[®]

AZO.[®]

MULTIVAC

LEONI

KTM

TRUMPF



KÄRCHER

**WINK
HAUS**

BALLUFF

KSB



BIZERBA



BECHTLE

MEYER WERFT
PAPENBURG 1795

All for One has a growing global delivery, high-margin oriented service unit with its own regional delivery centers.



EGYPT 80 Employees



POLAND 450 Employees



TURKEY 150 Employees

The sustainable All for One.
Until 2028.



CO₂ EMISSIONS
REDUCTION OF 35%



WOMEN IN LEADERSHIP
INCREASE OF 8%



YOUNG TALENTS
INCREASE OF 11%



BOARD GOALS
LTI SUSTAINABILITY

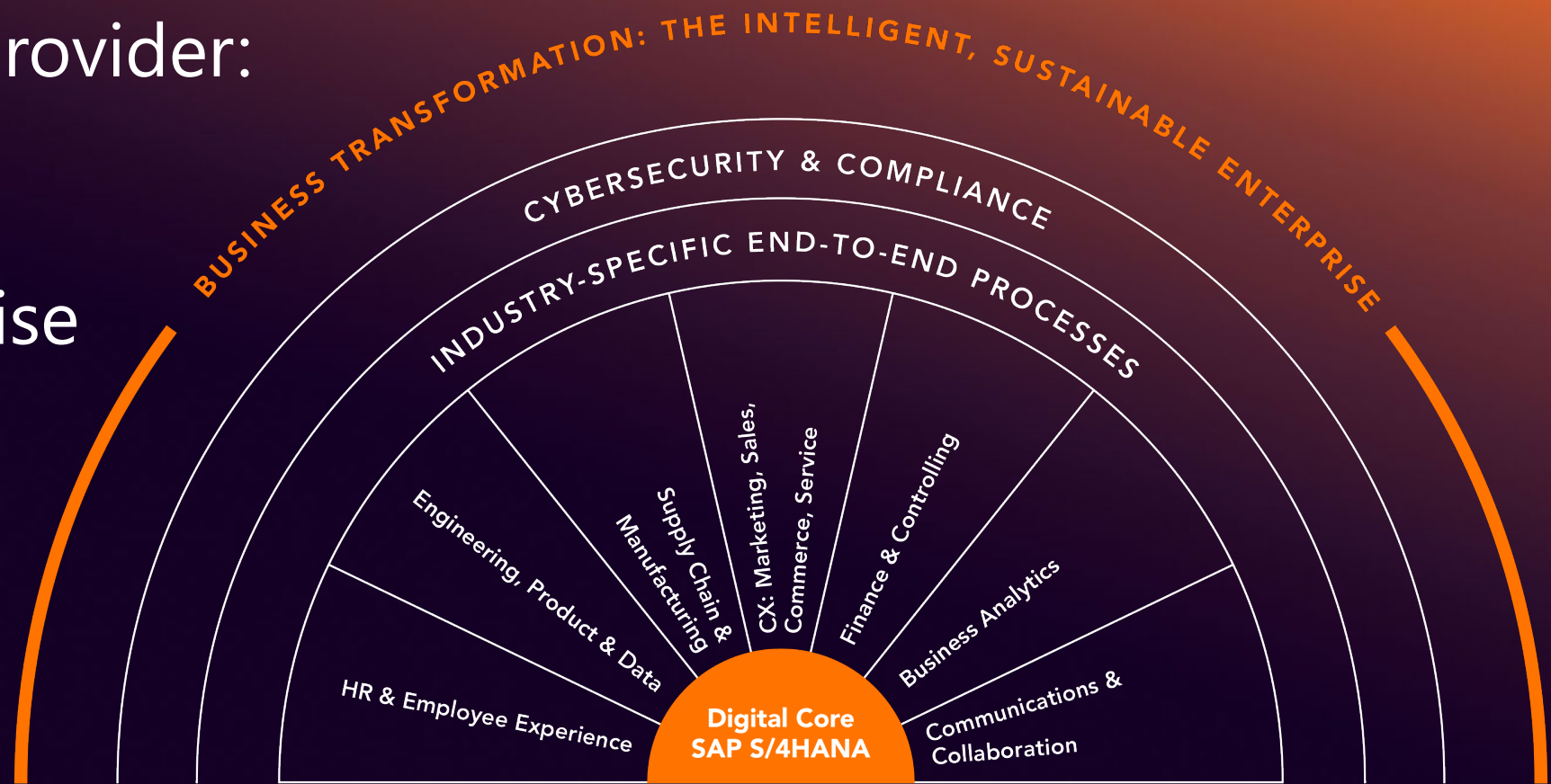
For our customers, we turn
technology into business success.

———— End-to-End ————

TECHNOLOGY BUSINESS SUCCESS

Therefore, we rely on the strongest business process software provider: SAP.

And on our expertise in industries and lines of business.





MAJOR MOVES
DRIVEN BY SAP

Being at the forefront
of both major strategic
moves in the SAP market.

MOVE
TO S/4HANA



SAP ECC



Digital Core
SAP S/4HANA

> 1000

**CUSTOMERS IN OUR
CUSTOMER BASE**

> 2000

**CUSTOMERS IN THE
INSTALLED BASE**

POTENTIAL UPPER MIDMARKET

> 800

**NEW SAP ERP
CUSTOMERS**

POTENTIAL UPPER MIDMARKET

CONVERSION/4

The SAP Transformation
Subscription. Far more
than technical migration.



SAP S/4HANA
CONVERSION



OPTIMISING
BUSINESS PROCESSES



SAP S/4HANA
FROM THE CLOUD

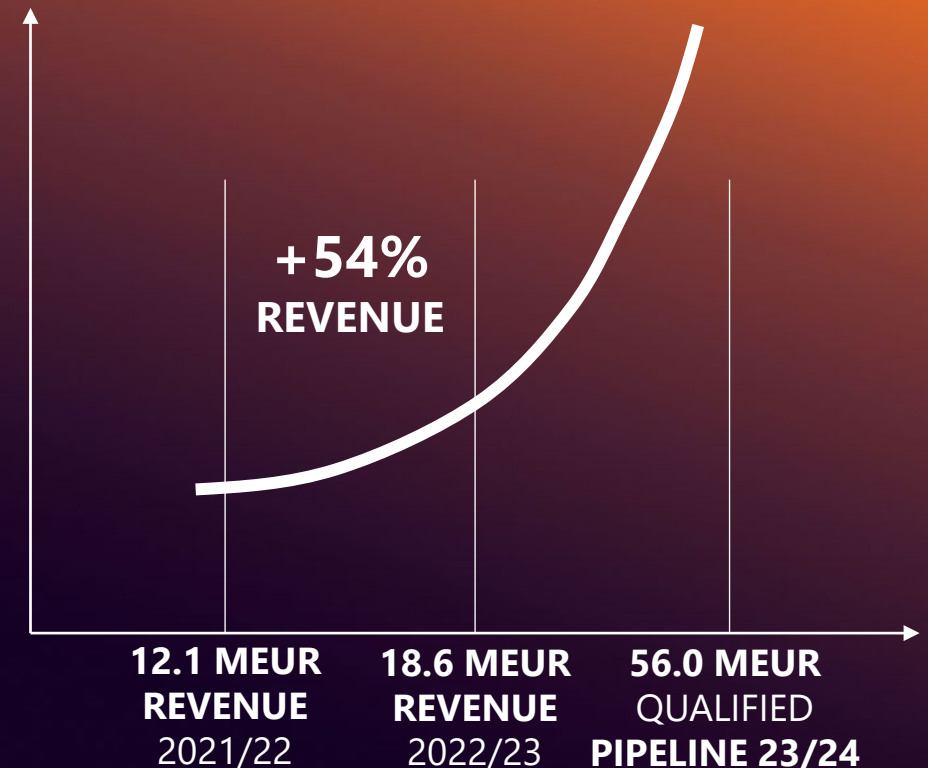


CONTINUOUS
INNOVATION

SAP CONVERSION CHAMPION

BY 2023

With CONVERSION/4, our innovative customer programme for the move to SAP S/4HANA.

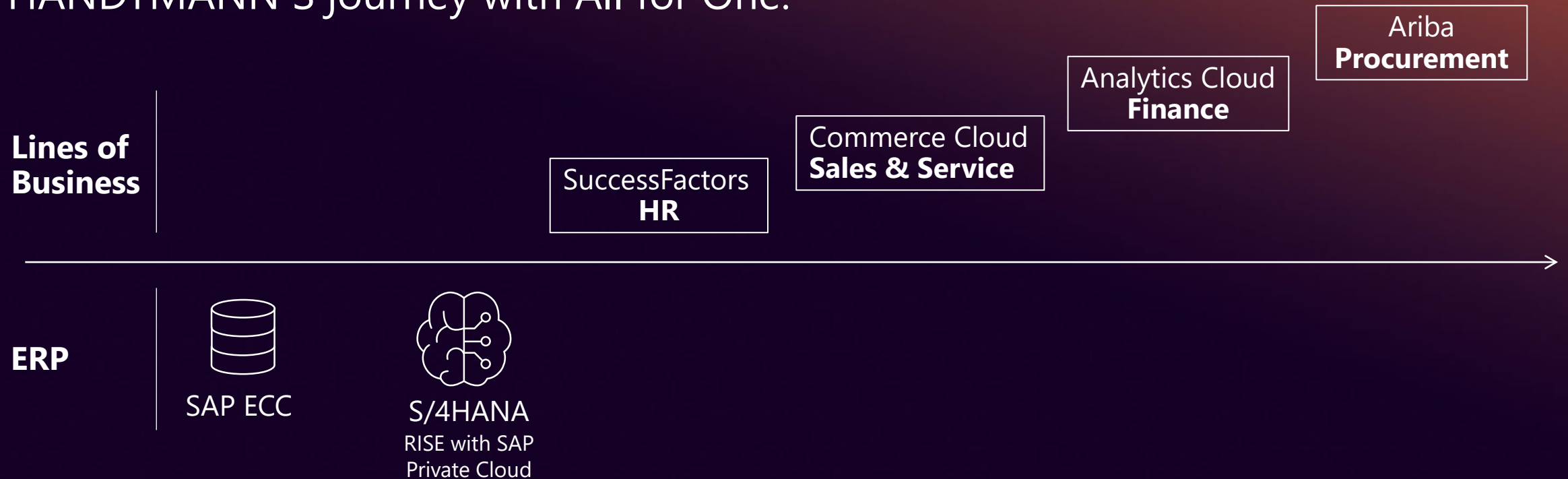


CONVERSION/4

The Business Booster

What does a journey to SAP S/4HANA and to the cloud look like?

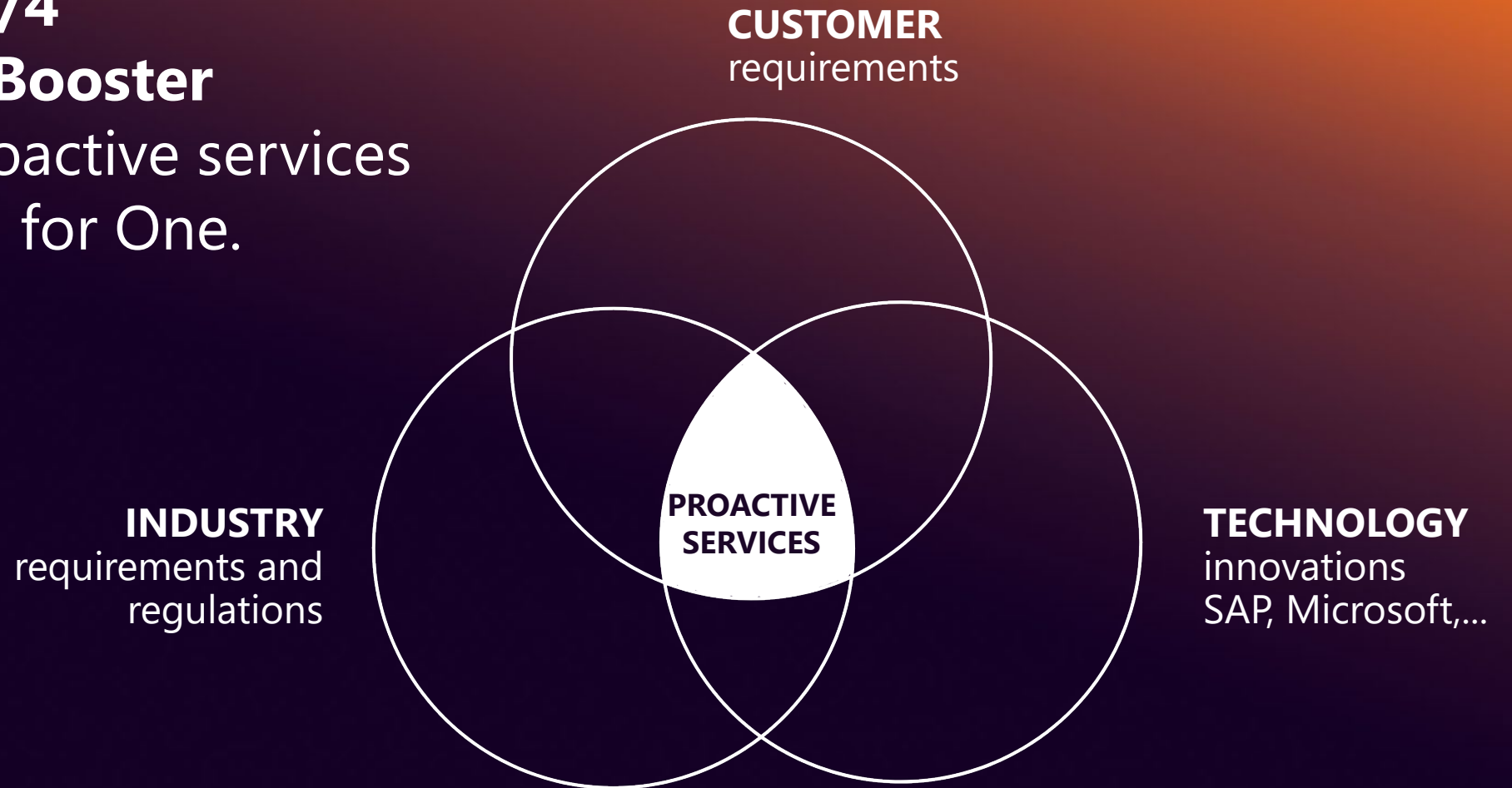
HANDTMANN'S journey with All for One:



CONVERSION/4

The Business Booster

Continuous proactive services
Powered by All for One.





MAJOR MOVES
DRIVEN BY SAP

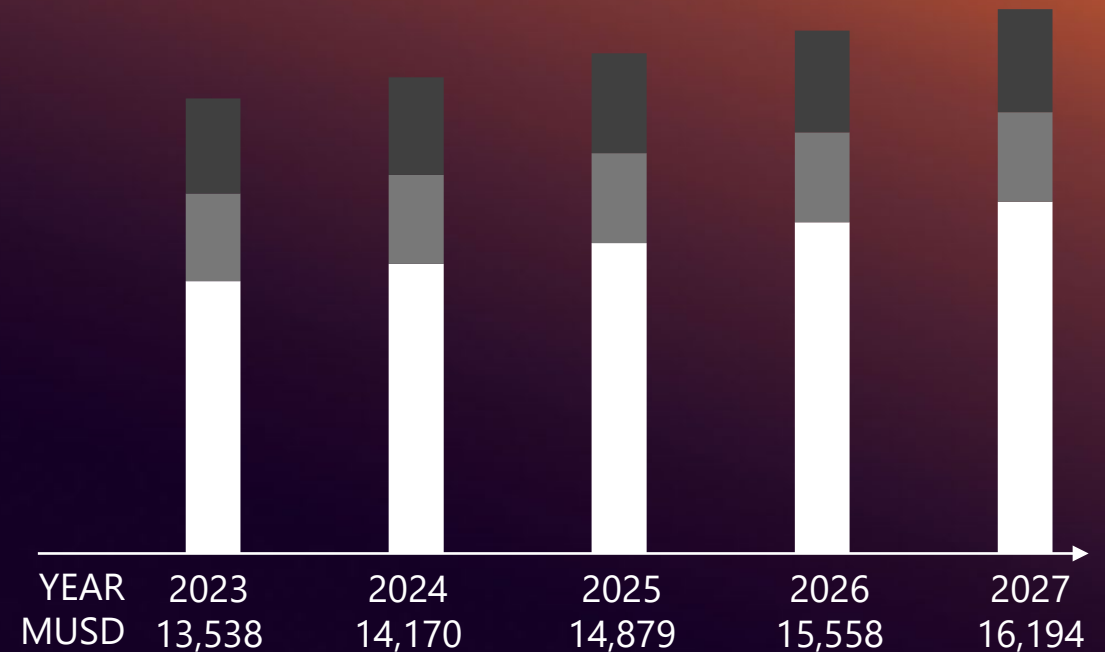
Being at the forefront
of both major strategic
moves in the SAP market.

MOVE
TO CLOUD



> 22%

CAGR MARKET VOLUME ¹⁾



- SAP-related consulting & SI services (SAP transformation)
- SAP private & public cloud managed services
- SAP-related application management services

1) SAP-related services market volume Germany, Switzerland, Austria, Poland PAC 2023

All for One fully capitalises
on the potential of the cloud.



CONVERSION/4



RISE ONE



S/4HANA PUBLIC CLOUD



LINES OF BUSINESS



DATA CENTER MIGRATION

SAP CLOUD CHAMPION IN MIDDLE & EASTERN EU BY 2023

- ① All for One Group
- ② N****
- ③ T****

MEE
Indirect Cloud
Bookings
Full Year / 2023

V*****
A*****
T*****
C*****
D*****
q*****

Total Ranking

BUSINESS MODEL

Successful transformation
from a local licence-driven reseller
to an international cloud-based
IT, consulting & service provider.



GROWING WITH SAP.

SAP is more relevant than ever.

With our strong SAP focus,
we are in a pole position.

HIGHLIGHTS

Q1 2023/24



STRONG GROWTH

Revenue and margin



EXPANSION OF TOP MANAGEMENT



STABLE DIVIDEND

Proposal 1.45 EUR



OUTLOOK CONFIRMED

KEY RESULTS

3M 23/24

- Significant growth in sales and margins
- Strong demand in CORE segment (plus 13%);
Lower than expected capacity utilisation in
LOB segment (minus 4%) due to current
economic environment
- EBIT before M&A effects up 76%
- EBIT up 24% to 9.5 MEUR

REVENUE

133.8 MEUR

+11%

EBIT BEFORE M&A EFFECTS
(NON-IFRS)

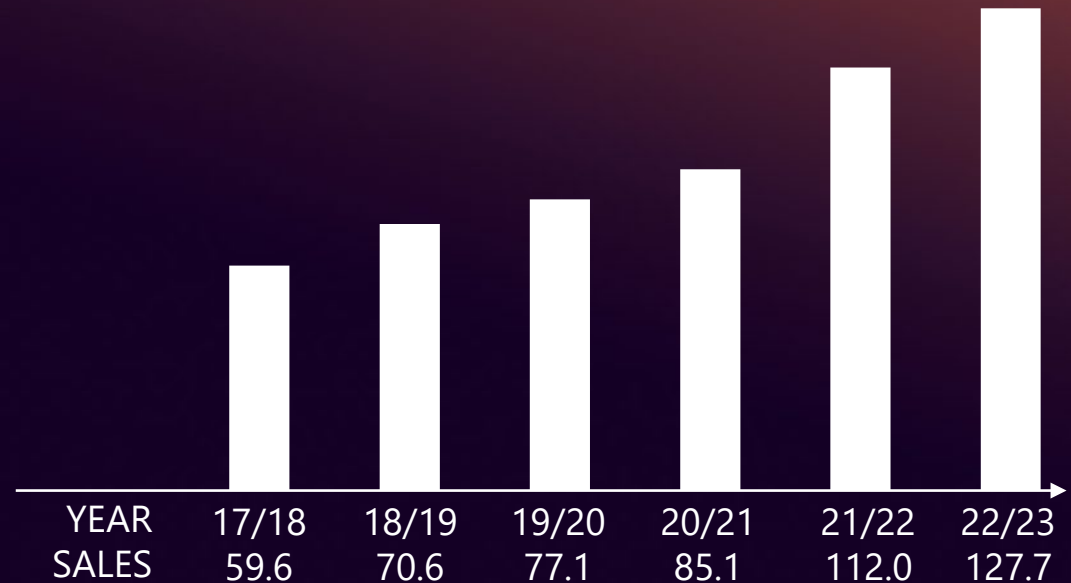
11.0 MEUR

+76%

STRONG GROWTH – CLOUD SERVICES AND SUPPORT 3M 23/24

346 MEUR
+16%

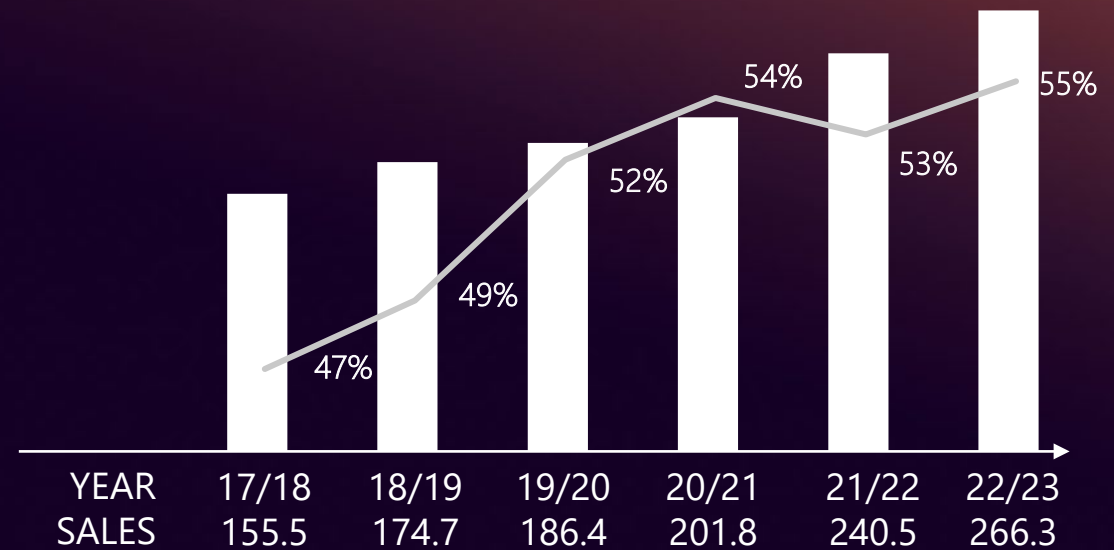
MOVE
TO CLOUD



SHARE OF RECURRING REVENUE 3M 23/24

70.1 MEUR
+11%

52% SHARE



REVENUE GROWTH BY ACTIVITY 3M 23/24

- Strong cloud growth (plus 16%)
- Licence sales (incl. commission) (plus 81%) above expectations reflecting increasing demand from new and existing customers for cloud-based S/4HANA solutions (RISE)
- CONVERSION/4 revenue up 23%

133.8 MEUR
+11%

	3M 23/24	3M 22/23
CLOUD SERVICES & SUPPORT	34.6	29.9
SOFTWARE LICENCES & SUPPORT	46.0	38.0
LICENCES	15.5	8.6
SUPPORT	30.5	29.5
CONSULTING & SERVICES	48.1	48.5
CONVERSION/4	5.0	4.1
TOTAL REVENUE	133.8	120.4

SEGMENT CORE

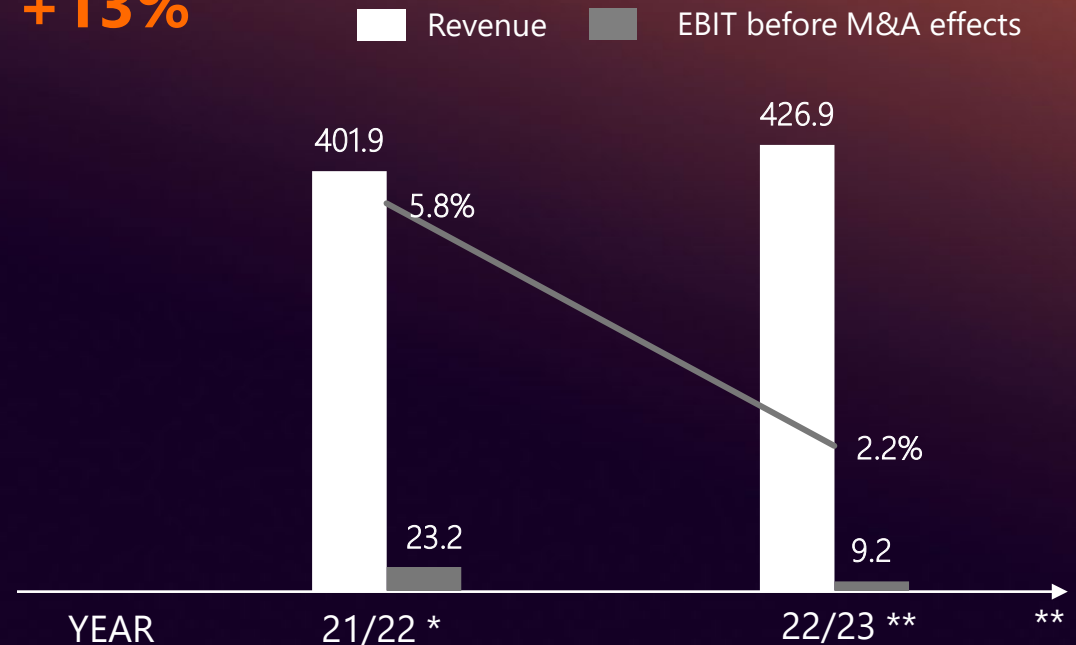
3M 23/24

Successful restructuring programme in 2022/23. Cloud and CONVERSION/4 are growing significantly.

EBIT margin before M&A effects improved strongly to 8.0%

119.5 MEUR

+13%



* Restructuring measures in recent years have led to retroactive shifts between the segments

** incl. one-off restructuring exp. (8.4 MEUR)

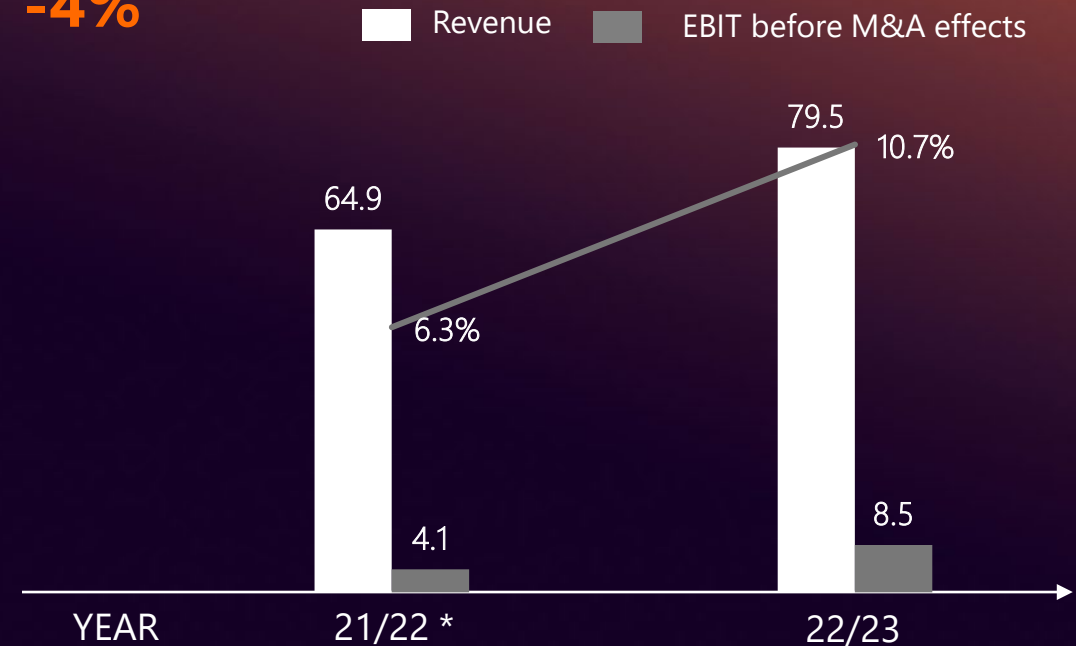
SEGMENT LOB

3M 23/24

Weak utilisation in Q1 /
economic situation in Europe

EBIT margin before M&A effects
robust at 8.1% (Q1, LY: 8.4%)

18.5 MEUR
-4%



* Restructuring measures in recent years have led to retroactive shifts between the segments

PROFIT & LOSS STATEMENT

3M 23/24

- Revenue up 11%
- Stable cost of materials ratio: 37%
- EBIT before M&A effects up 76%;
Margin improved to 8.2%
- Earnings after tax up 10%;
EPS: EUR 1.33 (plus 11%)

MEUR

	3M 23/24	3M 22/23
REVENUE	133.8	120.4
COST OF MATERIALS	-49.8	-44.2
PERSONNEL EXPENSES	-58.0	-55.5
EBIT BEFORE M&A EFFECTS	11.0	6.3
EBT	9.3	7.1
EARNINGS AFTER TAX	6.7	6.0

SOLID
BALANCE SHEET
3M 23/24

57.5 MEUR
CASH & CASH EQUIVALENTS

61.8 MEUR
NET DEBT

0.8 MEUR
OPERATING CASH FLOW

31%
EQUITY RATIO

KPI EMPLOYEES 3M 23/24

EMPLOYEES

2,807

EMPLOYEE
RETENTION

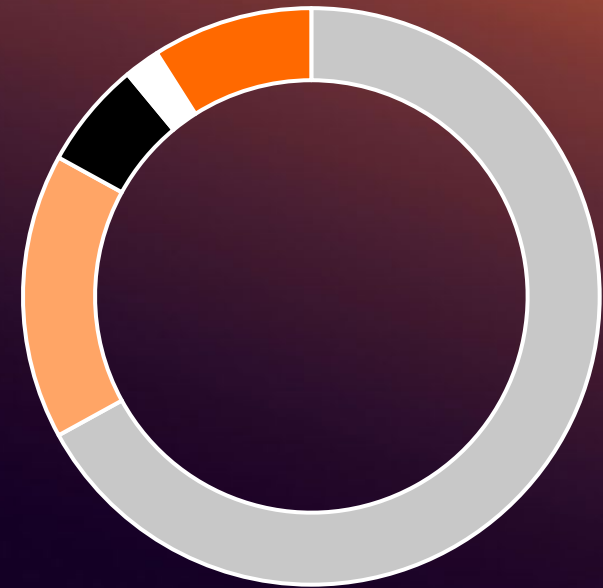
90.2%

POLAND,
TURKEY, EGYPT

24%

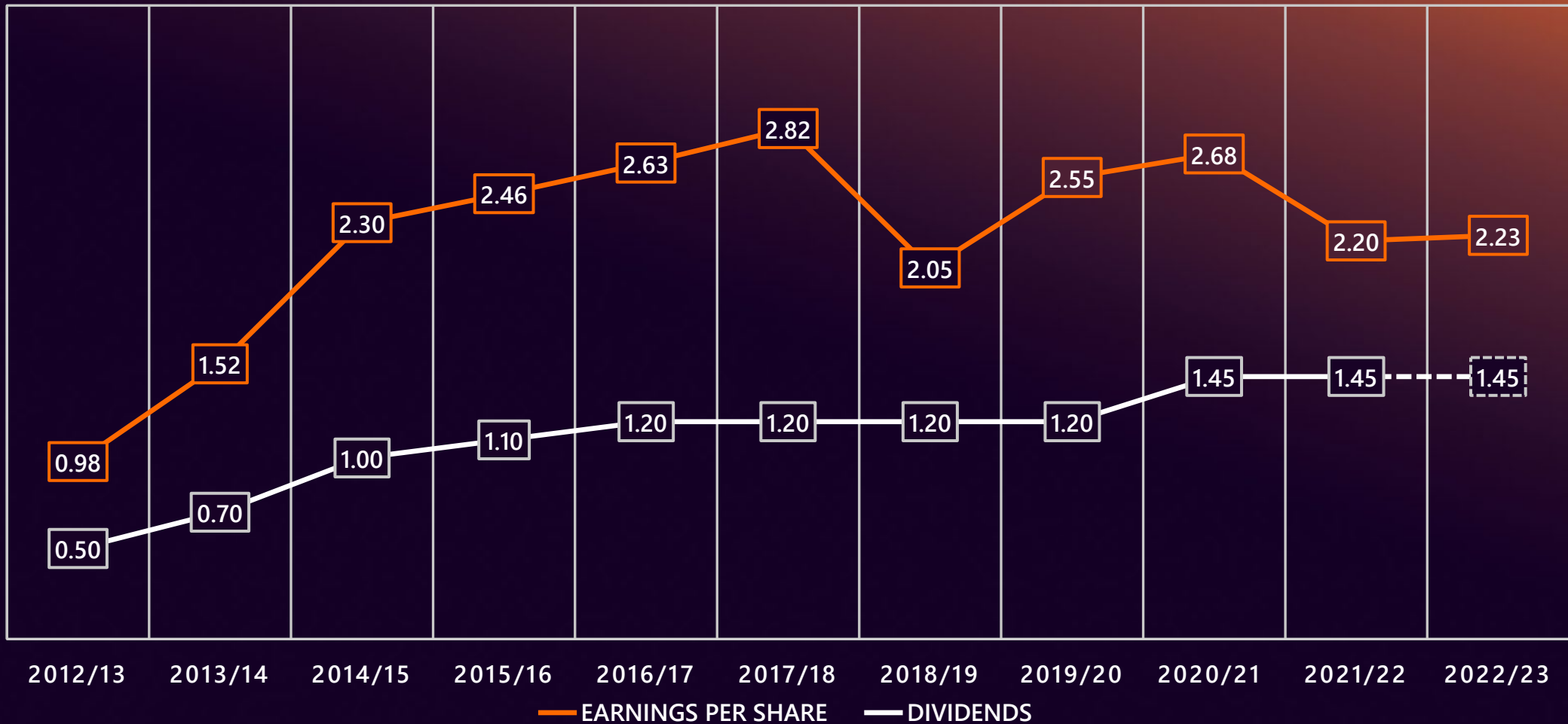
HEALTH
INDEX

95.4%



Germany Poland Austria Switzerland Other

EARNINGS & DIVIDENDS PER SHARE



FURTHER GROWTH IN 2023/24 OUTLOOK

MEUR	FY 2022/23	GUIDANCE 2023/24 23 November 2023
SALES REVENUE	488.0	505 - 525
EBIT BEFORE M&A EFFECTS	17.7 ¹⁾	32 - 36

1) incl. 8.4 MEUR restructuring expenses

MID-TERM TARGETS CONFIRMED

ORGANIC REVENUE GROWTH
In mid single-digit percentage range

ANORGANIC REVENUE GROWTH
Opportunistic in trendsetting
business portfolio areas

PROFITABILITY GROWTH
EBIT margin before M&A effects 7%-8%
by 2024/25

REASONS TO INVEST IN ALL FOR ONE



GROWING WITH SAP

SAP S/4HANA & CLOUD



HIGHER PROFITABILITY

EBIT before M&A effects margin
7% – 8% by 2024/25



CONTINUITY IN DIVIDEND PAYMENTS

Ongoing history of dividends



FOCUS ON SUSTAINABILITY

New customer services / Reduction
of CO₂ & improvement of women
in leadership positions defined



all for one
Group

CAPITAL MARKETS DAY

24 APRIL 2024 // FRANKFURT A.M.



ONE IDEA AHEAD