



No. 1
in the SAP Market

Digital Transformation

Annual Report 2014|15



> 2.000
Clients



> 30
United VARs Partners



40%
Dividend Payout Ratio



> 1.200
Employees



> 240 Million
Sales Revenues



81%
Share Price Increase

KEY FIGURES

IFRS in EUR millions unless otherwise stated	10/2014 – 9/2015	10/2013 – 9/2014*	Difference	in %
Earnings Situation				
Sales revenues	241.6	217.2	24.4	11
EBITDA	27.5	20.5	7.1	35
EBITDA margin (in %)	11.4	9.4		
EBITA	23.9	17.2	6.7	39
EBIT	19.3	13.5	5.8	43
EBIT margin (in %)	8.0	6.2		
Earnings after tax	11.5	7.5	3.9	52
Balance Sheet				
Total assets	168.0	154.7	13.3	9
Equity	53.8	46.8	7.0	15
Equity ratio (in %)	32	30		
Net liquidity/debt	3.5	-5.3	8.8	n.a.
Employees**				
Number of employees (at end of financial year)	1,203	1,113	90	8
Full-time equivalents (Ø)	1,030	926	104	11
Share				
Number of shares (Ø)	4,982,000	4,954,926	27,074	1
Share price (at end of financial year, in EUR)	54.00	30.40	23.60	78
Market capitalisation (at end of financial year)	269.0	150.6	118.4	79
Earnings per share (in EUR)	2.30	1.52	0.78	51
Non-financial performance indicators				
Employee retention (in %)	95.6	95.8		
Health index (in %)	97.0	97.4		

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

** as of 30 September 2015 incl. apprentices and trainees. Prior year figures adjusted.

AT A GLANCE

Annual Report – All for One Steeb AG Financial Year from 1 October 2014 to 30 September 2015

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REPORT OF THE SUPERVISORY BOARD

Dear Shareholders,

Digital transformation was an important topic for us on the supervisory board as well. As enterprise software increasingly comes from the cloud, so too does the range of applications for business software keep expanding. The information technology of tomorrow will be both business innovator and service provider for all departments and lines of business.

Our financial year 2014/15 was again a very successful one. The multi-year trend clearly shows how we have created a good foundation and that the company is on a robust footing. Our expanded strategy is moving us in the right direction and the digital transformation is a source of additional opportunities and new risks.

Age was a factor behind a change that was made in the supervisory board between the chairman and his former deputy. On 21 May 2015 the board elected Josef Blazicek (51) to become its new chairman effective 26 May 2015. Blazicek was already serving as the deputy chairman of the supervisory board and assumed the office of chairman from Peter Brogle (73). Brogle has been a member of the supervisory board since the year 2000 and its chairman since 2003. Brogle will continue to serve on the company's supervisory board in his current capacity as deputy chairman. Blazicek and Brogle were elected to five-year terms on the supervisory board during the annual general meeting of 2013. With this age-related change we are not only striving to maintain continuity in corporate oversight, but ensuring that the board has an abiding leadership, although in different roles. No other personnel changes were made in the supervisory board.

The supervisory board diligently carried out the duties required of it as prescribed by law, the company articles of association, the standing rules and the German Corporate Governance Code – particularly that of advising and overseeing the management board – during the financial year 2014/15. The supervisory board was briefed thoroughly and regularly – usually through written, but also verbal reports by the management board – about the course of business, the direction the company is taking, the position of the company and Group, the earnings, assets and financial situation including the return on equity, the risk situation, risk management and compliance and also about all fundamental issues relating to corporate planning and budgeting (including financial, capital and human resource budgeting), as well as developments, decisions and plans of particular importance for the company. These also included extraordinary events to the extent such were required to be reported. The supervisory board also requested additional and more in-depth reports in isolated cases and as deemed necessary. The management board ensured that the supervisory board was provided with all the required information at all times, and forwarded the essential decision-making documents and files to the members of the supervisory board on a timely basis prior to each of the supervisory board meetings. There was no cause to warrant special investigative or auditing actions. Acquisition projects, integration projects and expanding the strategy to respond to the advancing digital transformation were the primary orders of business in the financial year 2014/15. During the times between supervisory board meetings, the respective chairman of the supervisory board was in continuous contact – including personal discussions – with the management board, and gathered information about the latest business developments, the status of the projects and other important actions and decisions.

Focus of the Supervisory Board Meetings

During its meetings, the supervisory board regularly concerned itself with overseeing the projects, as well as with business developments, planning, budgeting, compliance management and corporate governance within the company. The supervisory board gathered information about the risk situation and further improvements in risk management, especially in regard to the risk early warning and internal control system. In so doing, and by having made spot checks of specific cases and instances, the board expressed its confidence in the effectiveness and efficiency of the accounting-based control system. No grounds were found for raising any objections. The board also discussed potential acquisition projects and internal Group structure measures in great detail, and is satisfied that a comprehensive due diligence and auditing system is in place. Furthermore, the supervisory board carried out and then discussed an efficiency review of its own activities, and incorporated the review's findings and conclusions into its work.

The entire supervisory board came together for seven meetings in the reporting year, some in the form of telephone conferences. There were also a number of co-ordinating discussions made by telephone, as well as decisions made electronically, by telephone or in writing. The following matters were discussed specifically:

The major subjects of the telephone conference on **24 November 2014** and the financial-statements meeting on **28 November 2014** were presented in the supervisory board's report to the annual general meeting on 11 March 2015 and in the Annual Report 2013/14. The primary concerns of these meetings were consultations and in-depth discussions of the documentation relating to the annual accounts, as well as finalising the annual financial statements and the approving of the consolidated financial statements. The primary subjects discussed during the supervisory board meeting on **11 February 2015** were the latest business developments, the forecast for the financial year, the status of an acquisition project, the Declaration of Conformity with the German Corporate Governance Code, and the pending annual general meeting. In its meeting on **10 March 2015** the supervisory board dealt mainly with an acquisition project and, following thorough discussions, granted its approval for the planned equity acquisition in a further supervisory board meeting (telephone conference) held on **24 March 2015**. In its meeting on **12 May 2015** the supervisory board reviewed the business performance of the first half of the financial year and the draft of the half-year financial report. Other key items on the meeting's agenda were a detailed discussion of the outlook for the full year, new legislation, and potential future acquisition projects. During this meeting the board also set and approved the targets for the percentage of women to serve on the supervisory and management boards. The final meeting of the financial year 2014/15 took place on **21 September 2015**. The business performance after nine months and the outlook for the full 2014/15 year were discussed during this meeting. The discussion and approval of the plans for the financial year 2015/16 were the primary focus of this meeting. Adjustments to the financing strategy, the decision to issue statements according to which losses will be assumed in favour of individual subsidiaries was made, and the recommendations of the Government Commission on the German Corporate Governance Code that took effect on 12 June 2015 were reviewed and discussed.

Each member of the board took part in at least 50% of the meetings in the financial year 2014/15.

On **16 October 2015**, during its first meeting of the **financial year 2015/16**, the supervisory board dealt with the corporate strategy and the multi-year planning as explained by the management board.

Committees

Specifically, the **audit committee** monitors the accounting process, the effectiveness of the internal control system, the risk management system and the internal audit system, the audit of the annual accounts and in particular the auditor's independence, qualifications and performance, to include any additional services the auditor may provide. The audit committee also reviews the effectiveness of the compliance management system. The audit committee consists of three members. The committee chairman is supervisory board member Peter Fritsch, the CFO of BEKO HOLDING AG. The chairman of the supervisory board Josef Blazicek and the supervisory board member Friedrich Roithner are also members of the audit committee. The audit committee held one meeting during the reporting year. The major subjects of this meeting on **28 November 2014** were presented in the supervisory board's report to the annual general meeting on 11 March 2015 and in the Annual Report 2013/14. The meeting focused on consultations and in-depth discussions of the annual financial statements. During the current reporting year, the audit committee also conducted separate discussions to co-ordinate and set the auditing priorities for the internal audit, as well as annual financial statements and consolidated financial statements for the financial year 2014/15.

The **human resources committee** consists of three members. The chairman of the supervisory board Josef Blazicek is committee chairman and co-ordinates the committee's work. The other two members of the human resources committee are the supervisory board members Peter Brogle and Friedrich Roithner. This committee is primarily responsible for making recommendations to the supervisory board regarding the appointment and removal of members of the management board, for the handling of agreements with company directors, for making preparations for setting the compensation of company directors, as well as for reviewing the management board's compensation system. The members of the human resources committee held a number of different co-ordination discussions in November and December 2014. On 4 December 2014 the management board's variable compensation for the financial year 2013/14 was approved in a resolution that was circulated to each member.

Annual and Consolidated Financial Statements and Management Reports

The annual general meeting of 11 March 2015 elected the Stuttgart offices of KPMG AG Wirtschaftsprüfungsgesellschaft, Berlin, («KPMG») to be the auditors of the company and consolidated financial statements for the financial year 2014/15. The audit committee contracted the KPMG to carry out the audit. KPMG examined the annual financial statements and management report, as well as the consolidated financial statements and Group management report prepared by the management board pertaining to the financial year 2014/15, and issued them an unqualified audit opinion.

The documents relating to the annual accounts and the audit reports from the auditor for the financial year 2014/15 were duly submitted for review to the audit committee and the supervisory board. The audit committee discussed the documents at length and in detail with the auditor and management board, which were present at its meetings on **8/9 December 2015** and on **14 December 2015**, and prepared the supervisory board resolution approving the annual and consolidated financial statements in its meeting on **14 December 2015**. The auditor reported about the findings of its audit in the audit committee meetings on 8/9 December 2015 and on 14 December 2015. The auditor's explanations, especially those regarding the earnings, assets and financial situation of the company and the Group, were then discussed at length and in detail. All of the audit committee's questions were answered. The audit committee was satisfied that there was no evidence of bias or conflicts of interest on the part of the auditor. The audit committee was also briefed in depth about the services KPMG provided that were not part of the audit itself. In line with its supervisory function, the audit committee also reviewed the Group's internal control and risk management system as well as its compliance management system during its meetings of 8/9 December 2015 and 14 December 2015 and expressed confidence in its effectiveness. The risk management records for the financial year 2014/15 were presented for examination to the audit committee and supervisory board on a timely basis. Furthermore, the risk manager and the head of internal auditing reported directly to the audit committee about the findings in their reports. The compliance officer also outlined the group-wide compliance management system and was questioned by the audit committee about compliance violations. All of the audit committee's questions were answered.

During the supervisory board meeting convened on **14 December 2015** to finalise the financial statements, the audit committee reported to the supervisory board about its deliberations with the auditor and the management board, its oversight and monitoring of the accounting process, and the findings of its own audit. Furthermore, the audit committee described to the supervisory board how, as part of its supervisory function, it concerns itself with the Group's internal control and risk management system, the internal audit and the compliance management system and how it was satisfied with the systems' effectiveness and appropriateness. The supervisory board also expressed its confidence in the effectiveness and appropriateness of the internal control and risk management system and the compliance management system following its own thorough review. The risk manager, the compliance officer, the head of internal auditing, and the management board answered all of the questions that the supervisory board had about this subject. The auditor also gave a detailed report to the supervisory board about the audit and the findings that were presented and discussed earlier in both of the meetings of the audit committee. The supervisory board carefully discussed the documents relating to the annual accounts in the presence of the auditor on 14 December 2015 and concluded that the audit by KPMG was conducted properly and that the audit reports and the audit itself comply with statutory requirements. The auditor and the management board answered all of the questions raised by the supervisory board. In its evaluation of the situation of the company and the Group, the supervisory board concurred with the assessment expressed by the management report in the respective Group and company management reports. Based on the final results of its own examination of the annual financial statements, the consolidated financial

statements, and the management reports, the supervisory board raised no objections to the annual and consolidated financial statements prepared by the management board, followed the audit committee's recommendations, and concurred with the findings of the auditor. On 14 December 2015, the supervisory board approved the annual and consolidated financial statements prepared by the management board. The annual financial statements for All for One Steeb AG were thereby finalised pursuant to § 172 of the German Stock Corporation Act (hereafter called »Aktiengesetz«). After a long and careful discussion, the supervisory board approved the management board's recommendation as presented for the appropriation of the net earnings. Also during its meeting on 14 December 2015, the supervisory board discussed the current business situation and the agenda for the annual general meeting scheduled for 17 March 2016.

Dependent Company Report

The management board prepared a report about relationships with affiliated companies pursuant to §312 »Aktiengesetz«. The auditor examined this report and issued the following audit opinion:

»Based on our audit and review in accordance with professional standards, we certify that:

1. The actual information contained in the report is accurate.
2. The consideration paid by the company for the transactions listed in the report was not inappropriately high.«

The management board informed the audit committee and the supervisory board promptly about the Dependent Company Report and the audit report that the auditor prepared concerning it. The audit committee and the supervisory board thoroughly examined and discussed these documents again in its meetings on 8/9 December 2015 and on 14 December 2015. These examinations did not give rise to any objections.

Corporate Governance

The management board and supervisory board fulfilled their obligation to prepare a joint Declaration of Conformity pursuant to §161 »Aktiengesetz« in February 2015. The wording was published on the company's website. Over the course of the financial year 2014/15, the supervisory board and the management board were both extensively involved in improving and enhancing corporate governance within All for One Steeb AG and reviewed the recommendations that the Government Commission on the German Corporate Governance Code made in the version of the code dated 5 May 2015 and which took effect on 12 June 2015. Additional information about corporate governance can be found in the »Corporate Governance Report« in the annual report.

No conflicts of interest arose between the members of the management board and supervisory board during the reporting period, such as would be required to be reported to the supervisory board or about which the annual general meeting would have to be informed.

The supervisory board would like to thank the management board, the entire management team and all the employees from each of the companies within the Group for their hard work and personal dedication. They have taken All for One Steeb AG another major step forward. The supervisory board has no doubts that the company will be able to give its customers the right answers on digital transformation and, in light of that, sees good opportunities for successfully expanding and enhancing the business.

Filderstadt, 14 December 2015

For the Supervisory Board

Josef Blazicek

Chairman of the Supervisory Board

CORPORATE GOVERNANCE REPORT

All for One Steeb AG remains on course in this financial year

Corporate governance embodies the kind of management work and controls that are responsible, accountable, transparent, and geared towards delivering long-term value. We are convinced that good corporate governance is an essential foundation for sustainable and successful business. The following Corporate Governance Report by the management board and supervisory board also includes the Corporate Governance Statement.

Trustworthy corporate governance is not only the very essence of everything that we do on a daily basis for our shareholders, business partners, employees and relationships with the public, it also forms the foundation for sustained success and achievement. The recommendations made by the government commission in the German Corporate Governance Code provide important advice and guidance to this end. On 12 June 2015 the German government published in the Federal Gazette those changes that this government commission made in the 5 May 2015 version of the code. With such publication, the amended version of the code came into effect. Along with minor adjustments to the catalogue of recommendations, three substantive changes were made to the code which are designed to better account for the growing importance of the supervisory board. The new recommendations are being reviewed with regard to our current corporate practices.

Declaration of Conformity and Corporate Governance Statement

The Declaration of Conformity by the supervisory board and management board prepared in accordance with §161 »Aktien-gesetz« and the Corporate Governance Statement pursuant to §289a of the German Commercial Code (hereafter called »Handelsgesetzbuch« or »HGB«) can be found in the Investor Relations section of the company's website www.all-for-one.com.

Shareholders and the Annual General Meeting

The shareholders of All for One Steeb AG exercise their rights before or during the annual general meeting. Each registered share carries one vote in accordance with §13 of the company articles of association. The chairman of the supervisory board chairs the annual general meeting. The annual general meeting decides on all its tasks and duties as prescribed by law.

Supervisory Board

The primary task of the supervisory board is to advise and oversee the management board. The company's supervisory board currently consists of six members, two of which are employee representatives. The responsibilities and obligations of the supervisory board are as regulated in the »Aktiengesetz«, the company articles of association and in the standing rules of the supervisory board and its committees.

Management Board

As the governing body of a stock corporation, the management board directs the business and, in accordance with the provisions of stock corporation law, is bound to the interests and the business policies of the company. In exercising its executive authority, the management board is committed to the company's interests and to increasing its sustainable enterprise value. It reports to the supervisory board comprehensively and on a regular basis about all issues concerning business performance, the corporate strategy and potential risks. The responsibilities and obligations of the management board are as regulated in the »Aktiengesetz«, the company articles of association, the standing rules and in the management board's schedule of responsibilities.

The Work of the Management Board and Supervisory Board

The management board and supervisory board maintain a close and trusted relationship as they work in the interest of the company. The chairman of the supervisory board co-ordinates the work of the supervisory board and chairs its meetings. The supervisory board also appointed committees. The management board usually participates in the meetings of the supervisory board, reports orally and in writing about the individual agenda items and proposed resolutions, and answers questions put forth by the members of the supervisory board.

In accordance with §6 of the company articles of association, the supervisory board appoints the members of the management board and establishes the standing rules and a schedule of responsibilities for the management board. The chairman of the supervisory board decides if the members of the management board should take part in the supervisory board meetings. And finally, the supervisory board establishes standing rules for itself. The supervisory board provides details about its activities in its annual report to the shareholders at the annual general meeting.

Diversity

As regards the composition of the management board, the supervisory board evaluates the personal and professional sides of candidates using such criteria as industry knowledge, experience, technical expertise and international qualities. When reviewing recommendations for election to a seat on the supervisory board, the supervisory board seeks to nominate suitable members by focusing on the interests of the company.

Likewise, both the supervisory board and the management board support a policy of equal opportunities for men and women to participate in holding management positions, and follow the recommendations of the German Corporate Governance Code by promoting diversity when filling such executive positions. In so doing we strive to give appropriate consideration to women. In the summer of 2015 we set ourselves the goal of increasing the share of women in All for One Steeb AG's second level of management to at least 10% by 30 June 2017 (30 September 2015: 0%) and in the company's third level of management to at least 20% (30 September 2015: 16%).

As we also pay attention to diversity in the configuration of the management and supervisory boards, the supervisory board decided in May 2015 that we will achieve the target of having a 20% share of women (30 September 2015: 0%) serving on the management board by 30 June 2017. In addition, the share of women on the supervisory board will increase to at least 16.66% by 30 September 2017 (30 September 2015: 0%). Qualifications and professional competence will continue to be the decisive criteria when filling all positions within the company.

Transparency

We attach great importance to an information policy that stresses the provision of information that is uniform, comprehensive and timely. This is why the company informs all interest groups about the company's situation and all significant changes and developments within the business on a regular and timely basis. The most important communication tools used for this purpose are the Internet and the company's website. Reporting is also made in the annual report, as part of press and analyst conferences, during roadshows and in the regular quarterly financial reports.

Furthermore, information is also published in the form of press releases and ad hoc announcements. The company also complies with the disclosure requirements regarding such matters as voting rights announcements. All disclosures, announcements, presentations and reports are also available in the Investor Relations and Press Center sections of the company's website. The company has also prepared, and continually maintains and updates, the statutory insider list pursuant to §15b German Securities Trading Act (hereafter called »Wertpapierhandelsgesetz« or »WpHG«). The individuals included in this list have been informed of their statutory duties and the sanctions associated with access to insider information.

In line with the principle of fair disclosure, all shareholders and significant target groups are treated equally when it comes to the disclosure of information. For statutory reasons principal shareholders may receive some information in advance if such is required for preparing its group financial statements, group interim reporting, business plans and budgets. The recipients of such information are formally bound to treat this information as confidential and not to disclose it.

Accounting and Auditing

The company's consolidated financial statements are prepared in accordance with IFRS, and the annual financial statements in accordance with the »Handelsgesetzbuch«. Once prepared by the management board, the consolidated financial statements and the annual financial statements are audited by the auditors, approved and finalised by the supervisory board, and then published within 90 days after the end of the financial year. Interim reports are also published for each of the first three quarters of a financial year. The auditors do not review the interim reports.

Key Performance Indicators and Control Systems

Sales revenues and operating earnings (EBIT) are the key financial figures used in the financial management of the Group. These control parameters are aligned with one another with an eye toward pursuing as sustainable and profitable a path to growth as possible. The company also employs non-financial control parameters.

As part of its overall responsibility for the Group, the management board is required in accordance with §91, section 2 »Aktiengesetz« to establish a risk early warning system to identify existential risks as early as possible. This risk early warning system is an integral part of the planning, budgeting, control and reporting processes. The management board has also established a group-wide compliance management system. A detailed description of the risk management system, the internal control system and the compliance management system is included in the Opportunities and Risk Report section of the Group Management Report.

Compensation Report

The management board's compensation system is explained in the Group Management Report. The notes to the consolidated financial statements also provide detailed information about compensation for each member of the management board and supervisory board divided into fixed and variable components as well as benefits granted and type of inflow. This disclosure of the management board's compensation complies with the current recommendations of the German Corporate Governance Code. The structure of the compensation system is reviewed regularly.

Stock Option Programmes and Similar Incentive Systems

There are currently no stock option programmes or similar incentive systems in place for the members of the supervisory board or the management board.

Shares Held by Board Members

The members of the management board and the supervisory board hold shares in All for One Steeb AG as shown in the following table:

SHARES	30.09.2015 Direct	30.09.2015 Indirect	30.09.2014 Direct	30.09.2014 Indirect
Supervisory Board				
Josef Blazicek	6,500	12,000	6,500	12,000
Peter Brogle	42,513	0	42,513	0
Peter Fritsch	24,000	0	24,000	0
Friedrich Roithner	0	0	0	0
Jörgen Dalhoff	250	0	250	0
Detlef Mehlmann	0	0	0	0
Management Board				
Lars Landwehrkamp	50,000	22,500	50,000	22,500
Stefan Land	32,000	0	32,000	0
	155,263	34,500	155,263	34,500

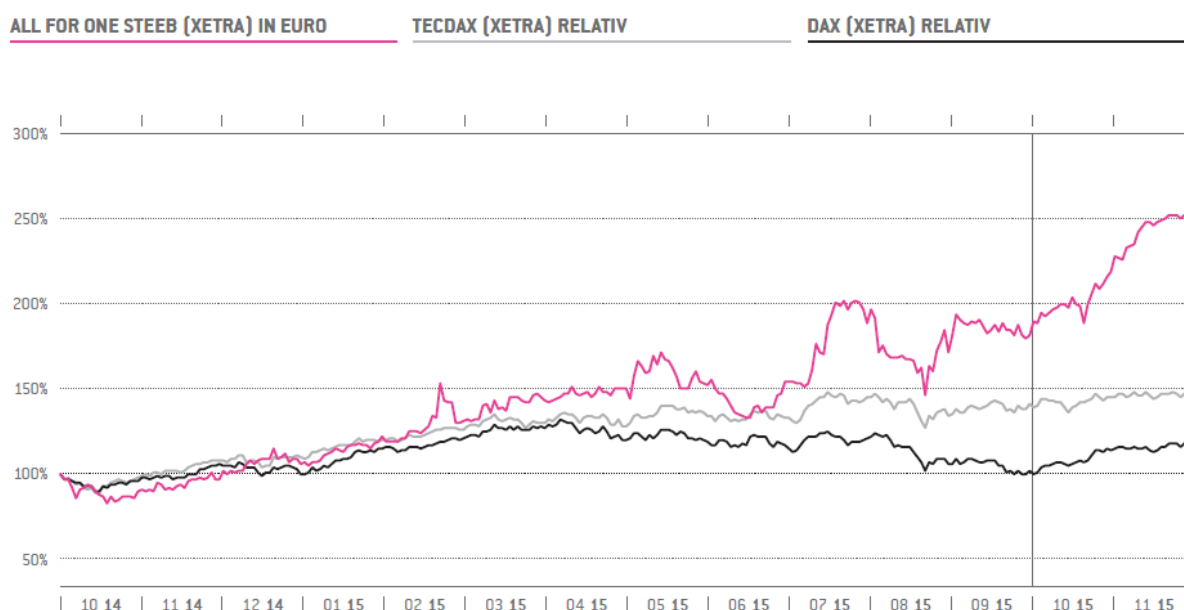
All changes in the amount of stock held by the members of the management board and the supervisory board are disclosed in accordance with statutory regulations and also made available to the public on the company's website.

The Share

On SAP's Winning Track

All for One Steeb AG enjoys a good reputation on the capital markets as well. Its continued good business performance once again led to significant gains in share price during the current reporting year. Additional growth opportunities beckon with the digital transformation.

Share Performance 2014/15



Investors today are taking a much closer look at what the market has to offer. Sustained recurring business counts more than short-term revenue, and is exactly where All for One Steeb AG enjoys a clear advantage. The business model is also robust and generates sustainable growth. The dividend policy is designed to ensure continuity. Digital transformation promises to bring additional opportunities for growth as we follow SAP's lead. And that is something that appeals to the capital markets. The share price climbed from EUR 29.86 (1 October 2014) to EUR 54.00 (30 September 2015) in the financial year 2014/15. Even a direct comparison with the DAX and TecDAX for the current reporting year clearly shows: All for One Steeb shares again performed significantly better and left both benchmark indices far behind.

Dividend Distribution Increased from 50 to 70 Euro Cents per Share

Shareholders benefit from good business performance through gains in the share price and from dividends. The annual general meeting on 11 March 2015 increased the dividend from 50 euro cents per share (2012/13) to 70 euro cents per share (2013/14). In relation to the 2013/14 Group earnings after tax of EUR 7.5 million (2012/13: EUR 5.6 million), the dividend payout ratio was 46% (2012/13: 43%). Accordingly, the amount of the distribution was approximately EUR 3.5 million for the total of 4,982,000 shares entitled to dividends as at 11 March 2015.

Taking Excellent Care of Business and Private Investors

All for One Steeb communicates and shares information in a manner that is candid, transparent and sustained. The focus of these efforts is as much on shareholders, investors, analysts and the financial and business press as it is on private investors. We regularly report in-depth about the company's business developments during individual discussions hosted at All for One Steeb and those conducted at investor events, press meetings and trade shows, as well as during telephone and analyst conferences. Investors can find a broad range of continuously updated information about All for One Steeb and its stock in the Investor Relations tab of the corporate website (www.all-for-one.com/ir-english).

KEY FIGURES

ISIN / WKN	DE0005110001 / 511 000
Market Segment	Prime Standard
Stock Exchange Centre	Frankfurt Stock Exchange
Date of Listing	30 November 1998 (then: AC-Service AG)
Indices	CDAX, Prime All Share, Technology All Share, DAXsector All Software, DAXsector Software, DAXsubsector All IT-Services, DAXsubsector IT-Services
Designated Sponsor	BankM
Highest Price Financial Year 2014/15*	EUR 59.90 (29 July 2015)
Lowest Price Financial Year 2014/15*	EUR 25.40 (20 October 2014)
Price at Start of Financial Year 2014/15*	EUR 29.86 (1 October 2014)
Price at End of Financial Year 2014/15*	EUR 54.00 (30 September 2015)
Market Capitalisation**	EUR 269.0 million
Earnings per Share in Financial Year 2014/15	EUR 2.30
Share Capital	EUR 14.95 million
Number of Shares	4,982,000 registered shares

SHAREHOLDERS' STRUCTURE

Pierer Industrie AG	approx.	25%
Unternehmens Invest AG	approx.	25%
BEKO HOLDING AG	approx.	12%
Qino Capital Partners AG	approx.	10%
Management and Supervisory Board	approx.	4%
Free float	approx.	24%

* end-of-day share price (XETRA)

** based on closing share price on 30 September 2015 (XETRA) and 4,982,000 shares

GROUP MANAGEMENT REPORT

All for One Steeb AG

Financial Year from 1 October 2014 to 30 September 2015

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1. Principles of the Group

1.1. General Information

All for One Steeb AG, Filderstadt/Germany, is the leading SAP full-service provider in the German-speaking SAP market. The company is listed on the Prime Standard of the Frankfurt Stock Exchange (ISIN DE0005110001, WKN 511 000).

The All for One Steeb Group

Unless otherwise indicated or apparent from context, the designations »All for One Steeb AG«, »All for One Steeb«, »company«, and »Group« as used in this Group Management Report indicate the All for One Steeb AG Group including its subsidiaries.

Financial Year

The financial year 2014/15 of All for One Steeb AG began – deviating from the calendar year – on 1 October 2014 and ended on 30 September 2015. The corresponding prior year period covers the timeframe of 1 October 2013 to 30 September 2014.

Segment Information

We no longer review profitability and decisions regarding the allocation of Group resources in terms of individual segments, but on an integrated basis instead. All for One Steeb has had a single operating segment since May 2014.

Percentages

All percentages were calculated on values given in KEUR.

Forward-Looking Statements

This Group Management Report contains statements pertaining to the future performance of All for One Steeb AG and to future economic conditions and developments. These statements represent estimates and projections that we made based on the information that was available to us at the time this Group Management Report was prepared. Actual results may differ materially from the results forecast here in the event that the underlying assumptions do not materialise or additional risks arise. No warranty can be made as to the accuracy of any such forward-looking statements.

Correction of Error in Accordance with IAS 8

While preparing the consolidated financial statements (IFRS) as at 30 September 2015, and with respect to the acquisition of a majority interest (60% of the shareholdings) in OSC AG (at that time: myOSC.com AG) with an effective date of 1 November 2012 (date of initial consolidation), it was noticed that the acquisition of the remaining shares (40% of the shareholdings) that was agreed for 1 October 2016 and the contractually guaranteed dividends were recognised incorrectly. The entry was made on the basis of an external expert opinion that was prepared on behalf of All for One Steeb AG.

The company initiated a correction immediately upon discovering the error. This correction was applied to these consolidated financial statements according to the rules of IAS 8.41ff. (see the explanation under section J in the notes to the consolidated financial statements). Furthermore, the management board has taken all necessary actions to prevent similar errors occurring in the future.

1.2. Strategy

All for One Steeb AG considers itself the Number 1 in the German-speaking SAP market serving the largest midmarket customer base. Our portfolio comprises end-to-end services and solutions along the entire IT value chain. Operations are run on site at our clients' facilities and from the managed private cloud of our data centers. Included here is also a growing number of special public cloud services. In light of the fact that our services are increasingly being asked for by the specialist departments of larger businesses, market observers, such as PAC (Pierre Audoin Consultants GmbH, Munich) and Experton (Experton AG, Ismaning), now rank us among the leading IT service providers in the extended market that includes cloud services, business analytics, corporate performance management, human capital management, application management services, and managed communications and collaboration (*see BI Services in Germany, PAC, 2014; SAP Consulting & Systems Integration Services in Germany, PAC, 2015; SAP Application Management Services in Germany, PAC, 2015; SAP Hosting Services in Germany, PAC, 2015; Big Data Vendor Benchmark, Experton, 2016; Cloud Vendor Benchmark, Experton, 2015*).

Our primary industry focus is directed toward the machinery and equipment manufacturing, automotive, consumer goods and project service sectors. We also provide high-availability operations for all business-related IT systems as a full service from our data centers' private cloud – and not just for SAP solutions, but for Microsoft Exchange, SharePoint and Skype for Business as well. As a founding member of United VARs, the global network of leading SAP partners for small and mid-sized enterprises, All for One Steeb offers a comprehensive range of consulting, services, and on-site support in more than 70 countries in addition to those where German is spoken. In 2015, United VARs, as an SAP global value-added reseller, was invited to join that group of select few SAP partners which meet exceptionally high standards of global presence, selling power, service quality and volume of business.

Innovative software technologies are introduced in large businesses before gaining a foothold among small to mid-sized enterprises. As a specialist for technology consulting, in-memory high-speed computing (SAP HANA), business analytics and corporate performance management, as well as special operating models from within our data centers (private cloud solutions and services) together with public cloud services (Amazon Webservices, Microsoft Azure), we use both our SAP expertise and other technology skills to build value for our customers.

Over the course of digital transformation, those technologies that make enterprise data available wherever you are («mobility»), allow you to draw specific conclusions from very large amounts of data in mere seconds («big data»), and drastically simplify software applications («apps») while allowing them to be used on the internet on a pay-as-you-use basis («cloud»), will increasingly be in demand by small and mid-sized enterprises as well. Those who understand how to intelligently employ the SAP HANA technology platform, SAP R/3's successor SAP S/4HANA, or any of the many new cloud solutions, will be able to unlock and access enormous added growth potential.

During this reporting year, and in order to proactively manage the way we utilise expanded market opportunities, we made further fine adjustments to our strategy as we move from being an SAP full-service provider to becoming a strategic partner for all things relating to information technology and business. One example is how Grandconsult DEXINA GmbH (now Grandconsult GmbH) has been a subsidiary of All for One Steeb AG with its 74.9% equity interest since April 2015.

1.3. Business Model and Portfolio

Using a straightforward one-stop-shop approach, we provide our customers with all-encompassing services and support from one single source. The important thing here is our focus on selected industries in countries where German is spoken, the partnership with SAP and what in our view is its most extensive portfolio of cloud services, and our United VARs partner network for worldwide projects.

The full range of products and services geared towards end-to-end customer support extends from management and technology consulting, software licenses, industry solutions, implementation and optimisation projects to software maintenance, outsourcing and managed services from our data centers' private cloud, and also covers all enterprise processes. Our integrated portfolio also encompasses add-on solutions and services for the SAP ERP HCM (Enterprise Resource Planning Human Capital Management) platform and SAP SuccessFactors that form the basis for offering extensive implementation, consulting and support services that extend all the way to recurring HR Business Process Outsourcing Services. Besides the more traditional administrative HCM requirements, our portfolio of products and services is increasingly being determined by strategic human resource initiatives, such as employee portals (employee self-service), candidate management (e-recruitment), management appraisals, and workforce training and development (talent management). To a greater extent this also includes cloud-based service offerings, such as on the basis of SAP's companies SuccessFactors (human capital management) and Concur (travel and expenses management). Thanks to the acquisition of Grandconsult GmbH, Filderstadt (see section 2.2, Acquisitions), we have also significantly expanded our solutions and consulting portfolio for management and technology consulting and are also supporting more and more large corporations from within their own data centers.

This means that our integrated portfolio of products and services is aimed at new areas of growth that will only get bigger as industry undergoes digital transformation.

Industry-Focused Products and Services

One major pillar of All for One's integrated business model is formed by its proprietary and certified All-in-One solutions. These are carefully pre-configured to the typical business processes of specific branches of industry, are very economical to implement and can be run either within the All for One Steeb data centers or at the customer's facilities. Within the All for One Steeb AG these are predominately the industry solutions for the manufacturing and the consumer goods industry. Proprietary industry solutions specifically developed for the wide-ranging demands of human resource management and for the SAP Business ByDesign cloud software are also available. Along with that, numerous in-house-developed add-on solutions are being offered to meet the management and organisational challenges faced by these target industries. Characteristically tailored to specific industry needs, these add-on solutions not only improve the user friendliness of the SAP software, but also considerably reduce SAP project implementation costs. As a result, the market penetration of our target groups, namely the machinery and equipment manufacturers, the automotive supplier industry, the consumer goods industry and project services providers, was further increased during the reporting year.

Sales Organisation and Customer Service and Support

We use our own sales, consulting and support resources to serve our customers primarily in Germany, Austria and Switzerland. In addition to direct sales teams that mostly cover specific regions and subjects, we also have an extended indirect sales channel in the form of our »All for One Steeb Business Partner Programme« with more than 100 partners with whom we collaborate as if »from one source« to support our customers as completely and comprehensively as possible. Our consulting and advisory services in countries where German is spoken are provided in close touch with the customers from a

number of locations. As a means of supplementing our service and support facilities in German-speaking countries, we further expanded our service center in Turkey during the reporting year.

All for One Steeb founded the United VARs partner network back in 2006 to provide worldwide support to its small and mid-sized customers. The leading SAP partners in their respective countries have since joined this alliance – organised similarly to Lufthansa’s Star Alliance – and offer internationally operating customers in over 70 countries across the world a wide range of professional on-site services and support based on uniform quality standards and recognised project methods. All for One Steeb established the limited liability partnership United VARs LLP together with 21 other partners in November 2011. This gave the alliance, which had its beginnings in 2006 as a partner network, a powerful marketing, sales and co-ordination platform that not only promotes the globally co-ordinated service and support provided to established clients, but also the acquisition of new international client projects. All for One Steeb holds the chairmanship of United VARs LLP’s three-member board of directors. According to its own estimates, United VARs is now the worldwide largest alliance of SAP channel partners. This reporting year saw United VARs being inducted into that small group of select SAP partners that have earned the designation SAP global value-added reseller. This allows All for One to create a tremendous degree of efficiency to benefit its clients on a global scale.

Partnership with SAP, the SAP Ecosystem and Further Significant Partnerships

The partnership with SAP is the hub of our daily business. By its own estimates, All for One Steeb directly, meaning software maintenance and outsourcing contracts, serves the largest installed base of SAP midmarket customers within the German-speaking region. SAP software and related services form the core of the company’s portfolio of products and services. SAP underscores the important role that All for One Steeb AG plays within the SAP midmarket segment by having presented it with numerous awards and granting it the highest partner status. All for One Steeb not only belongs to that small circle of partners which were hand picked to join SAP’s exclusive premium partner programme, but was likewise validated as an SAP-Certified Provider of Hosting Services, SAP-Certified Provider of Cloud Services, SAP-Certified Provider of SAP HANA Operations Services, SAP-Certified Provider of Application Management Services and as Special Expertise Partner. A special Joint Research & Development Lab directly within the SAP PartnerPort in Walldorf is maintained in order to enable close feedback with SAP in developing new reference architectures and operating solutions for SAP HANA. Through our intensive collaboration with SAP on all company levels, All for One Steeb is able to offer its clients the highest level of planning security, efficiency and cost-effectiveness. In addition to SAP, All for One Steeb also works closely together with such technology partners as NetApp, Cisco and VmWare. Our working relationship with Microsoft was also significantly enhanced during the reporting year. We are also a Microsoft Gold Hosting Partner and a Gold Access and Identity Partner.

Brand Strategy

Primarily through purchases, All for One Steeb has acquired a number of valuable brands in recent years, which are well established within their respective market segments. For this reason we are pursuing a multi-brand strategy, the heart of which is formed by the strong appeal of the »All for One Steeb« (Das SAP Haus, full-service provider) master brand, which in turn reinforces the »avantum« (business analytics, corporate performance management), »Grandconsult« (management and technology consulting), »KWP« (human capital management), »OSC« (SAP ERP, SAP Business One, North Germany), »Process Partner« (Switzerland, solutions for project service providers) and »WEBMAXX« (Microsoft, managed communications and collaboration) family of brands.

Competition

All for One Steeb faces intense competition. Besides ERP manufacturers outside of SAP, our competitors include SAP system resellers and internationally operating IT outsourcing and technology service providers. Our company also competes with consultancies specialised in SAP HCM, business analytics and corporate performance, the SAP consulting units of major international IT services groups, as well as with providers of human resources and business analytics software other than from SAP.

1.4. Customers

As a strategic partner, we help our customers make their business processes and workflows more powerful and reliable, enhance the security and availability of software applications and systems that are critical to their business, and in turn improve their competitiveness. We also support them with software and technology innovations not only when developing new business models, but in the planning, control and analysis of business performance as well (real time enterprises, SAP HANA, SAP S/4HANA).

We work closely with our customers on every level. Because our extensive customer communications programme includes numerous event formats, we can actively promote the exchange of experience among our customers, and provide them with early insights into and the opportunity of helping shape new developments and applications.

All for One Steeb became the first company in the German-speaking world to be recognised three times in succession with an SAP Pinnacle Award as SME Value-Added Reseller of the Year in the Exponential Growth category. Customer feedback was a decisive factor in earning this award, which otherwise has only been conferred on globally operating companies such as IBM, HP, Accenture, Atos, Tata Consultancy, Cap Gemini, Deloitte.

1.5. Employees

For an IT services company like All for One Steeb AG, sustained business success is closely linked to highly qualified and motivated employees. A consistent and sustained programme of human-resource-related activities forms an essential pillar of our corporate development. With these activities we aim to maintain and promote our employees' commitment to performance with an eye towards outstanding service quality and customer satisfaction, as well as to further enhance All for One Steeb's outstanding image as an employer of choice. Besides the skills of our employees, our sustained success is due primarily to our corporate culture with its clear objectives and the values we live every day. In conjunction with targeted recruiting campaigns, we saw a further tangible improvement in both the quantity and quality of applications for open positions. Contributing to this were special incentive programmes (such as an employee referral programme) and the continuing public visibility from having earned the awards as Germany's »Best Employer in ITC« (Great Place to Work, 2014) and »Best Employers in Germany« (*Focus Spezial*, 2014) awards.

In its efforts to promote training and education, All for One Steeb has expanded its co-operation with the Duale Hochschule Baden-Württemberg Ravensburg (DHBW), a state university that employs a dual system of theoretical and practical training. This co-operation helps train students pursuing a Bachelor of Science dual-study degree in the university's Department of Business Informatics. Furthermore, the company supervises and advises on college-degree-related semester and final-year projects, arranges internships for school-age and college students, and now employs trainees in addition to student hires.

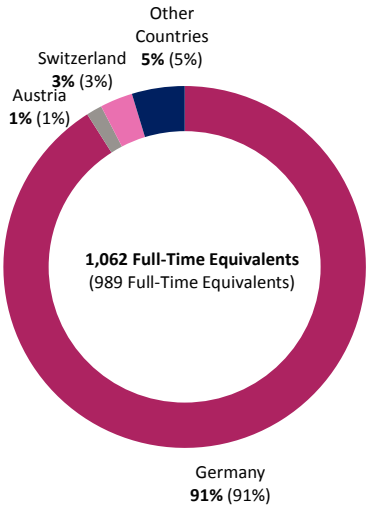
Salaries consist of performance-based variable components in addition to a fixed rate of compensation. The amount of these variable components depends on the scope and responsibilities of the job and position within the company.

The ability to continue with our expansion strategy categorically depends on further increasing our staffing levels. The situation remains tight on the labour market. This is why we have reinforced our recruiting staff and efforts, are continuing to expand our German-language support and service site in Istanbul, and have significantly accelerated our training activities. Our current reporting year's employee retention rate was 95.6% (2013/14: 95.8%) with a health index score of 97.0% (2013/14: 97.4%). How these two non-financial performance indicators are measured is explained in section 1.6, Internal Management System. Such workers as apprentices, trainees, or students from colleges offering alternating on-the-job training and classroom instruction have been included in our personnel figures for the first time as at 30 September 2015. Prior-year figures were adjusted accordingly.

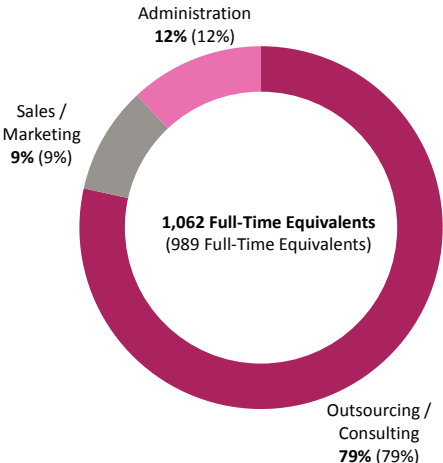
Due to further new hires, staffing strength as at 30 September 2015 increased 8% to 1,203 employees (30 September 2014: 1,113 employees) of which 48 were apprentices and trainees (prior year: 36 employees). The average personnel capacity increased from 926 (2013/14) to 1,030 (2014/15) full-time equivalents. Of the 1,062 full-time equivalents as at 30 September 2015 (30 September 2014: 989), a total of 966 were in Germany (30 September 2014: 898), 15 in Austria (30 September 2014: 13), 31 in Switzerland (30 September 2014: 34) and 50 full-time equivalents were in the other countries (30 September 2014: 44).

The following charts show the percentage distribution of full-time equivalents as at 30 September 2015:

Distribution of Full-Time Equivalents by Country



Distribution of Full-Time Equivalents by Field of Work



Of the 1,062 full-time equivalents (30 September 2014: 989), 840 were employed in the areas of outsourcing services and consulting (30 September 2014: 779), 127 were in administration (30 September 2014: 117) and 95 were in sales and marketing (30 September 2014: 93) as at 30 September 2015.

Diversity in the Company

Qualifications, professional competence and »cultural fit« are our decisive criteria when filling assignments and positions. Likewise, we support a policy of equal opportunities for men and women to participate in holding management positions and strive to always give appropriate consideration to women. In the summer of 2015 we set ourselves the goal of increasing the

share of women in All for One Steeb AG's (parent company, not including subsidiaries) second level of management to at least 10% by 30 June 2017 (30 September 2015: 0%) and in the company's third level of management to at least 20% (30 September 2015: 16%). To achieve our diversity goals, we offer part-time working arrangements at management levels, enable working from a home office, and support our people in finding and selecting appropriate types of childcare. And because we also pay attention to diversity in the configuration of the management and supervisory boards, the supervisory board decided in May 2015 that we will achieve the target of having a 20% share of women (30 September 2015: 0%) serving on the management board by 30 June 2017. In addition, the share of women on the supervisory board will increase to at least 16.66% as at 30 September 2017 (30 September 2015: 0%).

1.6. Internal Management System: Financial and Non-Financial Performance Indicators

We further broadened our group-wide internal management system during the reporting year. Because »human resources« is such a critical factor in so many ways within a services company such as All for One Steeb AG, we introduced the following **non-financial performance indicators** as group-wide management and control parameters:

Employee Retention

The success of our business depends in no small part to the quality we offer our customers, business partners, suppliers and shareholders. Personnel continuity and the ability on this basis to establish and maintain business partner relationships that are stable, sustainable, and resilient play a tremendous role in how the quality of our service and support is perceived. The control indicator we use for this purpose is the employee retention rate (100% minus the ratio of undesired separations to the staffing strength at the beginning of the reporting period, plus additions to the workforce during the reporting year).

Health Index

The aim of our health management programme is to maintain and enhance our workforce's high level of capabilities and effectiveness. We also want to proactively counteract potential health-related absences. A health index (100% minus the number of sick days relative to the scheduled working days of a given reporting period) serves as a control indicator to help us achieve these objectives.

A standardised system was used to calculate, analyse and plan these non-financial indicators on a group-wide basis for the first time, and then monitor them in terms of achieving the benchmarks and their impact on attaining the financial objectives. For this reason, our Outlook (see section 5) also includes information pertaining to non-financial performance indicators for the first time. Other non-financial performance indicators at the individual company, department and team leadership levels are used for fine tuning. These involve what are primarily qualitative goals. As an example, specific qualification programmes are an integral part of the performance objective agreements for many employees in the consulting field.

Besides non-financial performance indicators, All for One Steeb AG's internal management system also encompasses **financial performance indicators**. As was the case in the prior year, the same two control indicators of sales revenues and operating results (EBIT) were again used in the current 2014/15 reporting year. Both control indicators are aligned with an eye towards pursuing – consistent with the business planning – as sustainable and profitable an approach to growth as possible and are re-adjusted annually in terms of their absolute figures. Indicators such as orders on hand, new orders and order range ratios are still not quantified on a group-wide basis and therefore not used for management and control purposes on the Group level.

2. Report on Economic Position

2.1. Economy and the Market

Overall Economic Development

Last year's crisis scenarios, including the Ukraine conflict, economic sanctions on the movement of goods with Russia, and unease in Greece, continued unabated during the current 2014/15 reporting year. New developments during the current reporting year, including the unexpectedly sharp economic slowdown in China, a country considered an important growth market for German exports, and – on the import side of the house – the strong rise in value of the Swiss franc, are added potential sources of economic disruptions. Nevertheless, the German economy continued to quicken its pace of growth. There was also a large upturn in domestic economic activity during the reporting year (*Source: Handelsblatt, 11 September 2015*). The increase in the gross domestic product (GDP, after seasonal and calendar adjustments) improved markedly to 1.6% in 2014 following its relatively weak gains in 2012 (plus 0.6%) and 2013 (plus 0.4% over the prior year). The GDP advanced 0.3% during the period of January to March 2015. Economic output continued growing in the 2nd quarter of 2015 with the GDP gaining 0.4% compared with the prior quarter (*Sources: Federal Statistics Office, Handelsblatt, 11 September 2015*).

Seemingly unimpressed by these crisis scenarios, the key indicators of German business sentiment also trended upwards. The monthly Ifo Business Climate Index rose again in September 2015 (*Source: SPIEGEL ONLINE, 24 September 2015*). Small and mid-sized enterprises in particular are looking ahead optimistically (*Source: KfW-ifo SME Barometer, August 2015*). Large corporations, however, fear a slump in exports (*Source: Handelsblatt, 2 September 2015*). Consequently, the VDMA German Engineering Federation revised its forecast for 2015 and expects a stagnation in the production value. Overall there is a delicate balance between confidence and restraint within our highly export-dependent key industries, primarily the machinery and equipment manufacturing sector and the automotive segment. On the other hand, confidence is the overriding sentiment within that mostly domestic-market-based consumer goods industry, which we aggressively expanded during the reporting year in order to reduce our dependency on those more export-dependent target markets.

IT Market Developments and their Impact on All for One Steeb

As entire industries digitally transform, more and more »digitisable« business processes will be identified along with new, data-based business models, and other drivers of growth for such information technology topics and services as enterprise data analysis (business analytics), the use of mobile devices in business environments (mobile solutions), high-speed data processing (in-memory computing) and cloud services. These will all greatly magnify enterprise software landscapes and provide an important stimulus for the direction that IT companies will be taking. Consequently, the SAP HANA real-time platform was not the only product for which the world's largest maker of enterprise software, namely SAP AG, stepped up its marketing. It also introduced an entirely new generation of business software with SAP S/4HANA and vastly expanded its range of SAP Cloud applications and solutions. SAP AG's leading partners, including All for One Steeb, are playing an ever-greater role in the marketing and distribution of this enhanced range of products. Market watchers, such as IDC, are predicting a high rate of compound growth for the yet-emerging »SAP Cloud Ecosystem« *submarket* (*Source: IDC, 2014, see also section 5, Outlook*). The overall IT market in Germany may again post higher rates of growth than the economy as a whole over the course of the current reporting year. The German market for such IT services as consulting and project business is expected to expand by approximately 3% in 2015 (**Source: BITKOM, 15 March 2015**). The shortage of highly trained and skilled workers remains the biggest impediment to growth. There were a total of 43,000 unfilled positions for IT specialists in Germany as at the end of the financial year 2014/15 (*Source: BITKOM, 30 September 2015*).

Ongoing internationalisation, increasing demands for process optimisation along the entire value chain, and the speed at which digital transformation is becoming a reality were sources of an overall robust demand in terms of investments in IT during the reporting year. As a result, All for One Steeb AG again posted much higher rates of growth than the IT markets during the current 2014/15 reporting year and was able to make additional gains in market share.

2.2. Acquisitions

We view acquisitions as investments in customers, employees, know-how and growth. For this reason we used this strategic acquisition during the financial year 2014/15 to enlarge the Group beyond our normal organic growth:

Grandconsult

With an effective date of 1 April 2015, the share purchase agreement for the majority acquisition of Grandconsult DEXINA GmbH, Filderstadt, was concluded and fully consolidated within the Group's consolidated financial statements. The company changed its name to **Grandconsult GmbH** in August 2015.

All for One Steeb AG currently holds 74.9% of the shares. The seller, DEXINA AG, Böblingen (since mid-2015: DEXINA GmbH), holds the remaining 25.1% of the shares and contributed its IT/technology consulting activities to the newly established Grandconsult GmbH ahead of the transaction. This majority interest represents a most recent annual sales volume of some EUR 6 million. The net purchase price for the acquisition of the 74.9% equity interest was EUR 2.6 million (see section F, Scope of the Consolidation and Changes in Group Structure in the notes to the consolidated financial statements). The purchase price was funded entirely from on-hand liquidity and has hitherto resulted in net cash used in the amount of EUR 1.7 million. The share purchase agreement also includes combined call/put options with what are essentially identical exercise conditions for the later enlargement of the shareholdings to 100%. In terms of economics and for accounting and reporting purposes, these options already led to the recognition of a 100% shareholding within the Group as at the date of initial consolidation, even though the proportion of shareholdings presently held is only 74.9%.

This acquisition will be used to further extend and bolster the technology and management consulting services for businesses with their own data centers that we established under the »Grandconsult« brand at the beginning of 2014. Innovations such as SAP HANA or Cloud Solutions are what initially generate increasing demand for all-inclusive technology consulting, particularly among large corporations. These kinds of skills and expertise are also of increasing importance for transferring innovation to small and mid-sized enterprises, which are All for One Steeb's core market.

Although still a young brand, »Grandconsult« is already well established in its market segment. Because of this, and reinforced by the transaction discussed above, the brand is being actively continued and promoted. Due to the rapid integration and the more precise alignment of our full range of products and services to our customers' respective specialist departments, the contributions to revenues and earnings by the newly formed Grandconsult GmbH in the financial year 2014/15 cannot be determined exactly (see section F, Scope of the Consolidation and Changes in Group Structure in the notes to the consolidated financial statements).

Intragroup Transactions

In addition to the acquisition of Grandconsult GmbH, we undertook other structural measures to improve efficiencies during the financial year. All for One Steeb (Schweiz) AG, Regensdorf/Switzerland, was merged with Process Partner AG, St. Gal-

len/Switzerland. KWP team HR GmbH, Düsseldorf, was merged with KWP Kümmel, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn, which then changed its name to KWP team HR GmbH, Heilbronn. The indirect share of the equity interest in KWP Professional Services GmbH, Hamburg, was enlarged from 83% to 100%. The indirect interest in KWP France S.à.r.l., Entzheim/France, was also enlarged, in this case from 75% to 100%.

2.3. Business Performance

Key Figures: Business Performance

in EUR millions	10/2014 – 9/2015	10/2013 – 9/2014*	Δ in %*
Sales revenues	241.6	217.2	11
EBITDA	27.5	20.5	35
EBIT	19.3	13.5	43
EBIT margin (in %)	8.0	6.2	
Employees (Ø number)	1,159	1,040	11

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

** deviations result from the calculation of values in KEUR

- Sales increased by 11% to EUR 241.6 million
- EBIT increased a disproportionate 43% to EUR 19.3 million; the EBIT margin was 8.0% (prior year: 6.2%)
- Earnings after tax increased by 52% to EUR 11.5 million
- Net liquidity of EUR 3.5 million (30 September 2014: net debt of EUR 5.3 million)
- 1,203 employees (30 September 2014: 1.113 employees)
- Equity ratio of 32% (30 September 2014: 30%)
- EBIT forecast significantly exceeded

All for One Steeb AG continued to execute its growth strategy in the financial year 2014/15. In seven-year comparison (continuing operations, acquisitions included) sales increased 226% to EUR 241.6 million (sales 2008/09: EUR 74.1 million) and the EBIT improved from minus EUR 0.3 million (2008/09) to plus EUR 19.3 million (2014/15). The current EBIT margin is 8.0% (2013/14: 6.2%). The share of recurring revenues to total revenues is an unchanged 46% (2013/14: 46%). Our strong market position, unwavering focus on the customer, integrated business model, further steps towards successfully expanding our strategy as digital transformation moves forward, and our buy & build strategy contributed greatly to these developments.

Forecast 2014/15 and Actual Performance

On 12 November 2014 we published our forecast for the full financial year 2014/15, which projected sales ranging from EUR 230 million to 240 million and an EBIT of between EUR 14 million and 15 million. As business progressed, the high utilisation rates of our consultants and the acquisition of a majority interest in Grandconsult GmbH led to higher-than-expected sales revenues. A good revenue mix, the use of additional economies of scale, and a streamlined system of cost management also provided for a highly disproportionate increase in the EBIT. Consequently, we raised our guidance on 8 May 2015 to reflect revenues of a good EUR 240 million and an EBIT of from EUR 16 million to 17 million while at the same time taking into account Grandconsult GmbH (fully consolidated since April 2015, see section 2.2, Acquisitions).

These upwardly revised revenue and EBIT forecasts were also surpassed as we closed the financial year 2014/15 with revenues of EUR 241.6 million (2013/14: EUR 217.2 million) and an EBIT of EUR 19.3 million (2013/14: EUR 13.5 million).

No predictions were made with respect to developments in the non-financial performance indicators for 2014/15. We broadened the internal management system near the end of the current reporting year by the addition of non-financial performance indicators, which are uniformly determined and managed throughout the Group (see section 1.6, Internal Management System). The employee retention rate in the current reporting year was 95.6% (2013/14: 95.8%) and the health index was 97.0% (2013/14: 97.4%). The methodology for calculating these two non-financial performance indicators is explained in section 1.6, Internal Management System. We have included these non-financial performance indicators for the first time in our forecasts for the financial year 2015/16 (see section 5, Outlook).

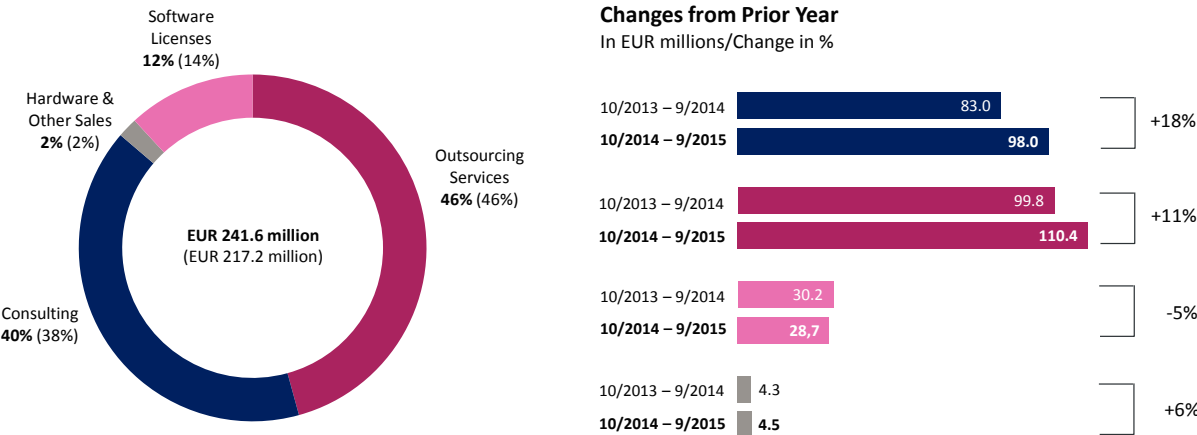
2.3.1. Earnings Situation

Sales Performance

During the reporting period All for One Steeb AG generated sales of EUR 241.6 million, for an increase of 11% over 2013/14 (EUR 217.2 million). Although, and as was expected, revenues from the sale of software licenses did not quite reach the record level set during the prior year, our integrated business model did generate strong gains in revenues from outsourcing services (including cloud services and software maintenance) and consulting.

Sales by Type

The following charts illustrate the performance of sales revenues classified in the following categories: (Deviations result from the calculation of values in KEUR)



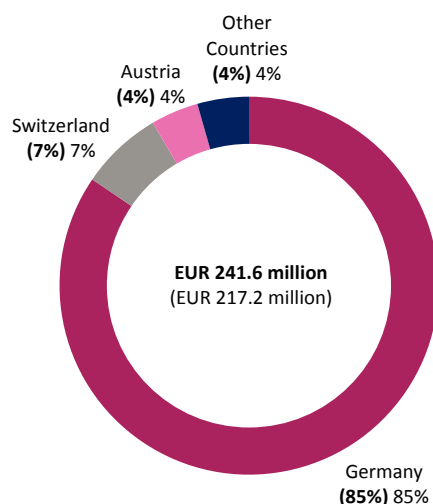
Our managed cloud services benefit from innovations such as those used in the digital transformation journey. The amount of recurring revenues from outsourcing services (including cloud services and software maintenance) thus increased during the reporting period by 11% to EUR 110.4 million (2013/14: EUR 99.8 million). This increase is attributable to both adding new customers and expanding our range of products and services among our established customers, such as by the operation of e-mail landscapes (Microsoft) in conjunction with enterprise software (SAP) within our data centers. These services account for an unchanged 46% of total sales revenues (2013/14: 46%).

SAP S/4HANA was introduced in February 2015 as the successor to the SAP Business Suite. This is also an area in which small to mid-sized enterprises are getting into position to reap real-time benefits. We managed to place SAP HANA within the new SAP customer business to a much greater extent than conventional relational database platforms. The revenues from the sale of SAP licenses of EUR 28.7 million during the reporting year (minus 5% compared to 2013/14) almost matched expectations and fell just short of reaching the record level of the prior year (2013/14: EUR 30.2 million). Our consulting team’s

high level of utilisation and the acquisition of a majority interest in Grandconsult GmbH (see section 2.2, Acquisitions) led to an increase in consulting revenues of 18% to EUR 98.0 million (2013/14: EUR 83.0 million).

Sales by Country

The following chart illustrates the breakdown of sales revenues by country. For the current reporting year, these sales are reported and depicted here based on the domicile of the customer. Prior-year figures were adjusted accordingly:



EUR 204.2 million (share of sales: 85%) of the sales revenues in the reporting period were attributable to Germany – a gain of 10% over the EUR 185.3 million in the prior year (share of sales 2013/14: 85%). Sales revenues in Switzerland increased by a considerable 19% to EUR 17.0 million (2013/14: EUR 14.3 million). Sales revenues in Austria also increased by 18% to EUR 9.9 million (2013/14: EUR 8.3 million) in the reporting period. The revenues of EUR 10.6 million generated in the other countries were also well above those of the prior year (2013/14: EUR 9.3 million).

Earnings Performance

Key Figures: Earnings Performance:

in EUR millions*	10/2014 – 9/2015	10/2013 – 9/2014**	Δ in %***
Sales revenues	241.6	217.2	11
Cost of materials and purchased services	-85.0	-79.6	7
Personnel expenses	-99.5	-88.6	12
Depreciation and amortisation	-8.3	-7.0	18
Other operating expenses/income	-29.5	-28.6	3
EBIT	19.3	13.5	43
Financial result	-3.1	-2.7	18
EBT	16.1	10.8	49
Income tax	-4.7	-3.3	43
Earnings after tax	11.5	7.5	52

* some rounding differences

** adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

*** deviations result from the calculation of values in KEUR

EBITDA Improves 35% to EUR 27.5 Million / EBIT up 43% to EUR 19.3 million / EBIT Margin of 8.0% (2013/14: 6.2%)

Other operating income was EUR 2.9 million (2013/14: EUR 1.5 million). This considerable increase over the prior year is due among other things to the revaluation of the provisions which were recognised for the integration of managed services contracts from the ORGA transaction that was effected in the financial year 2012/13. Major investments were made in data center cloud technologies during the current reporting year for the purpose of establishing an SAP HANA infrastructure. The level of technology we achieved through this also improves our ability to shift customers into our data centers and integrate them within this new IT operating environment. The related one-time reversal of this provision resulted in an earnings contribution of EUR 0.7 million in the current reporting year (2013/14: EUR 0 million).

The cost of materials mostly involves the expenditures for SAP maintenance contracts and the purchase of SAP software licenses. The cost of materials ratio (cost of materials to sales) declined from 37% (2013/14) to 35% (2014/15). This change is due mostly to the slight decline in licensing sales and the disproportionately large increase in consulting revenues. Personnel expenses rose at a disproportionate rate to sales performance and increased 12% to EUR 99.5 million (2013/14: EUR 88.6 million). The share of personnel expenses to sales revenues was unchanged from the prior-year level of 41% (2014/15). Other operating expenses increased by 10% to EUR 33.1 million (2013/14: EUR 30.1 million). The ratio of these expenses to total sales of 14% (2014/15) was at the same level as last year. The total amount of depreciation and amortisation increased 18% to EUR 8.3 million (2013/14: EUR 7.0 million). The large increase in amortisation of other intangible assets from EUR 3.7 million (2013/14) to EUR 4.6 million (2014/15) is attributable primarily to the initial consolidation of Grandconsult GmbH (see section 2.2, Acquisitions).

The EBITDA was EUR 27.5 million (2013/14: EUR 20.5 million) for a gain of 35%. The corresponding EBIT also clearly outperformed sales and improved to EUR 19.3 million, which was 43% above the prior-year figure of EUR 13.5 million. The EBIT margin increased to 8.0% (2013/14: 6.2%).

The financial result for the reporting year improved by EUR 0.4 million to 3.1 million. The acquisition in the financial year 2014/15 (see section 2.2, Acquisitions) was financed using on-hand liquidity.

The EBT rose 49% to EUR 16.1 million (2013/14: EUR 10.8 million) and income taxes increased to EUR 4.7 million (2013/14: EUR 3.3 million). The Group's arithmetical tax rate (income tax/EBT) for 2014/15 was 29% (2013/14: 30%). Earnings after tax were thus EUR 11.5 million (2013/14: EUR 7.5 million) for a plus of 52%. The average number of shares outstanding in the reporting period was 4,982,000 (2013/14: 4,954,926). Earnings per share were EUR 2.30 (2013/14: EUR 1.52), which is an increase of 52%.

2.3.2. Assets and Financial Situation

Financial Management Principles and Objectives

Financial management at All for One Steeb is primarily understood as liquidity management, capital structure management and the management of interest rates and currencies. Another key focus of financial management is the monitoring of and compliance with the terms and conditions of loan agreements used to fund the company. The Opportunities and Risk Report (section 3) provides more details about financial and liquidity risks.

Key Asset and Financial Indicators

	Unit	30.09.2015	30.09.2014*	Δ in %
Equity to assets	%	71	62	15
Days of sales outstanding	days	54	55	-1
Cash	EUR million	41.0	33.3	23
Net liquidity/debt	EUR million	3.5	-5.3	n.a.
Equity ratio	%	32	30	7
Return on equity	%	22.8	16.4	39
Return on total capital	%	7.1	5.1	39

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

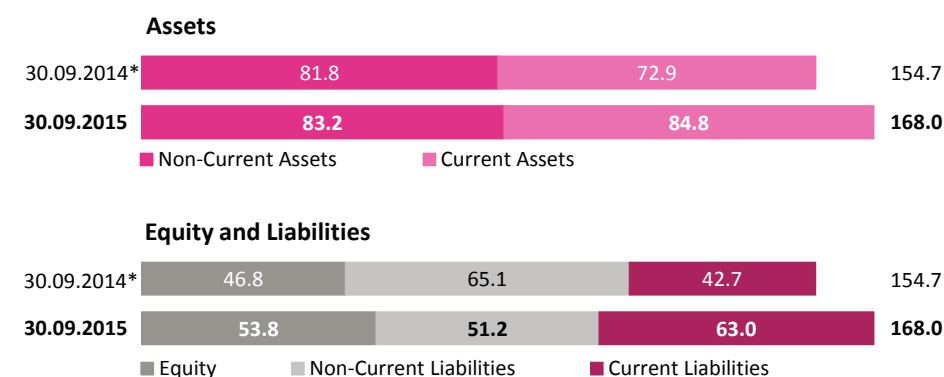
Group Balance Sheet

Total assets increased 9% from EUR 154.7 million (30 September 2014) to EUR 168.0 million (30 September 2015) and includes the initial consolidation of Grandconsult GmbH (see section 2.2, Acquisitions).

Balance Sheet Structure

in EUR millions

(figures may contain rounding differences)



* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

Non-current assets increased slightly from EUR 81.8 million (30 September 2014) to EUR 83.2 million (30 September 2015) and resulted from greater investments in technology for our data centers (plus EUR 1.3 million in tangible fixed assets). The slight increase in goodwill by EUR 0.4 million to 20.0 million (30 September 2014: EUR 19.6 million) includes the initial consolidation of Grandconsult GmbH (see section 2.2, Acquisitions). Because of the regular amortisation of other intangible assets, and despite the initial consolidation of Grandconsult GmbH (see section 2.2, Acquisitions), this item declined by EUR 1.4 million to 45.7 million (30 September 2015). In particular, the other intangible assets item contains the carrying amounts for the newly acquired customer base (EUR 1.3 million) and the existing orders (EUR 0.9 million) from Grandconsult GmbH (see section 2.2, Acquisitions). The other assets position increased by EUR 0.5 million to 1.5 million (30 September 2015). In order to assure the comparability of this balance sheet item with that of the prior year, the other assets item totalling EUR 3.6 million as at 30 September 2014 was adjusted to reflect a non-current portion of EUR 1.0 million and a current portion of EUR 2.6 million. Deferred tax assets reflect an increase of EUR 0.6 million to 1.2 million (30 September 2015).

Current assets increased from EUR 72.9 million (30 September 2014) to EUR 84.8 million (30 September 2015). Despite what was a major expansion of the business, trade accounts receivable only improved by EUR 3.3 million to 36.3 million (30 September 2015). As a result of intensive receivables management, the DSO (days of sales outstanding) were reduced from 55 to

54 days. Cash and cash equivalents increased from EUR 33.3 million as at 30 September 2014 to EUR 41.0 million as at 30 September 2015 in spite of the dividend distribution in an amount totalling EUR 3.7 million (including distributions to non-controlling interests) and the rendering of a purchase price payment in an initial amount of EUR 1.7 million to acquire Grandconsult GmbH (see section 2.2, Acquisitions). The increase is due to the excess liquidity from the operating business.

The decline in non-current liabilities by EUR 13.9 million to 51.2 million (30 September 2015) includes an overall drop in non-current financial liabilities of EUR 16.0 million to 21.5 million (30 September 2015). Of the promissory notes totalling EUR 35 million placed in April 2013 and hitherto reported in their entirety under non-current financial liabilities, an initial tranche of EUR 2.5 million scheduled for repayment on 30 April 2016 was reclassified to the current financial liabilities in the balance sheet as at 30 September 2015. Furthermore, an additional promissory note tranche of EUR 12.0 million, which was terminated early effective 30 September 2015 and repaid ahead of schedule as at 30 October 2015 (see note 24, Financial Liabilities in the notes to the consolidated financial statements), was reclassified to the current financial liabilities. Employee benefit obligations increased by EUR 1.2 million to 3.2 million (30 September 2014: EUR 2.0 million). A reduced discount rate in Switzerland was the primary reason for this change. Other liabilities increased by EUR 2.4 million, whereas the provisions declined by EUR 1.4 million.

The current liabilities increased by EUR 20.3 million to 63.0 million (30 September 2015). The aforementioned reclassification within the financial liabilities resulted in current financial liabilities increasing by a total of EUR 14.6 million to 16.0 million (30 September 2015). Current income tax liabilities (plus EUR 2.8 million), other liabilities (plus EUR 1.6 million) and trade accounts payable (plus EUR 1.7 million) all increased, whereas the provisions (minus EUR 0.5 million) declined.

Total financial liabilities increased from EUR 38.6 million (30 September 2014) to EUR 37.5 million (30 September 2015). Provisions declined from EUR 3.5 million (30 September 2014) to EUR 1.6 million (30 September 2015). This decline is attributable in part to the previously discussed revaluation of the provisions, which were established during the ORGA transaction in the financial year 2012/13 (see section 2.3.1, Earnings Situation, Earnings Performance) and also includes future obligations for severance payments, pre-retirement part-time work and accrued-hours accounts. The increase in other liabilities from EUR 36.7 million (30 September 2014) to EUR 40.7 million (30 September 2015) is mainly due to a future payment obligation for the acquisition of a 40% shareholding in a subsidiary as well as the initial consolidation of Grandconsult GmbH (see section 2.2, Acquisitions). Because of the large increase in cash and cash equivalents, the net debt of EUR 5.3 million (30 September 2014) changed into a net liquidity of EUR 3.5 million (30 September 2015).

Equity improved by EUR 7.0 million to 53.7 million (30 September 2015). Despite the acquisition of Grandconsult GmbH (see section 2.2, Acquisitions) the equity ratio still improved from 30% (30 September 2014) to 32% (30 September 2015). The return on equity (earnings after income tax divided by the average equity) increased to 22.8% (2013/14: 16.4%). The return on total capital (earnings after income tax divided by the average total assets) rose from 5.1% (2013/14) to 7.1% (2014/15).

Overall the structure of the Group balance sheet as at 30 September 2015 improved even further compared to the prior year.

Cash Flow and Investments

The cash flow from operating activities improved considerably from EUR 15.8 million (2013/14) to EUR 21.0 million (2014/15). The EBITDA was EUR 27.5 million and therefore EUR 7.1 million greater than the corresponding prior-year figure. The amount of income tax paid increased markedly by EUR 1.2 million to 2.7 million EUR (2014/15).

Cash flows from investing activities totalled minus EUR 6.8 million in the current reporting period (2013/14: minus EUR 6.7 million). Included here is a purchase price payment in an initial amount of EUR 1.7 million for the acquisition of the shareholding in Grandconsult GmbH (see section 2.2, Acquisitions). Net cash of EUR 5.7 million (2013/14: EUR 3.0 million) was used to purchase intangible assets, tangible fixed assets and other assets, which pertain primarily to investments in technology to further improve the scalability of the data centers. This means that a free cash flow (operating cash flow less cash flows from investing activities) of EUR 14.2 million (2013/14: EUR 9.1 million) was achieved during the reporting year.

Total cash flows from financing activities were minus EUR 6.8 million (30 September 2014: minus EUR 7.9 million, which mainly comprise the distribution of a dividend in the amount of EUR 3.5 million (2013/14: EUR 2.4 million) that the annual general meeting approved on 11 March 2015. Additionally, net cash totalling EUR 2.5 million was used in the prior year to enlarge the shareholdings in subsidiaries.

Cash funds as at 30 September 2015 thus totalled EUR 41.0 million (30 September 2014: EUR 33.3 million).

2.4. Overall Financial Position

We further strengthened and enhanced our business model of being an SAP full-service provider with an extended portfolio over the course of the financial year 2014/15. In addition to organic business expansion and the integration of the acquisitions made in the prior year, we also made yet another targeted acquisition. The large share of recurring revenues helps stabilise our financial position. The increase in total assets lagged behind the increase in business volume, while at the same time equity and cash and cash equivalents in particular continued to rise. The Group maintained a sustained operating cash flow, generated a positive free cash flow, reported cash and cash equivalents totalling EUR 41.0 million (30 September 2015) and enjoys a sound financial position. Furthermore, operational funding lines of credit in the amount of EUR 8.3 million are also available, which offer additional short-term financial flexibility. Looking beyond the current reporting period that ended on 30 September 2015, and after these first few weeks of the financial year 2015/16, we continue to regard the business situation of All for One Steeb AG as very robust.

3. Opportunities and Risk Report

The All for One Steeb Group operates in a dynamic market environment and is managed in a value based manner. We systematically identify and evaluate opportunities and risks in order to successfully implement our strategy, grow profitably, and achieve our goals and forecasts. We closely link the way we manage opportunities and risks so that even when the opportunities and risk situations change, we can still effectively exploit business opportunities, while identifying and proactively managing potential risks early on. We further refined our extensive risk management system and the company's internal control system in addition to broadening and standardising our earlier compliance management system throughout the Group as a whole. Our fundamental aim is to reach a balance between opportunities and risks.

3.1. Opportunities Management

The innovative power and quality of our solutions and services are often critical to our customers' business. We show customers how they can use these to not only improve their enterprise processes, but create and expand new business models as well. The smart use of new technologies makes our operations more efficient and helps us productively use and exploit new opportunities.

Our work focuses on those submarkets, industries and specialised departments in which we can secure and maintain leading positions. An essential part of our opportunities management effort is carefully examining the current and future needs of our customers and their industry-specific success factors. We analyse technology trends and, in particular, the opportunities presented by SAP innovations and related software solutions, and how these can be employed to benefit our customers. We always take a values-based approach to opportunities in order to enhance the enterprise value for our shareholders. We also assess opportunities in terms of investments, personnel resources, capabilities, and other factors that are vital for best accessing and using the identified opportunities. We then reconcile these with the appropriate risk mitigation measures in order to strike a careful balance between opportunities and risks.

Our revenues and earnings forecasts (see section 5, Outlook) take into consideration that portion of the following described opportunities, which we consider as being likely to arise. Not taken into consideration, however, were the opportunities from the trend towards further consolidation on the market, such as through acquisitions.

Opportunities Arising from Significantly Expanding the Customer Base

The strong growth in business has improved the opportunities for subsequent sales and the further penetration of our expanded customer base. What's more, there is the opportunity to again increase the share of recurring revenues and improve the predictability and scalability of our business. A better-than-expected penetration of our markets could also have a positive impact on our earnings, assets and financial situation and result in what would be favourable deviations in our revenues and earnings forecasts (see section 5, Outlook).

Opportunities Arising from Greater Visibility on the Target Markets

Although there was a significant increase in business volume, it is the combination of a much larger core customer base and our clear focus on key industries within selected midmarket segments, specialised departments, and countries where German is spoken, which provides us with greater opportunities of being the first choice for customers seeking a consulting, solutions, and services partner for their IT projects. All for One Steeb is also listed in many market profiles and is often named in the media. Strong and effective direct selling, along with sales through partners, contribute to further expanding the portfolio of reference customers. The character of being a quality-conscious and economically sound service partner that offers its customers exceptional long-term investment prospects has not only afforded the company a very good reputation on the market, but offers good opportunities for a greater and more successful sales performance. Very good positioning in the SAP midmarket segment and our high visibility within the SAP organisation provide us with good opportunities for selling SAP licenses, also from the cloud. Doing so would expand the portfolio of software maintenance agreements and cloud services, which in turn can lead to a rise in recurring revenues. Our earnings, assets and financial situation could benefit from any major improvement in our visibility on the market, which in turn could lead to favourable deviations in our revenues and earnings forecasts (see section 5, Outlook).

Opportunities Arising from an Expanded Partner Programme

As the leading SAP full-service provider on our markets, we remain highly focused and work closely and carefully with selected partners. Doing so allows us to comprehensively and efficiently serve our customers as if from one source without having to diminish our otherwise clear operational focus. Our »All for One Steeb Business Partner Programme« has given us a real competitive edge. This indirect sales channel comprises more than 100 partners in countries where German is spoken, who work the market in close co-ordination with our own direct salesforce. The support provided by these partners enables us to better penetrate our current target markets and sell additional SAP licenses. As another example, these All for One Steeb Business Partners also help place SAP licenses with companies outside our target segments. On a worldwide scale, our co-operation with United VARs – now an SAP Global VAR – ensures low-risk and well-established worldwide customer service and support of a very high quality in more than 70 countries. Our direct sales performance influences our earnings, assets and financial situation. Better-than-expected performance could therefore also lead to favourable deviations in our revenues and earnings forecasts (see section 5, Outlook).

Opportunities as a Full-Service Provider with an Expanded Portfolio

SAP's high pace of innovation guarantees a significantly expanded portfolio of services and solutions. We saw an increased demand for consulting and specialised integration skills relating to the implementation and use of new technologies and initiatives. The fact that small and mid-sized companies are the ones most apt to prefer the benefits that come from having a one-stop resource, provides us in our role as a full-service provider a greater opportunity of implementing new and expanded solution packages, supplementing existing solutions, and providing customers with continuous, end-to-end service and support. Expanding our full range of products and services also improves the opportunities of not only comprehensively supporting customers during economic downturns, but also of using and going beyond the portfolio they have already purchased to gradually sell them our entire line of products and services. Because major corporations are the first movers when it comes to new trends and issues, we have expanded our consulting services accordingly. We increasingly work for large businesses, particularly in the fields of business analytics and corporate performance management, human resource services and solutions, management and technology consulting, and software services from the cloud. This gives us the opportunity of accelerating the transfer of these kinds of services to larger midmarket companies and greatly improving the value of our services for small to mid-sized customers as well. Our earnings, assets and financial situation will not be the only thing that benefits if these trends – such as companies digitally transforming their business – are realised more quickly and comprehensively than planned. Such an accelerated development could also lead to favourable deviations in our revenues and earnings forecasts (see section 5, Outlook).

Opportunities Arising from the Trend Towards Consolidation in the Market

This same high pace of innovation at SAP should continue to accelerate the trend towards specialisation and consolidation among its system resellers and consultancies. Being one of the biggest and strongest SAP full-service providers within our target markets creates opportunities for us to apply our buy & build strategy and use acquisitions to pursue external growth and gain additional market shares beyond our organic growth targets (see section 5, Outlook). The opportunities presented by further successful acquisitions could in part significantly influence our earnings, assets and financial situation. Because they are so difficult to predict, these opportunities are not reflected in our revenues and earnings forecasts (see section 5, Outlook).

3.2. Risk Management System

All for One Steeb AG is exposed to a number of different risks. As part of its overall responsibility for the Group in accordance with §91, section 2 »Aktiengesetz«, the management board established a system for risk management and internal controls especially for the purpose of identifying, analysing and implementing effective countermeasures against existential risks as early as possible. This system is also designed to adequately ensure achievement of the projected financial, operational and strategic goals as well as compliance with rules and regulations. Risk early warning and internal controls are integral parts of our budgeting, control, and reporting processes and as such are firmly anchored within our business processes and workflows in the form of a number of monitoring and management mechanisms. Consequently, this system represents an important cornerstone for making our business decisions. The entities included in the risk consolidation are the same as those within the scope of the consolidation for these consolidated financial statements. All identified risks (gross risks, i.e. before exposure-mitigating countermeasures) are recognised for the purpose of risk reporting and hence also include those risks that have largely been avoided thanks to appropriate countermeasures. The actual reporting is divided into various risk groups (see section 3.5, Individual Risks).

The basic structure of the risk management organisation has not changed from the prior year. The organisation is headed by the risk manager under whose leadership the risk management team performs its operational risk management functions. Risk officers from the various areas and departments of the lead operating company form the core of this team. The subsidiaries also appoint risk officers. They continuously monitor the development of risks and the effectiveness of measures to limit risks within their respective areas or subsidiaries, and on the basis of this prepare a risk analysis and assessment and report regularly to the risk manager. The risk handbook prescribes a standardised method, documents the risk management processes, and provides tools for continuously recording and tracking the results. The risk management team periodically attends workshops under the direction of the risk manager. The findings and results of these workshops are incorporated into the risk report that the risk manager prepares and submits to management. Alongside this, individual risks are monitored on a decentralised basis within each of the departments and subsidiaries by means of special analyses and additional assigned duties and responsibilities. The management board and the risk manager discuss the identified risks in detail, examine and update countermeasures and assess any residual exposure.

This risk management system is fully integrated within the organisational and operational structure and provides the foundation for risk early warning and control.

3.3. Internal Control System

The internal control system is based on the pillars of the »four-eye principle«, »separation of duties«, »integrated reporting« and »internal audits«. Here is where controlling plays a key role. The »four-eye principle« is operationally implemented and monitored within the Group with the help of structured and uniform policies, such as signatory guidelines, operational rules, and organisational guidance. Another effective control and security mechanism is the carefully crafted and tailored rights and authorisations concept that applies across the entire management organisation, and which precisely defines and limits the access and activities of individuals and groups of people to what are predominantly SAP-based applications and functional features. The SAP systems and applications, along with their respective rights and authorisation concepts, were further enhanced with respect to the acquisitions that were made (see section 2.2, Acquisitions, also prior years). The »separation of duties« relating to critical business processes enhances the security, reliability and quality of the workflow. Individual

groups of people are also assigned horizontal duties, so that a system of mutual checks and balances is implemented across the various departments and areas of responsibility.

»Integrated reporting« includes a detailed planning, control and reporting system with numerous analyses and reports about the Group’s situation, position and outlook. The planning process runs from the bottom up and on a monthly basis. In addition, regular forecasting is carried out for the individual companies and operating units, in order to further improve management controls, to recognise any discrepancies or deviations as early as possible and to be able to counteract them with appropriate measures. The current Group information system is supplemented by management meetings and business reviews on various levels within the individual departments and companies. At these meetings and reviews, risks are also discussed, tracked and evaluated, and documented in reports and minutes.

In addition, selected companies undergo a separate audit each year which, among other things, examines their compliance with internal regulations and the quality of the internal control system. The audit manager reports the findings of these internal audits directly to the management and supervisory boards. Three companies underwent an internal audit during the current reporting year.

Our earlier compliance management system was broadened and standardised throughout the Group during the reporting year. This system is designed to ensure adherence to all laws, ordinances, regulations, guidelines, contractual obligations and voluntary commitments, as well as conformity with standards. The compliance management system includes a code of professional conduct, various supplementing policies, and an information privacy management system. At the top of this organisation is a compliance officer, who works together with compliance representatives serving at the subsidiary company level. This compliance organisation is tasked with monitoring the implementation and observance of the various policies and the code of professional conduct, and with updating these as needed. The compliance officer reports to the management board continually about all important compliance events and matters. The compliance officer also reports about compliance directly to the supervisory board’s audit committee once a year.

3.4. Risk Management Method and Reporting

We use the following tables to assess identified risks in terms of their probability of occurrence and their impact on our earnings, assets and financial situation and our revenues and earnings forecasts:

Probability of Occurrence	Description
Less than 1%	unlikely
1% to 5%	remote
6% to 10%	infrequent
11% to 30%	probable
31% to 50%	frequent

Accordingly, we classify risks with a probability of occurrence of less than 1% as »unlikely«. On the other hand, risks that occur on a »frequent« basis have a probability of occurrence of between 31% and 50%. Our risk catalogue does not include those risks with a probability of occurrence greater than 50%. In addition to our own experience and outside appraisals, we also include comparative values from other market participants in our assessment.

The severity or degree of damage that these identified risks can present range from »negligible« to »critical« according to the following scale. This rating depends on the expected impact the damage will have on our earnings, assets and financial situation as well as on our revenues and earnings forecasts (see section 5, Outlook). The time frame for the assessment of these impacts corresponds at least to the forecast period specified in the Outlook section.

Severity / Degree of Damage	Description
1	negligible
2	minor
3	moderate
4	serious
5	critical

We have compiled both assessments – namely the probability of occurrence and severity/degree of damage – in the form of risk priority benchmarks in the following risk matrix. Classifications extend from »low risk« to »medium risk« up to »high risk«. This matrix shows those risks that are most likely to endanger our earnings, assets and financial situation as well as our revenues and earnings forecasts.

Risk Matrix of All for One Steeb AG

Severity / Degree of Damage	Critical (5)					
	Serious (4)			High Risk		
	Moderate (3)			Medium Risk		
	Minor (2)		Low Risk			
	Negligible (1)					
		Unlikely (1)	Remote (2)	Infrequent (3)	Probable (4)	Frequent (5)
		Probability				

3.5. Individual Risks

The following provides a list of risk factors that we have identified and are addressing as part of our risk management system. We do not quantify the individual risks depicted here according to a consistent group-wide methodology for the purpose of internal control and management. These individual risks are instead classified qualitatively as part of an overall assessment of their probability of occurrence and severity. We distinguish between three classes of risk: low, medium and high.

In the interests of providing a balanced consideration of opportunities and risks, our revenues and earnings forecasts (see section 5, Outlook) appropriately take into account both the aforementioned opportunities and the following risks in proportion to their overall qualitative assessment.

Risks Associated with the Development of the Economy and the Regulatory Environment

The most important economic threat scenarios from the prior year are still in play. Many new flash points, such as the unexpectedly abrupt slowdown in China and – as affects imports – the sharp rise in value of the Swiss franc, are responsible for an economic mood that is highly vulnerable to any major fluctuations or strong headwinds.

So far we have managed to limit the risks for our business activities in Switzerland stemming from the sharp rise in the value of the Swiss franc to the euro. One thing we did was merge our two Swiss companies during the reporting year. In this way, our active marketing efforts in Switzerland can concentrate primarily on businesses from the project services sector. Unlike companies in the manufacturing industry, these customers tend to have a lower real net output ratio and are therefore much less susceptible to changes in exchange rates.

In our estimation it is »probable« that these risks will ensue. This assessment also reflects the risks associated with other potential developments beyond the control of All for One Steeb AG. Changes in tax legislation could, for example, impair our business performance. We consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »serious«. For this reason we have categorised these risks in our overall assessment as »high«.

Risks Associated with the Dependency on Strategic Partners, Particularly SAP

The strategy of being a full-service provider focused on a particular solutions portfolio – especially that of SAP – creates a high degree of dependency on this world's largest maker of enterprise software. The continued success for existing and future SAP products on the market and the sustainability of SAP's midmarket strategy, and the terms and conditions for partner sales that go with it, cannot be predicted with any certainty. All for One Steeb AG, continues to work closely and intensively with SAP on all levels. This relationship was instrumental in SAP and United VARs, our partner alliance that provides our customers with worldwide service and support, concluding an SAP global value-added reseller agreement during the reporting year. Inclusion in this small and exclusive circle of major information technology players gives United VARs partners such as All for One Steeb vastly enhanced visibility, along with an added capacity to act not only for the benefit of customers of all sizes, but in our dealings with SAP itself as well. SAP is unquestionably interested in further expanding the share of partner-generated business, as evidenced by All for One Steeb being upgraded from an SAP Gold Partner to a Platinum Partner. These are the sort of actions that underscore the vital role that partners such as All for One Steeb play in the direction that SAP is taking as a business. Management is also in regular and close contact with the decision-makers at

SAP to lend weight to the standpoints and concerns of the partners and the needs of the midmarket-sector customers. On the European level, All for One Steeb has for years been an integral member of the SAP Partner Executive Council (PEC), and on the national level a member of the SAP Executive Circle (Germany) since this reporting year.

Because many of our customers run software applications from Microsoft along with those from SAP, we also expanded our managed communications and collaboration activities during the reporting year. Inevitably, and in addition to SAP, this leads to a certain – although much lesser – dependency on the world’s leading provider of e-mail communications software and its product and partner strategies. Successfully expanding our managed cloud services business leads to other strategic partnerships beyond SAP and Microsoft, including with such technology leaders as NetApp and Cisco. These partnerships naturally create a higher degree of dependency on their product strategies and the risks that go along with it, and which are reflected in the risk assessment that follows.

We assess as »infrequent« the probability that those risks associated with the dependency on strategic partners, particularly SAP, will materialise. We do, however, consider their potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »critical«. For this reason we continue to categorise these risks in our overall assessment as »high«.

Market and Industry Risks

The information technology market is undergoing a major transformation as a result of such technological innovations as big data, cloud computing, Industry 4.0, and the kinds of systems and software that make business processes mobile. And so when examining the market and industry risk situation during the current reporting year, we gave special attention to the risks involved in how our customers are digitally transforming. The marketing of cloud solutions could be hindered, for example, by a lack of customer confidence and the concerns they may have about security, integration capabilities, scalability, configurability and reliability. A sustained and successful marketing of cloud solutions could, on the other hand, lead to temporarily weaker-than-planned one-time revenues from the sale of conventional software licenses before these, after a few years, can be over-compensated for by what would be lower, yet recurring, revenues from using cloud-based software. On top of this there is the risk that enterprise software landscapes will increasingly detour around our private cloud data centers on their way to public cloud environments, which major infrastructure providers could establish as an extension to their existing service portfolios. Additional risks arise from the way our business is so highly focused on specific industries. Machinery and equipment manufacturers, along with automotive suppliers, represent the sorts of industries that are particularly dependent on the export business.

The advancing market consolidation, technical innovations, and new business models may cause an increasingly stressful competitive market. This in turn could place a higher-than-expected strain on margins, endanger consultant utilisation rates, and put a damper on the sale of software licenses, software maintenance, and cloud services.

In order to mitigate market and industry risks, we diligently pressed ahead during the current reporting year with the expanded strategy that we introduced back in the financial year 2013/14, and considerably expanded our core customer base and portfolio of products and services. Approaching department heads at customer enterprises and introducing them to our solutions helps us provide customers with more in-depth and all-encompassing services and support. As what is called a trusted advisor, we increasingly assume the role of a »conductor« who »orchestrates« our customers’ entire enterprise software landscape and can help shape not only its operation, but how customers can best begin or undertake digital transformation. We are also flexibly broadening our managed private cloud services by the addition of public cloud services.

Unlike many of our competitors, and since 2007, we have been consistently utilising the co-location services of leading providers and their facilities for the data centers that we use ourselves. Besides giving added flexibility and scalability, these co-location services also help minimise risk. All of this not only enhances the benefits and value we can provide our customers, but also helps reduce the impact that constant pressure for lower prices has on margins.

The risks associated with bad debt and customer insolvencies, such as may arise in connection with the sizable shifts and changes to which our target industries are subject, are also included within the category of market and industry risks. We further refined our systems and practices – including a vigorous receivables management programme – for the early detection of risks of insolvency among customers in order to specifically limit exposure. Insurance is also used to mitigate the risks posed by bad debts.

Overall we estimate the probability of these market and industry risks materialising as »infrequent«. We consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »moderate«. For this reason we have categorised these risks in our overall assessment as »medium«.

Risks Associated with the Operation of Data Centers

All for One Steeb AG is exposed to the risks inherent with the operation of data centers including those relating to the transmission of data. Unscheduled service interruptions, hacker attacks, and the loss of data integrity, confidentiality and authenticity can not only seriously impair our customers' business operations and continuity, but can also negatively impact our ongoing business, reputation and outlook (see section 5, Outlook).

All for One Steeb employs extensive security measures to reduce these risks. Systems and applications are operated redundantly in state-of-the-art buildings and infrastructures that are located in two entirely separate data centers. In the event of an interruption in systems operations, which in the case of disaster could extend as far as to the failure of an entire data center, operations can be continued essentially without interruption from the other data center. We also invest in sophisticated and cutting-edge technologies from pre-eminent manufacturers, such as for data security purposes.

In consideration of digital transformation with its more highly data-based business models, we paid particular attention to data security and information privacy risks as a part of the risks associated with the operation of data centers during the current reporting year. We offer our customers an extremely high level of security for their data. Our data centers are located in Germany exclusively. Security and information privacy are subject to particularly strict statutory standards in this country.

Despite what is already a high level of security, breaches resulting from such incidents as hacker attacks cannot be entirely avoided. Moreover, any additional revelations, such as those about the NSA and PRISM, could impair customer willingness to invest in cloud services and damage our image and reputation to an extent that could significantly jeopardise achieving our outlook.

For these reasons we increased our investments during the reporting year and further expanded our information security management system. Service management processes according to strict process definitions, various audits, and periodically renewed certifications – such as to comply with the requirements of the Sarbanes-Oxley Act (ISAE 3402) or as an SAP-Certified Provider of Cloud Services – further mitigate risks, while at the same time improving the quality of the rendered services.

We are also examining additional certifications as a means of maintaining our high levels of security, safeguards and productivity. Insurance coverage is also in place that can further limit damages.

Despite these extensive precautionary measures, the risks associated with the operation of data centers cannot be eliminated entirely.

We estimate the probability of these risks materialising as »remote«. We consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »serious«. Therefore we have categorised the risks associated with the operation of data centers in our overall assessment as »medium«.

Risks Associated with Human Resources

In the case of service companies, sustained business success is inextricably linked to having highly qualified and motivated people working for you. Should we fail to adequately develop and retain our current employees, promote and reward talent, recruit new personnel resources, and effectively manage and lead our entire workforce, we may no longer be able to successfully grow and develop our business. It is when managers and experts leave the company without being able to smoothly transition their duties and responsibilities to qualified replacements that we face the risk of deterioration in service quality and customer satisfaction, and consequently the impairment of the business. This is why All for One Steeb is working carefully and rigorously to grow our staffing base in line with how the business is developing. Extensive experience gained during past and successfully completed integration projects and continuously expanding training and professional development programmes form a good foundation for accomplishing this. What's more, we purposely enlarged our internal management system by the addition of selected human resources non-financial performance indicators so that we will be able to more rapidly and accurately counteract any indication that human resources related risks may be materialising. In particular, and despite these measures, the risks associated with a tight labour market, which could impair the planned expansion of the workforce, can only be contained to a limited extent.

We estimate the probability of these risks occurring as being »infrequent«. Despite careful preparations and uninterrupted monitoring, there still remain risks associated with human resources. The fact that we consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »moderate«, is why we have categorised these risks in our overall assessment as »medium«.

Financial and Liquidity Risks

Promissory notes in the amount of EUR 35 million were placed in the financial year 2012/13 in order to better align the corporate funding with the planned business development over the long term. The financing conditions were secured over the long term in the form of what are mostly fixed interest rates – depending on the tranche and term. All three tranches with terms of three, five and seven years are due at maturity. The promissory notes are not subordinated and are unsecured.

Should certain events occur, the holders of the promissory notes are authorised to raise the interest margin or, as applicable, to call the promissory notes due immediately. These events primarily involve adhering to the agreed targets for the equity ratio and the relationship between total net debt and EBITDA. Should there be certain changes in the shareholder structure of All for One Steeb (change of control), the creditors will also be authorised to completely cancel their loan commitments and call the loans due immediately. The management board carefully monitors compliance with the terms and conditions of the promissory notes. Furthermore, earnings, as well as the assets and financial situation, are monitored monthly using a

Group-wide reporting system and variances to budget are analysed to counteract any unplanned outflows or too few inflows of cash as quickly as possible. Risk is also mitigated by the fact that major parts of the business are distributed across many individual customers and that a promissory note tranche in the amount of EUR 12.0 million was terminated early effective 30 September 2015 and repaid ahead of schedule as at 30 October 2015 (see note 24, Financial Liabilities in the notes to the consolidated financial statements). The management board expects to comply with the terms and conditions in this financial year and in the future.

We estimate the probability of these risks occurring as being »unlikely«. We consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »critical«. Our overall assessment categorises these risks as »medium«.

Risks Associated with the Use and Valuation of Tax Loss Carry Forwards

The use and valuation of tax loss carry forwards and the related deferred tax assets are, however, subject to risks stemming primarily from tax-related legal uncertainties with respect to the provisions of §8c German Corporation Tax Act (hereafter called »Körperschaftsteuergesetz«).

Based on the findings of earlier tax audits, we estimate the probability of these risks occurring as being »remote«. Nevertheless, we cannot rule out them having a potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook), which we consider as being »serious«. Other restructurings under corporate law at the shareholder level, new decisions by the Federal Fiscal Court and lower fiscal courts, as well as tax legislation itself could have a major impact on the use of loss carry forwards for those financial years not yet covered by tax audits. For this reason we have categorised these risks in our overall assessment as »medium«.

Risks Associated with Acquisitions

The acquisitions that were made (see section 2.2, Acquisitions, also prior years) are not only accompanied by the risks of financial miscalculations and errors in business judgement that can impair the ability of these equity investments to retain their value, but more importantly by the integration risks associated with the customers and employees that were taken over. All for One Steeb has extensive experience in acquisitions and exercises great care and attention to detail in their related preparation, due diligence and integration of new customers and employees. Even so, there remain significant risks. We estimate the probability of these risks occurring as being »infrequent«. We consider the potential impact on our earnings, assets and financial situation, the other risks discussed in this report, and on our revenues and earnings forecasts (see section 5, Outlook) to be »moderate«. For this reason we have categorised these risks in our overall assessment as »medium«.

3.6. Overall Risk Profile

There was little if any change from the prior year in those risks classified in the current risk matrix as »high risk« or »medium risk«. In our overall assessment, and in spite of the apparent domination of reported risks as compared to the aforementioned opportunities (see section 3.1, Opportunities Management), we believe that opportunities outweigh the risks. Given our market position and the large and ever-growing number of regular customers, and in light of our highly trained and dedicated

employees, and our further expanded foundation of solutions and services, we are confident that we can not only successfully meet the new challenges posed by this latest overall risk profile, but also strengthen what we consider to be our Number 1 position in the SAP market in countries where German is spoken and increasingly serve larger clients. All of this reinforces our claim to a permanent place within the relevant set of IT contract awards and projects in our target industries. This overall risk profile also forms the basis for our outlook report (see section 5).

4. Supplementary Report

BEKO HOLDING AG, Nöhagen/Austria, holds 11.58% of the shares of All for One Steeb AG, and a majority interest in this company was acquired by BEKO Beteiligungsverwaltung OG (now: Kotauczek & Fritsch OG), Nöhagen/Austria, over the course of October 2015. For this reason, BEKO Beteiligungsverwaltung OG notified us in October 2015 that its 11.58% of the voting rights in All for One Steeb AG will be attributed to BEKO HOLDING AG. The related voting rights announcements are posted on the Investor Relations section of our website www.all-for-one.com.

No further reportable events occurred after 30 September 2015.

5. Outlook

Outlook for the Economy as a Whole

So far, economic research institutes are forecasting that the economy will gain 1.8% for the full 2015 year, while some even expect an increase of between 1.7% and 2.1% for 2016 (*Source: Handelsblatt, 11 September 2015*). It is uncertain whether these projections can be maintained, especially in light of how dependent Germany is on the health of the global economy. An important indicator of this health is growth in China, which from July to September 2015 dropped to below seven percent for the first time since the global financial crisis of 2009 (*Source: Spiegel Online, October 2015*). The unexpected disclosures about how Volkswagen manipulated emissions data for its vehicles could have negative consequences for business, the scale of which is still difficult to estimate. A recession, instead of continued growth, cannot be ruled out for 2016, especially if the developments outlined above are compounded by unresolved debt problems and more regional conflicts.

Projected Developments in the Target Markets

The uncertain overall economic picture has long since impacted the machinery and equipment manufacturing industry, and automotive suppliers. Leading industry groups such as the VDMA German Engineering Federation and the ZVEI German Electrical and Electronics Manufacturers Association are noticeably reserved when it comes to making their own projections. One ray of hope is the consistently high degree of innovativeness with which many companies will be able to defend or strengthen their good positions on the global marketplace. Despite increased risks, this is why many market observers see German businesses with their equally strong industrial and technological base as being well positioned on worldwide markets well into the future.

Outlook for the IT Markets

The many international crises and lingering uncertainty about how the economy will develop are making themselves felt in terms of the outlook for the IT markets in 2016. Market watchers, such as IDC, are predicting that the yet-emerging »SAP Cloud Ecosystem« submarket in EMEA (Europe, Middle East and Africa) will grow from USD 230 million (2013) to USD 3.3

billion (2018) (Source: IDC, 2014). This would correspond to a compound annual growth of approximately 70%. Those small, yet rapidly growing IT submarkets are contributing more and more to how the information technology market as a whole performs. SAP, for example, introduced an entirely new generation of business software with SAP S/4HANA and vastly expanded its portfolio of cloud and business network applications.

Projected Business Performance for All for One Steeb

Over the past few years, All for One Steeb AG has gradually established an improved position from which to move forward thanks to careful preparations and a strategy that has been adjusted to allow it to not only concentrate on SAP for selected midmarket industries in countries where German is spoken, but also include a range of products and services for larger mid-sized enterprises and major corporations alike. The robust business model features a large share of recurring revenues from outsourcing services (including cloud services and software maintenance). By progressively implementing its buy & build strategy, we enhanced our strength on the market as an SAP full-service provider with an expanded portfolio and unlocked new growth potential. All for One Steeb, as the recognised Number 1 in the SAP midmarket segment in countries where German is spoken, is increasingly being asked by large companies for new technologies such as enterprise data analysis (business analytics), human resource services from the cloud or technology consulting for the use of high-speed data processing (in-memory technology).

Should the demand in our markets prove to be as steady and robust as this in the financial year 2015/16, then, with our business model and our current overall risk profile, we may well see yet another step in growth. Our greatly expanded core customer base provides a solid foundation for recurring revenues. For this reason we should succeed in further increasing the amount of recurring revenues from outsourcing services (including cloud services and software maintenance) again in 2016. The sale of software licenses is subject to major fluctuations and therefore difficult to predict and budget. A further shifting of one-time licensing revenues toward pay-as-you-use cloud software is probable and addressed in our outlook. The full twelve-month inclusion of Grandconsult GmbH may provide the impetus for additional growth in our consulting business.

In the financial year 2015/16 we want to follow SAP's lead and significantly expand our already good foundation to get the most out of new and future growth opportunities along the digital transformation journey. Doing so is expected to not only lead to increased expenses and investments, such as in our own SAP S/4HANA-based industry solutions and cloud portfolio, but also promote and advance our recurring business both now and in the future. Furthermore, the expenses for expanding the workforce, which were budgeted for the current reporting year, will not be incurred until the financial year 2015/16. In light of all this, we expect revenues in the financial year 2015/16 to be within a range of EUR 255 million to 265 million with an EBIT of between EUR 17.5 million and 19.5 million.

As a result of what was very good performance in terms of earnings and liquidity, corporate funding was further optimised and promissory notes in the amount of EUR 12.0 million were repaid early as at 30 October 2015 (see note 24, Financial Liabilities in the notes to the consolidated financial statements). Additional tranches of promissory notes totalling EUR 2.5 million are due for scheduled repayment as at 30 April 2016.

In light of increased training activities, we expect the workforce to grow disproportionately larger than revenues. The financial year 2015/16 will also mark the first time that the non-financial performance indicators of employee retention and health index will be applied as supplemental management and control parameters on a full year basis. Our goal for both performance indicators is to maintain the present levels (+/- 0.5% points).

Based on current assessments, there are no foreseeable special factors that would influence the preceding projections for our financial year 2015/16 or the financial years beyond. Especially economic setbacks of the kind that are difficult to assess and cannot be ruled out could, however, result in lowered demand together with delinquent debt and insolvencies among our customer base, and endanger our ability to achieve these forecasts. This is why potential economic setbacks continue to pose the main risk to our projected business performance.

6. Other Information

6.1. Dependent Company Report

Pierer Industrie AG, Wels/Austria, and Unternehmens Invest AG, Wels/Austria, each hold 25.07% of the share capital of All for One Steeb AG. A voting agreement exists between both shareholders. In addition to Pierer Industrie AG and Unternehmens Invest AG as directly controlling companies, these companies' shareholders and other parent companies, along with Mr Stefan Pierer and Dr Rudolf Knünz, can also indirectly exercise a controlling influence over All for One Steeb AG. Because a dependency may exist to these indirect companies, all the relationships with all controlling companies and their affiliated companies are documented in the dependent company report.

In accordance with §312, section 3 »Aktiengesetz«, the management board declares in the dependent company report that – based on the circumstances known to it at the time the respective legal transaction was undertaken – the company and its subsidiaries have received appropriate consideration for each transaction made.

6.2. Corporate Governance Statement

The Corporate Governance Statement pursuant to §289a »Handelsgesetzbuch« is published in the Investor Relations section of the company's website www.all-for-one.com.

6.3. Compensation Report

The management board of All for One Steeb AG consisted of Lars Landwehrkamp and Stefan Land during the reporting year. The benefits granted to the members of the management board for the current financial year totalled KEUR 1,581 (2013/14: KEUR 1,472) and the allocations amounted to KEUR 1,745 (2013/14: KEUR 1,159). Fixed compensation for the members of the management board consisted of a basic salary, benefits in kind for the use of a company car and the payment of direct insurance. The additional performance-related compensation component is based on the annual target achievement of the EBT as reflected in the audited consolidated financial statements of All for One Steeb AG. A long-term variable compensation component will also be paid and which is calculated based on the cumulative earnings per share over a period of years. Pension-related expenses consisted of contributions to a support fund.

Compensation for the supervisory board is regulated in §11 of the company articles of association. In accordance with these provisions, the members of the supervisory board receive an annual fixed amount of compensation that is determined by the annual general meeting. The chairman receives three times and the deputy chairman one-and-a-half times this amount of compensation. Furthermore, members also receive compensation for their work in committees. The chairman of a committee receives four times the amount of this committee membership remuneration. Members of the supervisory board who were

not in office for the entire financial year receive compensation on a pro rata basis. No performance-based compensation is provided. Total compensation during the reporting year for the supervisory board was KEUR 115 (2013/14: KEUR 115).

No loans were extended nor stock options granted to the members of the management board or the supervisory board during the reporting year. Individual compensation for members of each of the boards is reported in the notes to the consolidated financial statements.

6.4. Information Concerning Takeovers

Information Pursuant to §315, Section 4 »Handelsgesetzbuch« (HGB)

Composition of Issued Share Capital (No. 1)

The issued share capital in the amount of EUR 14,946,000 (30 September 2013: EUR 14,946,000) consists of 4,982,000 (30 September 2014: 4,982,000) registered no-par-value shares with a nominal value of EUR 3 per share.

Restrictions on Voting Rights or the Transfer of Shares (No. 2)

The management board is not aware of any restrictions affecting voting rights or the transfer of shares, or in particular of any restrictions that could result from agreements among the shareholders.

Direct or Indirect Shares in the Capital that Exceed 10% of the Voting Rights (No. 3)

Pierer Industrie AG, Wels/Austria, holds 25.07%, Unternehmens Invest AG, Wels/Austria, holds 25.07%, BEKO HOLDING AG, Nöhagen/Austria, holds 11.58% and Qino Capital Partners AG, Hünenberg/Switzerland, holds 10.18% of the share capital and voting rights in the company. A voting agreement exists between the first two companies.

Holders of Shares with Special Rights (No. 4)

No All for One Steeb AG shares confer special rights of control.

Type of Voting Rights Control for Employee Shares (No. 5)

There are no employees holding an interest in the share capital of All for One Steeb AG, who cannot directly exercise their rights of control.

Legal Provisions and Stipulations in the Company Articles of Association Governing the Appointment and Removal of Members of the Management Board and on Amending the Company Articles of Association (No. 6)

a) Appointment of Members of the Management Board

In accordance with §84, section 1 »Aktengesetz« and §6, section 2 of the company articles of association, the members of the management board are appointed by the supervisory board for a maximum term of five years. The management board will consist of at least two persons in accordance with §6, section 2 of the company articles of association. Furthermore, the supervisory board will determine the number of members in the management board in accordance with the provisions set forth by law. The supervisory board can appoint a member of the management board to be chairman of the management board and may also appoint deputy members of the management board. Pursuant to §85, section 1 »Aktengesetz« the court can, in urgent cases and on petition of an involved party, appoint the member in the event that a required member of the management board is lacking (for example when there is only one member of the management board in office). In any case,

and pursuant to §85, section 2 »Aktiengesetz«, the term of the court-appointed member of the management board expires as soon as the original deficiency is corrected.

b) Removal of Members of the Management Board

The supervisory board may revoke the appointment as member of the management board and the appointment as chairman of the management board with good cause in accordance with §84, section 3, sentence 1 »Aktiengesetz«. Good cause according to §84, section 3, sentence 2 »Aktiengesetz« is gross dereliction of duty, inability to properly manage the business or a vote of no confidence by the annual general meeting, unless such confidence by the shareholders was withdrawn for clearly irrelevant reasons. The revocation of appointment to the management board is effective according to §84, section 3, sentence 4 »Aktiengesetz« until such time as the invalidity of such revocation may be judged legally final.

c) Amendments to the Company Articles of Association

Pursuant to §179, section 1, sentence 1 »Aktiengesetz«, a resolution of the annual general meeting is required for any amendment to the company articles of association. The supervisory board is, however, authorised according to §17 of the company articles of association in connection with §179, section 1, sentence 2 »Aktiengesetz« to approve amendments to the company articles of association that only affect its wording.

According to §179, section 2, sentence 1 »Aktiengesetz«, a resolution by the annual meeting on amending the company articles of association requires a majority vote that includes at least three-quarters of the represented share capital at the time the resolution was adopted. According to §179, section 2, sentence 2 »Aktiengesetz«, the company articles of association may set forth other requirements and a different capital majority, although only a larger capital majority may be stipulated for any changes to the corporate purpose. On the basis of this statutory authority, §14, section 3, sentence 3 of the company articles of association provides that resolutions for amending the company articles of association be approved by simple majority vote to the extent that such is legally permissible.

Authority of the Management Board, Particularly Regarding its Ability to Issue or Repurchase Shares (No. 7)

In accordance with §5, section 4 of the company articles of association, and with the consent of the supervisory board, the management board is authorised until 10 March 2020 to increase the share capital up to a total of EUR 7,473,000 through one or more issues of new registered shares for cash and/or contributions in kind (2015 Authorised Capital). Shareholders will always be granted a subscription right. The new shares may also be taken over by one or more financial institution with the obligation to offer them for subscription to the shareholders. The management board, with the consent of the supervisory board, will specify the conditions of the share issue. The supervisory board is authorised to revise the wording of the company articles of association to reflect the scope of the capital increase from authorised capital or after the expiration of the authorisation period. The management board is, however, authorised with the consent of the supervisory board to exclude the statutory subscription rights for shareholders:

- a) to the extent such is necessary to even out fractional amounts;
- b) when a given volume of shares does not exceed 50% of the share capital and is being issued for contributions in kind for the purpose of buying companies or equity interests in companies or business units, or for the purpose of acquiring claims against the company;

-
- c) when a capital increase in exchange for cash contributions does not exceed 10% of the share capital and the issue price of the new shares is not substantially lower than the stock exchange price (§186, section 3, »Aktiengesetz«); when using this authorisation to exclude subscription rights according to §186, section 3, sentence 4 »Aktiengesetz«, the exclusion of the subscription right on the basis of other authorisations according to §186, section 3, sentence 4 »Aktiengesetz« must be taken into account.

The annual general meeting of 11 March 2015 authorised the management board in accordance with §71, section 1, number 8 »Aktiengesetz« to repurchase shares of All for One Steeb AG stock in a total amount of up to 10% of the share capital by 10 March 2020. This corresponds to 498,200 registered no-par-value shares. The management board made no use of this authorisation during the reporting period.

Material Agreements under the Condition of a Change of Control as a Result of a Takeover Bid (No. 8)

Certain changes in the shareholder structure of All for One Steeb (change of control) may result in the holders of the promissory notes (totalling EUR 35 million) being able to call their share of the notes due payable immediately.

Indemnity Agreements in the Event of a Takeover Bid (No. 9)

No company indemnity agreements with members of the management board or other employees have been made for the event of a takeover bid.

Filderstadt, 14 December 2015

All for One Steeb AG

Lars Landwehrkamp
CEO

Stefan Land
CFO

CONSOLIDATED FINANCIAL STATEMENTS

All for One Steeb AG

Financial Year from 1 October 2014 to 30 September 2015

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Group Income Statement and Other Comprehensive Income of All for One Steeb AG
Financial Year from 1 October 2014 to 30 September 2015

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014*
Income statement		
Sales revenues (1)	241,592	217,227
Other operating income (2)	2,868	1,513
Cost of materials and purchased services (3)	-85,019	-79,643
Personnel expenses (4)	-99,532	-88,577
Depreciation and amortisation (6)	-8,262	-6,992
Other operating expenses (7)	-32,391	-30,064
EBIT	19,256	13,464
Financial income	337	353
Financial expense	-3,473	-3,014
Financial result (8)	-3,136	-2,661
EBT	16,120	10,803
Income tax (9)	-4,660	-3,259
Earnings after tax	11,460	7,544
<i>attributable to equity holders of the parent</i>	<i>11,436</i>	<i>7,508</i>
<i>attributable to non-controlling interests</i>	<i>24</i>	<i>36</i>
Other comprehensive income		
Remeasurements of defined benefit liability	-1,139	-784
Related tax	131	154
Items that will never be reclassified to profit or loss	-1,008	-630
Unrealised profits (+) / losses (-) from currency translation	186	17
Items that are or may be reclassified to profit or loss	186	17
Other comprehensive income	-822	-613
Total comprehensive income	10,638	6,931
<i>attributable to equity holders of the parent</i>	<i>10,614</i>	<i>6,895</i>
<i>attributable to non-controlling interests</i>	<i>24</i>	<i>36</i>
Undiluted and diluted earnings per share		
Earnings per share in EUR (10)	2.30	1.52

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The accompanying notes are an integral part of these consolidated financial statements.

Group Balance Sheet of All for One Steeb AG as at 30 September 2015

ASSETS in KEUR	30.09.2015	30.09.2014*	01.10.2013*
Non-current assets			
Goodwill (11)	19,990	19,605	17,022
Other intangible assets (11)	45,694	47,126	43,473
Tangible fixed assets (12)	9,876	8,615	8,943
Financial assets (13)	4,981	4,934	4,583
Other assets (18)	1,467	1,003	0
Deferred tax assets (14)	1,159	514	264
	83,167	81,797	74,285
Current assets			
Inventories (16)	1,229	686	362
Trade accounts receivable (17)	36,262	32,972	30,767
Current income tax assets (15)	492	310	235
Financial assets (13)	3,100	2,980	2,658
Other assets (18)	2,686	2,573	1,705
Cash and cash equivalents (19)	41,041	33,347	31,637
	84,810	72,868	67,364
Total assets	167,977	154,665	141,649
EQUITY AND LIABILITIES in KEUR	30.09.2015	30.09.2014*	01.10.2013*
Equity			
Issued capital (20)	14,946	14,946	14,580
Capital reserve (20)	11,228	11,228	8,849
Other reserves (20)	606	420	403
Retained earnings	26,936	20,094	19,140
Share of equity attributable to equity holders of the parent	53,716	46,688	42,972
Non-controlling interests (22)	89	140	2,181
Total equity	53,805	46,828	45,153
Non-current liabilities			
Provisions (23)	34	1,432	2,941
Employee benefit obligations (5)	3,210	1,983	1,126
Financial liabilities (24)	21,520	37,236	36,776
Deferred tax liabilities (25)	14,815	15,228	12,823
Other liabilities (26)	11,615	9,246	5,595
	51,194	65,125	59,261
Current liabilities			
Provisions (23)	1,615	2,093	1,331
Current income tax liabilities (15)	5,300	2,501	690
Financial liabilities (24)	16,008	1,387	1,076
Trade accounts payable (27)	10,948	9,276	11,735
Other liabilities (26)	29,107	27,455	22,403
	62,978	42,712	37,235
Total liabilities	114,172	107,837	96,496
Total equity and liabilities	167,977	154,665	141,649

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The accompanying notes are an integral part of these consolidated financial statements.

Group Cash Flow Statement of All for One Steeb AG
Financial Year from 1 October 2014 to 30 September 2015

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014*
EBT	16,120	10,803
Amortisation of intangible assets	4,626	3,690
Depreciation of tangible fixed assets	3,636	3,302
Financial result	3,136	2,661
EBITDA	27,518	20,456
Increase (+) / decrease (-) in value adjustments and provisions	-1,640	-469
Other non-cash expense (+) and income (-)	-122	-21
<i>Changes in assets and liabilities:</i>		
Increase (-) / decrease (+) in trade receivables	-2,342	-579
Increase (-) / decrease (+) in financial assets	-938	-577
Increase (-) / decrease (+) in other assets	-1,857	-1,336
Increase (+) / decrease (-) in trade payables	1,642	-2,697
Increase (+) / decrease (-) in other liabilities	1,420	2,484
Income tax paid	-2,654	-1,468
Cash flow from operating activities	21,027	15,793
Purchase of intangible, tangible fixed and other assets	-5,683	-2,993
Sale of intangible, tangible fixed and other assets	270	1,038
Purchase of consolidated equity interests	-1,717	-5,070
Interest received	334	324
Cash flow from investing activities	-6,796	-6,701
Cash flow from loans and long-term financial liabilities	0	15
Repayment of loans and long-term financial liabilities	0	-15
Interest paid	-1,461	-1,418
Repayment of finance leases	-1,321	-1,258
Increase in shareholding in consolidated equity interests	-305	-2,471
Dividend payments to shareholders and non-controlling interests	-3,689	-2,734
Cash flow from financing activities	-6,776	-7,881
Increase / decrease in cash and cash equivalents	7,455	1,211
Effect of exchange rate fluctuations on cash funds	212	21
Change in cash from initial consolidation of fully consolidated companies	27	479
Cash funds at start of financial year	33,347	31,636
Cash funds at end of financial year (19)	41,041	33,347

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The accompanying notes are an integral part of these consolidated financial statements.

Group Statement of Changes in Equity of All for One Steeb AG
Financial Year from 1 October 2014 to 30 September 2015

in KEUR	Share of equity attributable to equity holders of the parent				Non-controlling interests (22)	Total shareholders' equity
	Issued share capital (20)	Capital reserve (20)	Reserve from currency translation	Retained earnings		
Balance as at 1 October 2014	14,946	11,228	420	20,094	140	46,828
Earnings after tax	0	0	0	11,436	24	11,460
Other comprehensive income	0	0	186	-1,008	0	-822
Total comprehensive income	0	0	186	10,428	24	10,638
Issue of ordinary shares	0	0	0	0	0	0
Dividend distribution	0	0	0	-3,487	0	-3,487
Distribution to non-controlling interests	0	0	0	0	-24	-24
Acquisition of non-controlling interests without a change in control	0	0	0	0	0	0
Acquisition of a subsidiary with non-controlling interests	0	0	0	-99	-51	-150
Transactions with owners of the company	0	0	0	-3,586	-75	-3,661
30 September 2015	14,946	11,228	606	26,936	89	53,805
As previously reported as at 1 October 2013*	14,580	8,849	403	19,280	6,214	49,326
Adjustments due to correction of error	0	0	0	-140	-4,033	-4,173
Balance as at 1 October 2013*	14,580	8,849	403	19,140	2,181	45,153
Earnings after tax	0	0	0	7,508	36	7,544
Other comprehensive income	0	0	17	-630	0	-613
Total comprehensive income	0	0	17	6,878	36	6,931
Issue of ordinary shares	366	2,379	0	0	0	2,745
Dividend distribution	0	0	0	-2,430	0	-2,430
Distribution to non-controlling interests	0	0	0	0	-174	-174
Acquisition of non-controlling interests without a change in control	0	0	0	-3,494	-1,903	-5,397
Acquisition of a subsidiary with non-controlling interests	0	0	0	0	0	0
Transactions with owners of the company	366	2,379	0	-5,924	-2,077	-5,256
Balance as at 30 September 2014	14,946	11,228	420	20,094	140	46,828

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

All for One Steeb AG

Financial Year from 1 October 2014 to 30 September 2015

A. General

All for One Steeb AG is a public corporation with its headquarters at Gottlieb-Manz-Strasse 1, Filderstadt, Germany. As a leading SAP full-service provider, All for One Steeb AG's range of products and services includes consulting, the sale of software licenses, outsourcing and IT services.

The financial year of All for One Steeb AG begins on 1 October and ends on 30 September of the following year.

B. Accounting

The consolidated financial statements of All for One Steeb AG (hereafter called All for One Steeb, the company or the Group) as at 30 September 2015 are based on the company's uniform accounting principles. The valuation, consolidation and classification principles were applied consistently by all the Group companies. The consolidated financial statements are presented in thousand euros (KEUR) rounded to the next thousand.

The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS), which are required to be applied in the European Union. All of the International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) of the International Financial Reporting Interpretations Committee/Standing Interpretations Committee (IFRIC/SIC) required for the preparation of the IFRS consolidated financial statements in this financial year were applied.

The consolidated financial statements of All for One Steeb AG apply the cost method except for securities and first-time reported assets from business combinations at the time control was assumed. These assets are reported at their respective fair values. Expenses and income are allocated on an accrual basis.

C. New Accounting Standards

Changes in Accounting Principles

The following standards and interpretations issued by the International Accounting Standards Board (IASB) were adopted by the European Union (EU) and were applied in preparing the consolidated financial statements as at 30 September 2015:

- IFRS 10 »Consolidated Financial Statements«
- IFRS 10 »Transition Guidance« (IFRS 10, IFRS 11 and IFRS 12) (revised)
- IFRS 10 »Investment Entities« (IFRS 10, IFRS 12 and IAS 27) (revised)
- IFRS 11 »Joint Arrangements«
- IFRS 12 »Disclosures of Interests in Other Entities«
- IAS 27 »Separate Financial Instruments« (revised)
- IAS 28 »Investments in Associates and Joint Ventures« (revised)
- IAS 32 »Offsetting Financial Assets and Financial Liabilities« (revised)
- IAS 36 »Recoverable Amount Disclosures for Non-Financial Assets« (revised)
- IAS 39 »Novation of Derivatives and Continuation of Hedge Accounting« (revised)
- IFRIC 21 »Levies«

IFRS 11 »Joint Arrangements« was adopted by the Group for the first time in the financial year 2014/15. Its effects on the balance sheet items and on the income statement are reported under note 30, Related Parties.

The application of new or revised standards and interpretations had no further impact on the All for One Steeb consolidated financial statements.

Additional New or Revised Standards

The following standards were adopted by the European Union (EU) but were not applied to the consolidated financial statements as at 30 September 2015 because their application was not yet compulsory:

- IAS 19 »Defined Benefit Plans: Employee Contributions« (revised)
- Annual Improvements to IFRSs – 2010-2012 Cycle
- Annual Improvements to IFRSs – 2011-2013 Cycle

The following new or revised standards were not adopted by the EU as at 30 September 2015:

- IFRS 9 »Financial Instruments«
- IFRS 10, IFRS 12 and IAS 28 »Investment Entities: Applying the Consolidation Exception« (revised)
- IFRS 11 »Accounting for Acquisitions of Interests in Joint Operations« (revised)
- IFRS 15 »Revenue from Contracts with Customers«
- Annual Improvements to IFRSs – 2012-2014 Cycle
- IAS 16 and IAS 38 »Clarification of Acceptable Methods of Depreciation and Amortisation« (revised)
- IAS 16 and IAS 41 »Agriculture: Bearer Plants« (revised)
- IAS 27 »Equity Method in Separate Financial Statements« (revised)
- IFRS 10 and IAS 28 »Sale or Contribution of Assets between an Investor and its Associate or Joint Venture« (revised)

The EU decided in October 2015 not to adopt the IFRS 14 »Regulatory Deferral Accounts« standard.

These changes/revisions are not expected to have any material impact on the Group's earnings, assets and financial situation.

D. Structure of the Operating Segment and Sales Revenues

We do not review profitability or decisions about the allocation of Group resources on the basis of individual segments, but rather in terms of a single integrated whole. All for One Steeb has therefore had only one single operating segment since May 2014.

The Group's sales revenues are divided into consulting, software licenses, outsourcing services (including cloud services and software maintenance), hardware and other revenues. Revenues are broken down geographically into Germany, Switzerland, Austria, Luxembourg and other countries.

E. Consolidation Principles

All for One Steeb AG and all subsidiaries over which the company exercises legal or actual control are included in the company's consolidated financial statements.

Control is assumed to be exercised when the respective parent has the power to govern the potential subsidiary on the basis of voting or other rights, participates in positive or negative variable returns of the subsidiary, and can influence these returns through its power to govern.

The financial statements of the companies to be included in the consolidated financial statements are included in the consolidated financial statements from the beginning of the time exercise of control was possible until the end of the time of exercise of control was possible.

The purchase method and the full goodwill method are used in the capital consolidation of the subsidiaries. At the time of the acquisition the cost of the acquisition is offset against its revalued equity. The subsidiary's assets and liabilities are measured at fair value as part of the revaluation. Deferred taxes are recognised on hidden reserves and liabilities disclosed as part of the initial consolidation to the extent that this realisation is not also applicable for tax purposes. Whereas any remaining positive difference between the cost of an acquisition and the net assets measured at fair value is recognised as goodwill, a negative difference is reported as income from the acquisition after again identifying all of the assets acquired and liabilities assumed.

Whereas the measurement of the non-controlling interests' goodwill using the purchase method is based on the proportionate share of the revalued net assets, the full goodwill method uses fair value. In subsequent periods, any discovered hidden reserves and liabilities will be adjusted, amortised or eliminated in accordance with how the corresponding asset or liability is to be treated.

Intergroup revenues, expenses and income, as well as all receivables and liabilities among the consolidated companies, were eliminated. The effects on income tax were taken into account for those consolidation transactions treated as income and deferred taxes were recognised. Forward contracts for the purchase of additional shareholdings in existing subsidiaries are accounted for using the anticipated acquisition method, which means that no non-controlling interests are recognised.

The effects that the acquisition of former non-controlling interests has on already fully consolidated companies are reported under equity.

F. Scope of the Consolidation and Changes in Group Structure

In addition to All for One Steeb AG, the consolidated financial statements include all domestic and foreign companies in which the company as at 30 September 2015 directly or indirectly held a majority of the voting rights or exercised control on the basis of other rights in terms of IFRS 10.

In addition to All for One Steeb AG, the following companies are included in the company's consolidated financial statements as at 30 September 2015:

COMPANY	Share in %
Direct interests	
Process Partner AG, St. Gallen/Switzerland	100.0
All for One Steeb GmbH, Vienna/Austria	100.0
AC Automation Center Sàrl, Luxembourg/Luxembourg (10% of which is indirect)	100.0
AC Automation Center SA/NV, Zaventem/Belgium	100.0
All for One Steeb Yazılım Servisleri LTD, Istanbul/Turkey	100.0
KWP team HR GmbH, Heilbronn/Germany	100.0
avantum consult AG, Düsseldorf/Germany	100.0
Grandconsult GmbH, Filderstadt/Germany*	74.9
WEBMAXX GmbH, Munich/Germany	73.7
OSC AG, Lübeck/Germany*	60.0
Indirect interests	
KWP Austria GmbH, Vienna/Austria	100.0
KWP France S.à.r.l., Entzheim/France	100.0
KWP Czech s.r.o., Prague/Czech Republic	100.0
KWP Professional Services GmbH, Hamburg/Germany	100.0
OSC Smart Integration GmbH, Hamburg/Germany	60.0
OSC Business Xpert GmbH, Burgdorf/Germany	30.6

* carried in the accounts as a 100% shareholding.

The scope of the consolidation changed during the reporting year as follows:

	Germany	Abroad	Total
Number of companies as at 1 October 2014	9	9	18
Additions in the reporting year	1	0	1
Disposals from mergers	-1	-1	-2
Number of companies as at 30 September 2015	9	8	17

Companies Using the Exemption pursuant to §264, Section 3 »Handelsgesetzbuch«

Pursuant to §264, section 3 »Handelsgesetzbuch«, the company KWP team HR GmbH, Heilbronn/Germany, is exempt from the obligation to prepare, have audited, and disclose annual financial statements and a management report under commercial law according to regulations applicable to corporations.

Significant Transactions and Changes in the Scope of the Consolidation:

Grandconsult

The share purchase agreement for the majority acquisition of Grandconsult GmbH, Filderstadt, was concluded with an effective date of 1 April 2015. The company changed its name to Grandconsult GmbH in August 2015. All for One Steeb AG currently holds 74.9% of the shares. The seller, DEXINA AG, Böblingen (since mid-2015: DEXINA GmbH), holds the remaining 25.1% of the shares and contributed its IT/technology consulting activities to the newly established Grandconsult GmbH ahead of the transaction. The share purchase agreement also includes combined call/put options with what are essentially identical exercise conditions for the later enlargement of the shareholdings to 100%. In terms of economics and for accounting and reporting purposes, these options already led to the recognition of a 100% shareholding within the Group as at the date of initial consolidation, even though the proportion of shareholdings presently held is only 74.9%.

This majority interest represents a most recent annual sales volume of some EUR 6 million. This transaction is a business combination in accordance with IFRS 3. Grandconsult GmbH was included in All for One Steeb AG's consolidated financial statements by way of full consolidation with an effective date of 1 April 2015.

This acquisition will be used to further extend and bolster the technology and management consulting services for businesses with their own data centers that we established under the »Grandconsult« brand at the beginning of 2014. Innovations such as SAP HANA or Cloud Solutions are what initially generate increasing demand for all-inclusive technology consulting, particularly among large corporations. These kinds of skills and expertise are also of increasing importance for transferring innovation to small and mid-sized enterprises, which are All for One Steeb's core market.

The preliminary purchase price of the acquisition, less the assumed cash and cash equivalents, was EUR 2.7 million. A fixed purchase price component of EUR 1.7 million was financed using on-hand liquidity. An earnout component was also agreed to and is based on the company's further performance over the next two years. The earnout component is limited to an amount of EUR 0.4 million. A discounted amount of KEUR 20 was recognised for the earnout components as at 30 September 2015. An advance payment is to be made for this at the beginning of 2016 with the final settlement being made at the end of the earnout phase. The combined call/put options were recognised with an amount of EUR 0.9 million as at 30 September 2015.

The initial allocation of the fair value acquisition costs of the acquired assets and liabilities undertaken at the acquisition date and their carrying amounts immediately prior to the business combination are shown in the following table. The final verification of these stated values will, however, only be made after the preparation of the consolidated financial statements and may vary from the following values that are categorised as »preliminary«:

Grandconsult in KEUR	Carrying amount	Adjustments to fair value	Opening carrying value
Goodwill	285	100	385
Other intangible assets	2,524		2,524
Other assets	31		31
Cash	27		27
Total assets	2,867	100	2,967
Deferred tax liabilities	189		189
Other liabilities	33		33
Total liabilities	222		222
Net assets	2,645	100	2,745
Purchase price			2,745
Assumed cash and cash equivalents			27
Net purchase price			2,718

External revenues of EUR 4.2 million and a contribution to earnings after taxes of KEUR 30 million are attributable to the Grandconsult GmbH acquisition for the period of April to September 2015. This includes EUR 0.5 million in depreciation and amortisation of the assets acquired in conjunction with the Grandconsult GmbH acquisition.

The accumulated one-time transaction expenses during the reporting period totalled EUR 0.1 million.

Pro Forma Disclosures (IFRS 3)

Had the initial consolidation of Grandconsult GmbH been made at the beginning of the financial year 2014/15, then this would have resulted in pro forma revenues of EUR 245.0 million and pro forma earnings after tax of EUR 12.5 million. These pro forma figures were determined for indicative and comparative purposes only. They provide no reliable information about the operating results that would actually have been achieved had the acquisition been made at the beginning of the financial year, nor about future revenues and earnings.

The following table shows the identifiable intangible assets assumed from the acquisition of Grandconsult GmbH expressed in KEUR:

OTHER INTANGIBLE ASSETS OF Grandconsult in KEUR	Purchase price	Estimated useful life Months
Customer base	1,278	96
Orders on hand	848	9-21
Human resources database	398	96
	2,524	

The goodwill of EUR 0.3 million consists in particular of intangible assets that can neither be identified nor recognised separately as an asset other than as goodwill, and include »human capital«, such as the consultant's qualifications and expertise.

All for One Steeb AG assumes that the goodwill recognised in the financial year 2014/15 will not be deductible for tax purposes.

Further Transactions and Changes in the Scope of the Consolidation

All for One Steeb (Schweiz) AG, Regensdorf/Switzerland, (direct investment, share of interest: 100%), was merged with Process Partner AG, St. Gallen/Switzerland (direct investment, share of interest: 100%). The indirect interest in KWP team HR GmbH, Düsseldorf, was merged with KWP Kümmel, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn, which then changed its name to KWP team HR GmbH, Heilbronn. The indirect interest in KWP Professional Services GmbH, Hamburg, was enlarged from 83% to 100% in return for a payment in the amount of KEUR 140. The indirect interest in KWP France S.à.r.l., Entzheim/France, was also enlarged, in this case from 75% to 100%. The payment for this increase totalled KEUR 10. These last two share purchases were made with no change of control and therefore IFRS 3 did not apply.

G. Foreign Currency Translation

The items recognised in the financial statements of the individual companies within the Group are valued on the basis of the respective functional currency. The consolidated financial statements are prepared in the euro currency. All for One Steeb's reporting currency and functional currency is the euro.

Transactions made in foreign currencies are translated into the functional currency at the prevailing rate of exchange on the date of the transaction. Foreign-currency monetary assets and liabilities are translated at the exchange rate on the balance sheet date. Exchange differences are recognised in the income statement under other operating expenses. Non-monetary assets and liabilities, which were valued at historical cost in a foreign currency, are translated at the exchange rate on the day of the business transaction.

The translation of the financial statements of the included companies, whose functional currency differs from the Group's reporting currency, is made as follows: The assets and liabilities are translated at the period-end exchange rate, equity at historical rates and the expenses and income at the average annual exchange rate. The resulting exchange differences are recognised as equity not affecting net income.

The most important changes in exchange rates in relation to the euro were as follows:

in EUR	Year-end rate		Average exchange rate	
	30.09.2015	30.09.2014	10/2014 – 9/2015	10/2013 – 9/2014
CHF	1.0913	1.2076	1.0975	1.2208
CZK	27.0890	27.5990	27.4287	27.3037
TRY	3.3835	2.8543	2.9321	2.8897

Source: reference euro exchange rates from the European Central Bank published monthly by the Deutsche Bundesbank

H. Accounting and Valuation Principles

The financial statements of All for One Steeb AG and its domestic and foreign subsidiaries are prepared in accordance with IFRS 10.19 using uniform accounting and valuation principles.

Assumptions and Estimates

Assumptions and estimates were made when preparing the consolidated financial statements, which affected the disclosure and amounts of the reported assets, debts, income, expenses and contingent liabilities. In some cases, the actual amounts may vary from the assumptions and estimates that were made. Changes will be recognised in the income statement at the time more accurate information becomes available.

In this regard, particular note should be made of the reporting and valuation of goodwill and other intangible assets (note 11), trade accounts receivable (note 17), provisions (note 23), current and deferred (income) tax assets and liabilities (notes 14, 15 and 25).

Recognition of Revenues and Expenses

Sales revenues and other operating income are credited to the income statement at the time the product is delivered to, or the service is rendered for, the customer. Sales revenues are reported without value-added tax and take into consideration sales adjustments such as credit notes, commercial discounts and similar deductions.

Revenues from software maintenance, service and cloud agreements, as well as from managed services, are recognised on an accrual basis. Revenues from the sale of licenses are considered realised when the customer acquires actual power of disposition over the software.

Consulting and training revenues are generated on the basis of individual services agreements and realised as the services are performed.

In accordance with IAS 18 and in conjunction with IAS 11, revenues from the rendering of longer-term project contracts are recognised with reference to their stage of completion using the percentage of completion method of accounting. The stage of completion is determined on the basis of the hours of work already performed in relation to the estimated total number of hours for the respective project. The amount of revenue to be recognised on the reporting date is determined by applying this result (as a percentage) to the total revenues.

Operating costs are recognised in the income statement at the time use is made of the rendered service, or at the time of its causation, while interest income and expenses are recognised on an accrual basis. Dividends are recognised at the time they are distributed.

Financial Result

Valuation differences from adjustments of foreign currency exchange rates, which arise on financial assets and liabilities including internal Group financial relationships, are reported in the financial result.

Financial income includes dividend income from unconsolidated equity interests, interest income from loans granted and assets from finance leases as well as other income directly related to the financing or the investment in financial assets.

Financial expenses include the interest expenses from loans and finance lease obligations, as well as other expenses directly related to the financing or the investment in financial assets, insofar as these are not required to be reported as shareholders' equity. Interest expenses are recognised in the income statement using the effective-interest method. The cost of borrowed capital is not capitalised. Furthermore, the financial expenses include valuation adjustments from the forward share purchase contracts as well as changes in the value of the contractually guaranteed dividend payments.

Government Grants

These government grants relate to assets. In accordance with IAS 20, they are only recognised when there is reasonable assurance that any conditions attached to the grants will be complied with and that the grants will be awarded.

Earnings per Share

Earnings per share are determined on the basis of dividing the annual net earnings by the average number of shares outstanding (issued shares less treasury stock). There are no effects from dilution.

Goodwill

Goodwill arises from the application of the purchase method and the full goodwill method to business combinations, provided the cost exceeds the fair value of the net assets of the purchased subsidiary on the acquisition date. In accordance with IAS 38 no write-downs on goodwill have been made since 1 January 2005.

Other Intangible Assets

Acquired and self-created intangible assets are capitalised at cost or fair value if it involves business combinations, provided that the criteria stipulated in IAS 38 are met. Regular straight-line amortisation is made over the projected useful lives of the assets, provided that their useful lives can be determined with sufficient accuracy.

Impairment of Goodwill and Other Intangible Assets

Goodwill and other intangible assets with an indefinite useful life are tested for impairment at least once a year in accordance with IAS 36. Each impairment loss is recognised immediately in the income statement. All other intangible assets are tested for impairment as circumstances dictate. For impairment testing, assets are allocated where necessary to the smallest identifiable group of assets, or cash-generating unit, which generates cash flows that can be measured. An impairment loss is recognised when the cash-generating unit's carrying amount is greater than the recoverable amount. This is determined by the higher of the fair value less costs to sell and the value in use as measured using the discounted cash flow method.

Tangible Fixed Assets

Tangible fixed assets are reported at cost less regular straight-line depreciation in accordance with IAS 16.

Regular depreciation is made across the projected economic life of the assets within the Group, which are as follows:

	Years
Buildings	30
Leasehold improvements	2 – 15
IT systems	3 – 6
Operating and office equipment	4 – 13

Land is not depreciated.

An impairment loss is charged against earnings in accordance with IAS 36 in the event that the carrying amount is greater than the estimated recoverable amount. Any income or loss generated from the disposal of tangible fixed assets is reported in the income statement.

Leasing Arrangements

Leased assets under IAS 17, which are leased under terms by which the Group assumes all substantial risks and benefits incident to ownership from an economic perspective, are classified as finance leases and capitalised as non-current assets at the time of acquisition. At the same time, financial liabilities of the corresponding amount are recognised. Recognition is made at the lower of the fair value at the inception of the lease or the present value of the minimum lease payments. The depreciation methods and useful lives should be consistent with those for other comparable purchased assets. The interest component of lease payments is recognised in the interest result.

Lease payments are recognised in full as an expense in the case of operating leases in which beneficial ownership remains with the lessee.

Financial Assets

Financial assets in terms of IAS 39, which are of relevance for All for One Steeb, are classified as follows:

- Held-to-maturity financial investments
- Receivables and loans
- Available-for-sale financial assets

With the exception of receivables and loans, financial assets with determinable payments and fixed terms, which the company can and wishes to hold to maturity, are classified as held-to-maturity financial investments. These financial investments with a maturity of more than twelve months after the balance sheet date are reported as **non-current assets**, while all others are reported as **current assets**. In particular, the former includes entitlements from finance leases as well as other assets. Their value is stated at nominal value or at the original cost including transaction costs less cumulative value adjustments.

Cash and cash equivalents include cash on hand and deposits in banks. Changes in fair values are recognised in the financial result. **Trade accounts receivable** and other receivables are reported at amortised cost. Trade accounts receivable are reported less value adjustments. Accounts receivable exposed to an increased risk of default are evaluated individually and written down as needed. No value adjustments were made to any of the other financial assets. As yet uncompleted contract activity from consulting or managed services agreements is valued using the percentage of completion method and reported under trade accounts receivable, provided it is probable that payment will be made to the Group. Included under **available-for-sale financial assets** are those assets that cannot be allocated to the categories above. Gains and losses from the evaluation of the fair value are recognised directly in equity. Cumulative profit or losses that were previously recognised in equity are reported in the income statement at the time the financial investments are cancelled.

Non-Controlling Interests

As at the acquisition date, the non-controlling interests measured using the purchase method are recognised with the proportionate share of revalued net assets of the subsidiary, while the non-controlling interests measured using the full goodwill method are recognised at the proportionate share of fair value of the subsidiary. An adjustment of non-controlling interests will be made in subsequent periods taking into consideration current profits and losses, distributions to non-controlling interests and currency differences. Non-controlling interests are reported as equity in the Group balance sheet.

Inventories

Inventories of merchandise (hardware and software held for sale) are valued at average cost or their potentially lower net realisable sale value. An appropriate value adjustment will be made for any other impairment.

Provisions

Provisions are recognised with respect to the cause or amount of uncertain obligations, provided there exists a legal or constructive obligation stemming from an underlying causal event occurring prior to the balance sheet date, and it is probable that an outflow of resources embodying economic benefits will be necessary in order to fulfill the obligation. Long-term provisions with a remaining term of more than one year are reported at their discounted settlement amount on the balance sheet date, provided the discounting effect is significant.

Employee Benefit Obligations

All for One Steeb's active and former employees receive benefits and pensions based on the various local statutory employee benefit plans. In addition to defined contribution plans, there are also defined benefit plans whose value is determined using the projected unit credit method stipulated in IAS 19. The employer contributions for the respective period are recognised in the income statement for all defined contribution plans. The full amount of the post-employment benefit liabilities is presented in the balance sheet as at the respective reporting date. Actuarial gains and losses are recognised directly in other comprehensive income in the periods in which they occur, with deferred taxes being taken into account.

Liabilities

Trade accounts payable and other liabilities are reported at their nominal value, amortised cost or at fair value.

Financial Liabilities

The financial liabilities include interest-bearing liabilities from loans and from finance lease transactions as well as short-term liabilities to banks. These are reported at their nominal value or amortised cost.

Taxes

Current income taxes are calculated on the basis of earnings before taxes taking into account the respective country-specific regulations governing the computation of taxable income.

Deferred tax assets and liabilities result from the differences between the amounts stated for assets and liabilities in the tax balance sheet and the IFRS consolidated financial statements, provided such differences are not permanent. The Group uses the liability method, according to which deferred tax assets or liabilities can be determined based on the legal principles that are either valid or actually in force on the balance sheet date. In this case the tax rates at the time of the projected tax realisation are applied. Deferred tax assets also result from accumulated tax losses that can be carried forward (tax loss carry forwards), which can be offset against subsequent taxable earnings.

Deferred tax assets on temporary differences and on tax losses brought forward are only recognised in an amount corresponding to the probability that in the foreseeable future there will be sufficient taxable income available and that the Group will derive a benefit from applying them to it. The foreseeable future is principally considered to be the next four financial years.

Deferred tax assets and liabilities are not discounted and are reported in the balance sheet as non-current assets and liabilities.

Other taxes, such as transaction taxes or taxes on wealth and capital, are shown as operating expenses.

Personnel Figures

Unless otherwise indicated, the personnel figures refer to the number of individuals employed. Part-time positions are not included on a pro rata basis. Trainees and apprentices have been included in the personnel figures for the first time. The prior year figures have been adjusted accordingly.

Cash Flow Statement

The cash flow statement depicts an analysis of the changes in cash and cash equivalents. In accordance with IAS 7, the cash flow statement differentiates between cash flows from operating activities, investing activities and financing activities. The operating cash flow is derived from the Group balance sheet and income statement using the indirect method. Influences from changes in the scope of the consolidation, effects from the application of IFRS 5, as well as any currency-related valuation differences on the cash and cash equivalents, are reported separately.

Contingent Liabilities

Potential obligations for which the outflow of resources is considered improbable are not reported in the balance sheet and their potential projected financial effects (exposure) are reported as contingent liabilities.

I. Financial Risk Factors

Financial Risks

Financial risk management is handled according to the principles established by the company. These govern the company's protection against currency, interest and credit risks, cash management and short-term and long-term financing. The goal is to reduce financial risks while weighing the hedging costs against the risks being taken. Derivative financial instruments to hedge the mainstream business may be used when deemed appropriate. In order to minimise the counterparty credit risk, transactions will only be made with first-class counterparts.

Currency Risks

Fluctuations in currency rates have an impact on the presentation of assets and liabilities in the consolidated financial statements that are prepared in euros, insofar as assets and liabilities are denominated in currencies other than the euro. This is why All for One Steeb strives to finance its assets in the same currency. Revenue recognition within the individual companies is made predominantly in the same currency as that used for expenses. To the extent deemed necessary, remaining risks involved in foreign-currency accounting are covered using currency transactions (futures, options). Foreign currency hedges are not being used at the present time.

Changes in Interest Rate Risks

There will be exposure to changes in interest rates as long as there are long-term, interest-bearing liabilities with variable interest rates. These risks are minimised by interest hedges and the continuous monitoring of global interest-rate policies. Interest hedges are not being used at this time.

A reasonably possible change in interest rates of +/- 100 basis points would have an impact of +/- KEUR 120 (prior year: +/- KEUR 120) on Group earnings before taxes. The sensitivity analysis assumed that all other variables remain constant.

Liquidity Risks

All for One Steeb places the utmost importance on maintaining solvency at all times. Each company maintains an adequate amount of cash. The lead operating company All for One Steeb AG also has liquidity reserves and unused operational funding lines of credit.

In the case of the All for One Steeb AG promissory notes in a nominal amount of EUR 35.0 million, the holders of these promissory notes are authorised to raise the interest margin or, as applicable, to call the promissory notes due immediately should certain events occur as stipulated in the covenants. These events primarily involve adhering to the agreed targets for

the equity ratio and the relationship between total net debt and EBITDA. The creditors will also be authorised to cancel their loan commitments and call a total amount of EUR 35.0 million due immediately should certain changes be made in the All for One Steeb shareholder structure (change of control). These covenants had been complied with in full as at the balance sheet date. Because the management board continuously monitors compliance with the terms and conditions of the promissory notes, the risks resulting from such covenants are considered to be minor.

Default Risks

Default risks arise primarily from affording clients time to make payments and from the counterparty risk involved in financial transactions. The default risks from providing services and products are addressed in part through commercial credit insurance, credit checks on customers, monitoring of accounts receivable and the implementation of regular reminder procedures.

J. Correction of Error in Accordance with IAS 8

While preparing the consolidated financial statements (IFRS) as at 30 September 2015, and with respect to the acquisition of a majority interest (60% of the shareholdings) in OSC AG (at that time: myOSC.com AG) with an effective date of 1. November 2012 (date of initial consolidation), it was determined that the acquisition of the remaining shares (40% of the shareholdings) that was agreed for 1 October 2016 was recognised incorrectly. While making the initial consolidation as at 1 November 2012, the »Non-controlling interests« item under equity was used instead of the recognition of a non-current liability. This entry was made on the basis of an external expert opinion that was prepared on behalf of All for One Steeb AG and resulted in the reporting of an increased equity ratio and an increased earnings after tax according to IFRS from that date forward.

Because of this initial consolidation, the purchase commitment for the 40% shareholding was not measured on an ongoing basis according to the contractually stipulated purchase price calculation method. The ongoing updating of the seller's entitlement to the purchase price would have retrospectively led to an additional financial expense that should have been recognised in the income statement. A dividend was guaranteed as part of the agreement and for which an obligation in the amount of KEUR 421 was also to have been recognised in conjunction with the initial consolidation, and through which the amount of goodwill would have increased accordingly.

The company initiated a correction immediately upon discovering the error, which was applied retrospectively to these consolidated financial statements according to the rules of IAS 8.41ff. Furthermore, the management board has taken all necessary actions to prevent similar errors in the future.

The individual effects of the corrections for the prior year (1 October 2013 to 30 September 2014) are reflected in the following tables.

Correction to the Group Income Statement Financial Year from 1 October 2013 to 30 September 2014

Extract:

in KEUR	10/2013 – 9/2014 as previously reported	Correction according to IAS 8	10/2013 – 9/2014 adjusted
Income statement			
Sales revenues	217,227	0	217,227
EBIT	13,464	0	13,464
Financial income	353	0	353
Financial expense	-1,791	-1,223	-3,014
Financial result	-1,438	-1,223	-2,661
EBT	12,026	-1,223	10,803
Income tax	-3,259	0	-3,259
Earnings after tax	8,767	-1,223	7,544
<i>attributable to equity holders of the parent</i>	<i>8,068</i>	<i>-560</i>	<i>7,508</i>
<i>attributable to non-controlling interests</i>	<i>699</i>	<i>-663</i>	<i>36</i>
Other comprehensive income	-613	0	-613
Total comprehensive income	8,154	-1,223	6,931
<i>attributable to equity holders of the parent</i>	<i>7,455</i>	<i>-560</i>	<i>6,895</i>
<i>attributable to non-controlling interests</i>	<i>699</i>	<i>-663</i>	<i>36</i>
Undiluted and diluted earnings per share			
Earnings per share in EUR	1.63		1.52

Correction to the Group Balance Sheet as at 30 September 2014

Extract:

ASSETS in KEUR	01.10.2014 as previously reported	Correction according to IAS 8	30.09.2014 adjusted
Non-current assets	81,376	421	81,797
Goodwill thereof	19,184	421	19,605
EQUITY AND LIABILITIES in KEUR	01.10.2014 as previously reported	Correction according to IAS 8	30.09.2014 adjusted
Total equity	52,094	-5,266	46,828
Retained earnings thereof	20,794	-700	20,094
Non-controlling interests thereof	4,706	-4,566	140
Total non-current liabilities	59,615	5,510	65,125
Other liabilities thereof	3,736	5,510	9,246
Total current liabilities	42,535	177	42,712
Thereof other liabilities	27,278	177	27,455

Correction to the Group Opening Carrying Values as at 1 October 2013

Extract:

ASSETS in KEUR	01.10.2013 as previously reported	Correction according to IAS 8	30.09.2014 adjusted
Non-current assets	73,864	421	74,285
Goodwill thereof	16,601	421	17,022
EQUITY AND LIABILITIES in KEUR	01.10.2013 as previously reported	Correction according to IAS 8	30.09.2014 adjusted
Total equity	49,326	-4,173	45,153
Retained earnings thereof	19,280	-140	19,140
Non-controlling interests thereof	6,214	-4,033	2,181
Total non-current liabilities	54,797	4,464	59,261
Other liabilities thereof	1,131	4,464	5,595
Total current liabilities	37,105	130	37,235
Other liabilities thereof	22,273	130	22,403

**Correction to the Group Cash Flow Statement
Financial Year from 1 October 2013 to 30 September 2014**

Extract:

in KEUR	10/2013 – 9/2014 as previously reported	Correction according to IAS 8	10/2013 – 9/2014 adjusted
EBT	12,026	-1,223	10,803
Amortisation of intangible assets	3,690	0	3,690
Depreciation of tangible fixed assets	3,302	0	3,302
Financial result	1,438	1,223	2,661
EBITDA	20,456	0	20,456
Cash flow from operating activities	15,793	0	15,793
Cash funds at end of financial year	33,347	0	33,347

The following obligatory disclosures in the notes (see the detailed information in sections K and L) and line items within the consolidated financial statements are affected by the correction and have been restated accordingly:

- Group Statement of Changes in Equity
- K.8.: Financial Result
- K.9.: Income Tax
- L.11.: Goodwill and Other Intangible Assets
- L.22.: Non-Controlling Interests
- K.26.: Other Liabilities
- K.29.: Additional Information about Financial Instruments
- Consolidated Statement of Changes in Fixed Assets

Explanatory Notes to the Consolidated Financial Statements

K. Income Statement

The income statement was prepared according to the aggregate cost method.

1. Sales Revenues

Sales by type of revenue are classified in the following categories:

SALES BY TYPE in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Consulting	97,987	82,970
Outsourcing services	110,378	99,822
Software licenses	28,720	30,167
Hardware	4,428	4,225
Other sales	79	43
Total	241,592	217,227

Sales by country are depicted as follows:

SALES BY COUNTRY* in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Germany	204,160	185,304
Switzerland	16,965	14,271
Austria	9,852	8,344
Luxemburg	6,439	6,331
Other countries**	4,176	2,977
Total	241,592	217,227

* based on domicile of the customer

** with sales of less than EUR 1 million

Sales were reported by country based on the domicile of the customer for the first time as at 30 September 2015 (instead of based on the domicile of the service provider as in the prior year). Prior-year figures were adjusted accordingly.

Sales revenues include revenues of KEUR 17,196 (prior year: KEUR 17,098) determined by using the percentage of completion method. The cumulative expenses for ongoing projects valued using the percentage of completion method totalled KEUR 31,563 (prior year: KEUR 36,677) and the cumulative gains were KEUR 1,378 (prior year: KEUR 2,601).

2. Other Operating Income

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Reversal of provisions for onerous contracts	732	0
Marketing support	601	712
Income from the liquidation of insolvent entities	222	0
Income from co-payments for cars from employees	203	220
Investment tax credits (public authorities)	144	138
Income from disposal of assets	116	22
Income from indemnities and insurance	108	21
Other income	742	400
Total	2,868	1,513

3. Cost of Materials and Purchased Services

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Purchased services	63,194	56,847
Cost of materials	21,825	22,796
Total	85,019	79,643

Purchased services mainly include expenses for SAP maintenance contracts. The cost of materials is primarily a result of the purchase of SAP software licensing rights and the procurement of hardware for customer projects.

4. Personnel Expenses

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Salaries and wages	86,042	76,329
Social security contributions	12,276	10,948
Defined contribution plan expenses	577	679
Defined benefit plan expenses	489	354
Other personnel expenses	148	267
Total	99,532	88,577

The average number of people (by headcount) employed in the financial year 2014/15 was 1,159 (prior year: 1,040), of whom 823 were in outsourcing services and consulting (prior year: 737 employees), 108 in sales and marketing (prior year: 104 employees), 130 in administration and management (prior year: 113 employees), 57 in marginal employment/on parental leave/on extended sick leave (prior year: 60 employees) and 41 apprentices and trainees (prior year: 26 employees).

The following figures include apprentices and trainees for the first time. Prior-year figures were adjusted accordingly.

AVERAGE PERSONNEL CAPACITY BY FUNCTION	10/2014 – 9/2015	10/2013 – 9/2014
Outsourcing services and consulting	814	728
Sales and marketing	95	93
Administration and management	121	105
Total	1,030	926

PERSONNEL CAPACITY AT FINANCIAL YEAR-END	30.09.2015	30.09.2014
Germany	966	898
Switzerland	31	34
Austria	15	13
Other countries	50	44
Total	1,062	989

5. Employee Benefit Obligations

There are both defined benefit and defined contribution plans for retirement, disability and survivor benefits. The amount of the benefit obligations for the defined benefit plans is calculated primarily on the basis of the individual employee's length of employment and compensation. There also exists a domestic employee-funded retirement benefits plan in the form of a direct benefit commitment that is secured by a congruent and pledged reinsurance programme. Although the risk that All for One Steeb may be liable for a return that cannot be met by the insurance company is considered very small, this employee-funded retirement benefits plan is not required to be classified as a defined benefit plan under IFRS. All plans are exposed to those risks that are customary for defined benefits, particularly the risks associated with changes in discount rates.

The following information provides an overview of the financial situation of the defined benefit plans as at 30 September 2015 and 2014:

in KEUR	Defined benefit obligation		Fair value of plan assets		Net liabilities/assets from defined benefit plans	
	10/2014 – 9/2015	10/2013 – 9/2014	10/2014 – 9/2015	10/2013 – 9/2014	10/2014 – 9/2015	10/2013 – 9/2014
Balance as at 1 October	13,278	10,905	-11,295	-9,780	1,983	1,125
Recognised in profit and loss						
Current service cost	489	354	0	0	489	354
Past service cost	-237	0	0	0	-237	0
Interest expense/income	244	287	-214	-265	30	22
	496	641	-214	-265	282	376
Recognised in other comprehensive income						
Loss/profit from revaluations						
Actuarial loss/gains from:						
financial assumptions	715	1,505	-50	-421	665	1,084
experience-based adjustments	432	-56	0	0	432	-56
Return on plan assets	0	0	18	-254	18	-254
Foreign currency differences	708	122	-578	-106	130	16
	1,855	1,571	-610	-781	1,245	790
Other items						
Company contributions	-178	-231	-110	-65	-288	-296
Payments made	-23	392	11	-404	-12	-12
	-201	161	-99	-469	-300	-308
Balance as at 30 September	15,428	13,278	-12,218	-11,295	3,210	1,983
Of which are attributable to:						
Germany	6,523	6,426	-5,900	-5,832	623	594
Switzerland	8,905	6,852	-6,318	-5,463	2,587	1,389
	15,428	13,278	-12,218	-11,295	3,210	1,983

The assumptions for the actuarial valuations differ for each individual plan, since they were made by taking into consideration the specific circumstances of the asset investment strategy and the personnel structure of the affiliated companies. The following table shows the key benchmarks of the plans that are included in the calculation and the average weighted assumptions on which the actuarial estimates of the defined benefit plans were based:

	30.09.2015	30.09.2014
Number of plans	7	8
of which with assets set aside	2	2
of which with no assets set aside	4	5
Number of individuals participating in the plans	138	139
of whom are active insurance participants	83	88
of whom are inactive insurance participants	36	33
of whom are retired	19	18
Discount rate Germany	2.06%	2.10%
Discount rate Switzerland	1.05%	1.65%
Development of salaries Germany	0.00%	0.00%
Development of salaries Switzerland	1.00%	1.00%
Development of pensions Germany	1.70%	1.70%
Development of pensions Switzerland	0.00%	0.00%

On 30 September 2015 the weighted average duration of the defined benefit obligations was 11.8 years (prior year: 12.2 years) in Germany and 22.8 years (prior year: 21.9 years) in Switzerland.

Plan assets as at 30 September 2015 and 2014 were as follows:

	30.09.2015	30.09.2014
Rented properties	675	623
Obligations CHF	534	645
Obligations other currencies	1,434	1,590
Shares Switzerland	397	276
Shares other countries	1,318	917
Liquid assets and other financial assets	7,860	7,244
Total plan assets	12,218	11,295

The expected payments for All for One Steeb's employee benefit plans for the financial year 2015/16 are KEUR 536 (prior year: KEUR 516).

Sensitivity Analysis

On the basis that other assumptions remain the same, a change of 0.5 percentage points respectively in the discount rate or the development in pensions would have the following effects on the defined benefit obligations:

Effect in EUR	Defined benefit obligation	
	Increase	Decrease
Discount rate (+/- 0.5% points)	-899	971
Pension progression (+/- 0.5% points)	705	-113

6. Depreciation and Amortisation

The amounts of depreciation and amortisation are determined by the changes in non-current assets (see statement of changes in fixed assets). No write-downs were made in the current financial year.

7. Other Operating Expenses

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Vehicle costs	9,605	9,181
Data processing expenses	6,963	6,626
Cost of premises	4,182	3,380
Travel and overnight accommodation expenses	4,098	3,893
Marketing and advertising	2,035	1,665
Human resource management expenses	1,676	1,428
Expenses from currency differences	0	22
Other items	3,832	3,869
Total	32,391	30,064

8. Financial Result

Financial income includes finance lease interest income in the amount of KEUR 277 (prior year: KEUR 286). Financial expenses include finance lease interest expenses in the amount of KEUR 96 (prior year: KEUR 133). Financial expenses also include adjustments to the purchase price obligations for the 40% shareholding in OSC AG as well as adjustments to the contractually guaranteed dividends totalling KEUR 1,637 (prior year: KEUR 1,223).

9. Income Tax

Tax expenses consist of the following:

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Current tax expense	5,764	3,040
Deferred tax income (prior year: expense)	-1,104	219
Total	4,660	3,259

CURRENT TAX EXPENSES in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Current income tax for the reporting year	5,801	2,998
Current income and withholding taxes relating to prior periods	-37	42
Total	5,764	3,040

EXPENSES FROM DEFERRED TAXES in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Change in tax charge on undistributed profits for the reporting year	40	2
Change in timing differences for the reporting year	-1,214	-1,151
Recognition of tax assets from tax losses brought forward	70	1,368
Total	-1,104	219

Your attention is directed to deferred tax assets (note 14) and deferred tax liabilities (note 25) for details regarding changes in deferred tax assets and liabilities.

Current taxes are calculated on the basis of prevailing tax rates rates The Group's tax rate of 30.0% (prior year: 30.0%) was determined on the basis of a corporate income tax rate of 15.0% plus the solidarity surcharge of 5.5% on this rate, and a municipal trade income tax rate of 14.2%.

The following table shows a reconciliation of the expected and the actually reported tax expenses:

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014*
EBT	16,120	10,803
Expected tax expense/revenue at the rate of 30%	-4,836	-3,241
Temporary tax differences	-141	120
Non-tax-deductible expenses/revenues	-564	-621
Capitalisation of tax losses brought forward	316	326
Current tax expenses/revenues relating to prior periods	32	-42
Use of uncapitalised tax losses brought forward for current year	367	183
Waiver of capitalisation of tax losses brought forward for current year	-27	-152
Effect of different tax rates in foreign countries	131	139
Other effects	62	29
Total	-4,660	-3,259

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The following table shows the composition of deferred tax assets and deferred tax liabilities:

in KEUR	Deferred tax assets 30.09.2015	Deferred tax liabilities 30.09.2015	Deferred tax assets 30.09.2014	Deferred tax liabilities 30.09.2014	Total 30.09.2015	Total 30.09.2014
Financial assets	-27	1,169	-8	1,138	1,142	1,130
Financial liabilities	-1	56	-1	115	55	114
Trade accounts receivable	0	941	0	1,247	941	1,247
Intangible assets	-139	13,039	-304	13,999	12,900	13,695
Employee liabilities	-16	24	-21	0	8	-21
Employee benefit obligations	-809	0	-642	0	-809	-642
Provisions	-206	27	-312	23	-179	-289
Tangible fixed assets	-8	45	-12	30	37	18
Other timing differences	0	108	0	69	108	69
Other liabilities	-36	0	-26	0	-36	-26
Tax loss carry forwards	-511	0	-581	0	-511	-581
Deferred tax assets (-) / liabilities (+)	-1,753	15,409	-1,907	16,621	13,656	14,714
Balancing	594	-594	1,393	-1,393	0	0
Total deferred tax assets (-) / liabilities (+)	-1,159	14,815	-514	15,228	13,656	14,714

10. Earnings per Share

Earnings per share were calculated based on the net annual earnings and the average number of shares outstanding (issued shares less treasury stock). An average number of 4,982,000 shares (prior year: 4,954,926) were outstanding in the financial year 2014/15.

The average number of shares (diluted) outstanding is the same as the average number of shares (undiluted) outstanding. The diluted earnings per share are therefore the same as the undiluted earnings per share.

L. Notes to the Balance Sheet

11. Goodwill and Other Intangible Assets

The Group balance sheet as at 30 September 2015 reported goodwill with a balance sheet value of KEUR 19,990 (prior year: KEUR 19,605) other intangible assets with a balance sheet value of KEUR 45,694 (prior year: KEUR 47,126). In order to determine if any assets may be impaired, the company estimated the expected cash flows from the use and eventual sale of the assets. The actual cash flows derived may vary from the projected cash flows and from the cash flows discounted to the balance sheet date. In particular, any departure of customers from the core client business accounted for in the balance sheet, and the subsequent lower-than-projected amount of products and services sold, may result in shortened useful lives and impairment.

Impairment Testing of Goodwill and Trademark Rights

For the purpose of performing impairment tests, All for One Steeb has designated the following companies as cash-generating units (CGU) to which the respective goodwill and trademark rights are allocated. The value in use was applied when testing goodwill and trademark rights for impairment. The value in use of the future cash flows was determined using the discounted cash flow method, which does not take tax payments into consideration. As in the prior year, the applied discount rate built on the capital asset pricing model and was derived from the average weighted cost of equity and borrowed capital. The cost of equity is based on a risk-free capital-market interest rate for the respective period taking into consideration the Beta factor for the industry and a risk premium based on the relevant capital market. From this a pre-tax discount rate was derived based on the tax situation.

Current assets and earnings projections for the next three to five years have been prepared for the cash-generating units (CGU), which reflect and incorporate the company's latest estimates regarding how these units' sales and costs will develop. Prospective cash flow statements were derived from this and plausible assumptions were made about the further development in the years to follow that reflect a growth rate of 1%.

Goodwill

Goodwill increased by KEUR 385 to KEUR 19,990 as at 30 September 2015. This increase resulted from the purchase of the shareholdings in Grandconsult GmbH, Filderstadt.

No write-downs on goodwill were made in the reporting year.

GOODWILL in KEUR	30.09.2015	30.09.2014*
CGU All for One Steeb AG		
Steeb Anwendungssysteme GmbH, Abstatt (merged into the Group parent in December 2011)	9,692	9,692
All for One Midmarket Solutions & Services GmbH, Stuttgart (merged into the Group parent in September 2008)	2,434	2,434
Other CGU's		
avantum consult AG, Düsseldorf	2,584	2,584
OSC AG, Lübeck	2,327	2,327
Process Partner AG, St. Gallen/Switzerland	1,596	1,596
KWP team HR GmbH, Düsseldorf (merged into KWP Kümmel, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn, in December 2014)	482	482
KWP team HR GmbH, Heilbronn (formerly KWP Kümmel, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn)	365	365
All for One Steeb GmbH, Vienna/Austria	125	125
Grandconsult GmbH, Filderstadt	385	–
Total	19,990	19,605

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The goodwill and trademark rights were tested for impairment at the end of the financial year. This testing showed no impairment of the goodwill and trademark rights allocated to the cash-generating units (CGU) as at 30 September 2015. The company believes, extraordinary events and circumstances aside, that a revision of its assumptions would not lead to the carrying amounts of the goodwill and trademark rights exceeding their respective recoverable amounts.

Other Intangible Assets

Other intangible assets include brand names (trademark rights) totalling KEUR 11,253 (prior year: KEUR 11,253). These brand names are company brands for which an economic life cannot be determined. Unlike product brands, these have no life cycle. For this reason it is assumed that they have an indefinite useful life.

Internally generated software in the amount of KEUR 13 (prior year: KEUR 0) was capitalised during the current financial year.

OTHER INTANGIBLE ASSETS in KEUR	Purchase price	Estimated useful life in months	Remaining useful life in months	Net carrying amount 30.09.2015	Net carrying amount 30.09.2014
Trademark rights					
CGU All for One Steeb AG					
Trademark rights of former Steeb Anwendungssysteme GmbH, Abstatt	5,465	unlimited	unlimited	5,465	5,465
Trademark rights of former All for One Midmarket Solutions & Services GmbH, Stuttgart	3,283	unlimited	unlimited	3,283	3,283
Other CGU's					
Trademark rights of avantum consult AG, Düsseldorf	1,566	unlimited	unlimited	1,566	1,566
Trademark rights of OSC AG, Lübeck	939	unlimited	unlimited	939	939
Customer base					
Customer base of former Steeb Anwendungssysteme GmbH, Abstatt	27,626	48 – 180	2 – 134	20,214	22,148
Customer base of former All for One Midmarket Solutions & Services GmbH, Stuttgart	6,225	180	64	2,213	2,628
Customer base of avantum consult AG, Düsseldorf	3,825	120	103	3,283	3,666
Customer base of OSC AG, Lübeck	5,903	144	109	4,468	4,960
Customer base of former KWP team HR GmbH, Düsseldorf	628	120	45	236	298
Customer base of former KWP Kümmel, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn	374	120	0	0	16
Customer base of Grandconsult GmbH, Filderstadt	1,278	96	90	1,199	–
Other intangible assets					
Internal software solutions	302	60	0 – 35	121	120
Maintenance contracts of avantum consult AG, Düsseldorf	664	120	103	570	636
Orders on hand of avantum consult AG, Düsseldorf	403	17	0	0	284
Orders on hand of Grandconsult GmbH, Filderstadt	848	9 – 21	3 – 15	521	–
Other acquired intangible assets	4,410	12 – 96	0 – 90	1,616	1,117
30 September 2015	63,739			45,694	47,126

Impairment tests using the relief from royalty method were performed at the end of the financial year due to the trademark rights having an indefinite useful life. No write-downs were made as at 30 September 2015.

Impairment testing was based on the following pre-tax discount rates:

(Formerly) Steeb Anwendungssysteme GmbH, Abstatt: The implied average pre-tax discount rate is 7.14% (prior year: 6.89%).

(Formerly) All for One Midmarket Solutions & Services GmbH, Stuttgart: The implied average pre-tax discount rate is 7.14% (prior year: 6.89%).

avantum consult AG, Düsseldorf: The implied average pre-tax discount rate is 7.39% (prior year: 7.66%).

OSC AG, Lübeck: The implied average pre-tax discount rate is 7.41% (prior year: 7.82%).

Process Partner AG, St. Gallen/Switzerland: The implied average pre-tax discount rate is 6.19% (prior year: 6.93%).

(Formerly) KWP team HR GmbH, Düsseldorf: The implied average pre-tax discount rate is 7.17% (prior year: 7.94%).

(Formerly) KWP Kümmer, Wiedmann + Partner Unternehmensberatung GmbH, Heilbronn: The implied average pre-tax discount rate is 7.17% (prior year: 7.66%).

All for One Steeb GmbH, Vienna/Austria: The implied average pre-tax discount rate is 6.81% (prior year: 7.28%).

Grandconsult GmbH, Filderstadt: The implied average pre-tax discount rate is 7.62%.

12. Tangible Fixed Assets

Your attention is directed to the statement of changes in fixed assets regarding the composition of tangible fixed assets.

The land and buildings pertain to an office building belonging to the Belgian subsidiary, AC Automations Center Sàrl, Brussels, which was sold during the prior year and generated proceeds of EUR 0.9 million from the sale.

Also included under leasehold improvements are those improvements over which the lessor has since assumed legal ownership, but which remain in the beneficial ownership of the lessee for the term of the lease. The useful life for depreciation purposes is the shorter of the remaining term of the lease or the useful life.

The other tangible fixed assets include office machines and equipment, office furniture and furnishings, as well as company cars.

The lessor has legal ownership of the tangible fixed assets in the amount of KEUR 2,397 (prior year: KEUR 3,687) under finance leases.

13. Financial Assets

in KEUR	Total receivables	Due under 1 year	Due between 1 and 5 years	Due after 5 years
Gross receivables from finance leases	8,107	2,947	5,160	0
Unrealised share of interest therein	0	-48	-384	0
Net receivables from finance leases	7,675	2,899	4,776	0
Other loans	315	135	180	0
Security deposits	91	66	25	0
Total as at 30 September 2015	8,081	3,100	4,981	0
Gross receivables from finance leases	7,950	2,849	5,101	0
Unrealised share of interest therein	-444	-48	-396	0
Net receivables from finance leases	7,506	2,801	4,705	0
Other loans	311	104	207	0
Security deposits	97	75	22	0
Total as at 30 September 2014	7,914	2,980	4,934	0

Receivables from finance leases pertain to customer-specific IT systems from the IT outsourcing business and fulfil the application regulations set forth in IFRIC 4.

14. Deferred Tax Assets

See note 9, Income Tax, for detailed information about the structure of the deferred tax assets.

All for One Steeb AG has no corporation and municipal trade tax loss carry forwards (prior year: EUR 1.9 million and 0.1 million respectively). In the prior year KEUR 320 were recognised as deferred tax assets.

The subsidiary All for One Steeb GmbH, Vienna/Austria, has a tax loss carry forward of KEUR 2,421 (prior year: KEUR 2,703) that was capitalised as a deferred tax asset in the amount of KEUR 363 (prior year: KEUR 175). All for One Steeb GmbH, Vienna/Austria, capitalised a larger share of existing loss carry forwards due to increased earnings prospects. Following the merger of All for One Steeb (Schweiz) AG, Regensdorf/Switzerland, with Process Partner AG, St. Gallen/Switzerland, the subsidiary Process Partner AG, St. Gallen/Switzerland, has a tax loss carry forward of KEUR 731 (prior year: EUR 1.5 million), which was capitalised as a deferred tax asset in the amount of KEUR 128.

The subsidiary avantum consult AG, Düsseldorf, has a municipal trade tax loss carry forward of KEUR 118 (prior year: KEUR 442), which was capitalised as a deferred tax asset in the amount of KEUR 20 (prior year: KEUR 86).

Recognition of deferred tax assets is made on the basis of each respective company's budget. These budgets are revised annually and require a variety of estimations. These estimations may change as a result of changes in the market, competitive environment, customer structure and general economic situation. There is a great deal of volatility involved in recognising deferred tax assets in light of the regular reassessments that are made.

15. Current and Deferred (Income) Tax Assets and Liabilities

As at 30 September 2015, All for One Steeb showed net liabilities from current income taxes in the amount of KEUR 4,808 (prior year: KEUR 2,191) and net liabilities from deferred taxes in the amount of KEUR 13,656 (prior year: KEUR 14,714). The management board has to make far-reaching estimates to determine the receivables and liabilities relating to current income taxes and deferred taxes. These estimates are based among other things on the interpretation of each country's prevailing tax laws and regulations. The management board makes estimates about the subsidiaries' future taxable earnings situation both upon the initial recognition and regular determination of deferred tax assets from chargeable tax loss carry forwards. Numerous internal and external factors can have a favourable or unfavourable impact on the assets and liabilities from deferred income taxes. Changes can also be attributable to amendments in tax legislation, final tax assessment notices and the favourable or less-favourable way that the taxable income projections for the subsidiaries develop. Such factors may necessitate adjustments in the reported income tax assets and liabilities.

16. Inventories

Inventories mainly consist of hardware held for sale in the amount of KEUR 1,176 (prior year: KEUR 363) and software held for sale in the amount of KEUR 30 (prior year: KEUR 304).

17. Trade Accounts Receivable

in KEUR	30.09.2015	30.09.2014
Accounts receivable from other third parties	37,254	33,864
Value adjustments	-992	-892
Total	36,262	32,972

Trade accounts receivable include construction contracts with a credit balance due from customers in the amount of KEUR 1,792 (prior year: KEUR 1,741).

The trade accounts receivable also include an amount from related parties (see note 30) of KEUR 758 (prior year: KEUR 264).

Changes in Allowances for Doubtful Accounts

The KEUR 892 in allowances for doubtful accounts as at 30 September 2014 was utilised in the amount of KEUR 244 and increased by KEUR 344. This resulted in an allowance for doubtful accounts in the amount of KEUR 992 as at 30 September 2015.

The following table shows the breakdown of trade accounts receivable not yet due and overdue based on the terms agreed to with the customers and the age structure of the receivables:

in KEUR	30.09.2015	30.09.2014
Total gross trade accounts receivable	37,254	33,864
Thereof:		
Not yet due	23,476	24,290
Due under 1 month	7,933	4,665
Due between 1 and 3 months	3,547	3,284
Due between 3 and 6 months	838	461
Due between 6 and 12 months	603	502
Due after 12 months	857	662
Allowance for doubtful accounts	-992	-892
Total net trade accounts receivable	36,262	32,972

The allowances for doubtful accounts are determined based on the difference between the nominal value of the accounts receivable and their estimated net recoverable amounts.

The trade accounts receivable of KWP team HR GmbH, Heilbronn, are pledged to the financing bank through a blanket assignment, which serves as security for a current account and aval credit line in the amount of KEUR 357 (prior year: KEUR 357) (see note 24, Financial Liabilities). The receivables as at 30 September 2015 totalled KEUR 2,539 (prior year: KEUR 1,991).

18. Other Assets

in KEUR	Total receivables	Due under 1 year	Due between 1 and 5 years	Due after 5 years
Prepaid services	3,590	2,141	1,449	0
Other accounts receivable	563	545	18	0
Total as at 30 September 2015	4,153	2,686	1,467	0
Prepaid services	2,952	1,949	1,003	0
Other accounts receivable	624	624	0	0
Total as at 30 September 2014	3,576	2,573	1,003	0

A differentiation in presentation was made in the prior year to ensure comparability of the due dates.

19. Cash and Cash Equivalents

in KEUR	30.09.2015	30.09.2014
Cash assets	40,509	32,462
Financial investments with an original fixed term of under 90 days	519	874
Cash on hand	13	11
Total	41,041	33,347

The average interest on bank deposits was 0.02% (prior year: 0.1%). Of the cash and cash equivalents, 95.4% (prior year: 92.1%) is denominated in EUR; 3.5% (prior year: 7.0%) in CHF; 0.4% (prior year: 0.4%) in CZK; and 0.7% (prior year: 0.5%) in TRY.

20. Shareholders' Equity

As at 30 September 2015 the issued share capital is divided into 4,982,000 (30 September 2014: 4,982,000) registered no-par-value shares (individual share certificates) and has been fully paid in. The arithmetic nominal value of the shares outstanding remains unchanged at EUR 3.00 per share.

The annual general meeting of 11 March 2015 approved – each limited until 10 March 2020 – the creation of new authorised capital totalling EUR 7,473,000 and an authorisation to repurchase shares of All for One Steeb AG up to a total amount of 10% of the share capital. This corresponds to 498,000 registered no-par-value shares. The management board made no use of this authorisation during the reporting period.

One of the items approved by the annual general meeting of 11 March 2015 was a dividend of 70 euro cents per share, which was distributed in an amount of EUR 3.5 million (prior year: EUR 2.4 million) on the following day.

All for One Steeb's capital is governed by the cost of equity. Investments and acquisitions will continue to be made with borrowed capital as long as borrowing costs are lower than the cost of equity. Variable interest rates were agreed to as part of the loans. Should certain events occur as described in covenants stipulated in the loan agreements, then the lenders will be authorised to increase the interest rate on the loans and, as applicable, call the loans due payable immediately. These covenants pertain to maintaining established corporate operating figures. All figures are calculated and evaluated at the Group level. The management board monitors compliance with contractual requirements and observes the movement in interest rates. In managing the capital, All for One Steeb AG continuously monitors variances in the equity ratio and net debt to the corresponding budget figures. Net debt was lower than planned during the reporting year.

All for One Steeb seeks to use its dividend policy to enable shareholders to partake directly in the company's earnings and cash flow. However, the basic premise is to always maintain adequate financial flexibility for greater business performance and additional inorganic growth.

The capital reserve consists primarily of the premium from the issue of shares.

The other reserves pertain to the reserve from currency translation. The reserve from currency translation results from gains and losses on currency translation that arise from the conversion of the financial statements of foreign Group companies included in the consolidation. This item will be reclassified in the income statement as soon as the balance sheet items belonging to it are disposed of through deconsolidation.

21. Treasury Stock

As in the prior year, All for One Steeb AG holds no treasury stock.

22. Non-Controlling Interests

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014*
At start of financial year	140	2,181
Distribution of profit to non-controlling interests	-24	-174
Cash outflow non-controlling interests	-305	-2,471
Profit share of current year	24	36
Change in non-controlling interests	254	568
At end of financial year	89	140

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

This figure contains an amount of KEUR 89 (prior year: KEUR 66) for a 26% shareholding in WEBMAXX GmbH, Munich. The prior-year figure included shareholdings in KWP subsidiaries in the amount of KEUR 74.

23. Provisions

in KEUR	01.10.2014	Addition initial consolidation	Provisions made	Provisions used	Provisions reversed	30.09.2015
Anniversary provision	107	0	3	0	0	110
Provision for onerous contracts	2,655	0	0	-1,164	-731	760
Impending losses from construction contracts	334	0	6	-52	0	288
Pre-retirement part-time work / accrued-hours accounts	20	0	0	-20	0	0
Severance payments Austria	16	0	4	0	0	20
Severance payments	216	0	112	-98	-21	209
Warranty and damage claims	165	0	165	0	-82	248
Restoration liability	12	0	2	0	0	14
Total	3,525	0	292	-1,334	-834	1,649
Long-term (> 12 months)	1,432					34
Short-term (< 12 months)	2,093					1,615
Total	3,525					1,649

Provision for Onerous Contracts

Unfavourable contracts were assumed with the acquisition of the SAP midmarket business of ORGA, and for which All for One Steeb received an appropriate compensation payment. A provision for these onerous contracts was recognised as an impending loss provision. This provision will be utilised over the term of the onerous contracts or reversed, such as in the case of migrations or contract terminations.

This item consists of a non-current portion of KEUR 0 (prior year: KEUR 1,404) and a current portion of KEUR 760 (prior year: KEUR 1,251).

Impending Losses from Construction Contracts

This item comprises only a current portion (see note 29, Additional Information about Financial Instruments).

Pre-Retirement Part-Time Work Arrangements / Accrued Hours Accounts

The company has partial-retirement programme obligations within the meaning of the German Partial Retirement Act (hereafter called »Altersteilzeitgesetz«). These pre-retirement part-time work arrangements are conducted exclusively using the

block model, under which the employee receives 50% of his or her full-time salary for the entire duration. In addition, the employee receives a supplementary top-up payment that is not subject to taxes or social-security contributions. The company also makes additional contributions to the statutory pension insurance scheme on behalf of the employee.

The metric used for establishing the provision is the total amount of remuneration to be provided during the entire retirement phase, including the supplementary top-up payments to be rendered and other benefits (e.g. paid holiday, Christmas bonuses and employer contributions to social insurance programmes). A discount is made if the term of the obligation is 12 months or longer on the balance sheet date. Furthermore, biometric risks (e.g. death, disability) are taken into consideration as part of an actuarial valuation. The provisions for the current remuneration in the retirement phase are accrued pro rata in the working phase in proportion to the duration of the working phase fulfilled to the entire duration of the working phase.

There are accrued-hours accounts in which employees can accumulate hours by converting elements of remuneration into time credits. These time credits can be used, among other things, for taking a longer period of release or pursuing professional development activities.

The valuation of the accrued-hours accounts is made based on recognised actuarial principles using what is called the projected unit credit (PUC) method. Under this PUC method, the amount of the provision is defined as the actuarial present value of the obligations, which the employees have earned up to this time as a result of the »savings« they have deposited in their accrued-hours accounts in the past.

This item consists only of a current portion.

In establishing the other provisions, the management board estimated the probabilities and the amounts of the expected future outflow of resources for each respective situation. These estimates are reviewed at each balance sheet date. If the effect is material, then in the case of long-term provisions the expected future cash outflows are discounted. Provisions are also recognised for contractual obligations where the unavoidable costs involved in fulfilling or revoking them are greater than the expected benefits and value to be received (onerous contracts).

An amount of KEUR 120 (prior year: KEUR 149) was reported as interest expense from compounding the interest on provisions.

Severance Payments Austria

This item pertains to statutory entitlements to severance payments or redundancies in cases of regular retirement or severance actions initiated by the company in Austria. Recognised values are based on actuarial calculations.

This item consists only of a non-current portion.

Severance Payments

Provisions for severance payments are recognised when existing employment relationships must be terminated for operational reasons or dissolved by mutual consent. The amount of such severance payments is not always established definitively at the time the balance sheet is prepared. In such cases, provisions are recognised in the amount that would be expected to be paid were the matter to be settled through a legal process.

This item consists only of a current portion.

Restoration Liability

This item consists only of a non-current portion.

The other provision items consist only of a current portion.

24. Financial Liabilities

in KEUR	Total liabilities	Due under 1 year	Due between 1 and 5 years	Due after 5 years
Future payments for finance leases	2,479	1,232	1,247	0
Interest therein	-80	-17	-63	0
Finance lease liabilities	2,399	1,215	1,184	0
Bank loans	35,129	14,793	20,336	0
Total as at 30 September 2015	37,528	16,008	21,520	0
Future payments for finance leases	3,866	1,409	2,457	0
Interest therein	-176	-22	-154	0
Finance lease liabilities	3,690	1,387	2,303	0
Bank loans	34,933	0	34,903	30
Total as at 30 September 2014	38,623	1,387	37,206	30

The financial liabilities as at 30 September 2015 include liabilities to banks totalling KEUR 35,129 (30 September 2014: KEUR 34,933), the current portion of which is KEUR 14,793 (30 September 2014: KEUR 0). The financial liabilities as at 30 September 2015 also include obligations from finance lease agreements totalling KEUR 2,399 (30 September 2014: KEUR 3,690), the current portion of which is KEUR 1,215 (30 September 2014: KEUR 1,387). The finance lease agreements consist primarily of lease-to-own agreements on parts of data center facilities, the legal ownership of which is transferred to the company with the respective payment of the final lease instalment.

Promissory notes in an amount of EUR 35 million were placed as at 30 April 2013. The financing terms and conditions were locked in for an extended period of time and mostly in the form of fixed interest rates – currently between 2.6% and 4.3% depending on the tranche and term. All three tranches with terms of three, five and seven years are due at maturity. The promissory notes are not subordinated and are unsecured.

In order to further optimise corporate funding, a promissory note tranche in the amount of EUR 12.0 million was repaid ahead of schedule on 30 October 2015. Together with a tranche of EUR 2.5 million scheduled for repayment on 30 April 2016, amounts totalling EUR 14.5 million were reclassified to current financial liabilities.

The holders of these promissory notes are authorised to raise the interest margin or, as applicable, to call the promissory notes due immediately should certain events occur as stipulated in the covenants. These events primarily involve adhering to the agreed targets for the equity ratio and the relationship between total net debt and EBITDA. The creditors will also be authorised to cancel their loan commitments and call a total amount of EUR 35.0 million due immediately should certain changes be made in the All for One Steeb shareholder structure (change of control). The management board believes that these requirements can be met both during the reporting year and in the future.

There is a credit line (operational funding line of credit) totalling EUR 0.4 million in place with the Volksbank Flein-Talheim eG, which was utilised in the amount of EUR 0.1 million. The assignment of the trade accounts receivable of KWP team HR, Heilbronn, serves as security for this line of credit. There are no other contractual guarantees or obligations in place.

avantum consult AG has a loan agreement with Commerzbank AG, Frankfurt, in the amount of KEUR 300. The interest rate consists of the EURIBOR plus a margin of 1.90%. The loan was granted without security and must be repaid by 12 September 2016.

The average weighted interest rate for lease liabilities during the reporting period was 3.16% (prior year: 3.26%). The lease payments are established at the beginning of the contract and are not subject to changes in the instalment amount or interest rate for the duration of the term.

As at the balance sheet date, the All for One Steeb Group had approved lines of credit at banks in the amount of KEUR 8,831 (prior year: KEUR 8,807).

Aval guarantees for rental security deposits are being utilised in the amount of KEUR 577 (prior year: KEUR 564).

25. Deferred Tax Liabilities

See note 9, Income Tax, for detailed information about the structure of deferred tax liabilities.

26. Other Liabilities

in KEUR	30.09.2015	30.09.2014*
Personnel obligations	17,168	16,086
Other tax liabilities	2,943	2,454
Advanced payment on maintenance charges	3,757	3,548
Variable purchase price elements	4,392	3,736
Obligations from a forward share purchase contract and contractually guaranteed dividends	7,247	5,687
Other liabilities	5,215	5,190
Total	40,722	36,701
Short-term element thereof	29,107	27,455
Long-term element thereof	11,615	9,246

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

The »personnel obligations« item relates predominately to liabilities from unused holiday leave, as yet unpaid variable compensation components, commissions, flexi-time and overtime payments, bonuses and obligations to social security providers.

There remain obligations to pay variable purchase price elements, forward contracts and contractually guaranteed dividends stemming from the acquisition of OSC AG, avantum consult AG and Grandconsult GmbH, the amount of which depends on the future performance of the acquired companies. These amounts are partly due payable at the end of their respective multi-year earnout phase. The obligations from forward contracts and contractually guaranteed dividends are valued using the effective interest method and by applying the rules of IAS 39 while taking into account changes in estimates according to IAS 39.AG8. The variable purchase price elements are measured at fair value. The change in the obligation in the financial year was KEUR 656 (prior year: KEUR 2,739). The fair value is mainly determined using an EBIT-based present value calculation. Because the obligation is based on EBIT, an improved business situation could result in an increase to this obligation. These obligations are reported under other liabilities.

An amount of KEUR 62 (prior year: KEUR 49) was reported as interest expense from compounding the interest on the non-current other liabilities.

27. Trade Accounts Payable

The general payment term for trade accounts payable is 0 to 60 days.

28. Amounts Due to Customers Under Construction Contracts

The amounts due to customers under construction contracts total KEUR 1,162. Of this amount, KEUR 880 (prior year: KEUR 610) were recognised under trade accounts payable and KEUR 288 (prior year: KEUR 334) under provisions.

29. Additional Information about Financial Instruments

Measurement Categories as at 30 September 2015

in KEUR	Category	Carrying amount 30.09.2015	Fair value IFRS 7*
Assets			
Cash and cash equivalents	Loans and receivables	41,041	–
Trade accounts receivable	Loans and receivables	34,471	–
Receivables from finance leases	Loans and receivables	7,675	7,696
Other loans /deposits	Loans and receivables	406	–
Equity and liabilities			
Trade accounts payable	Financial obligations	10,068	–
Bank loans	Financial obligations	35,129	–
Finance lease liabilities	Financial obligations	2,399	2,392
Obligation from a forward share purchase contract	Financial obligations	7,247	7,391
Variable purchase price elements	Financial obligations	4,392	4,411

* the carrying amount represents a suitable approximate value for the fair value in those cases where a fair value was not stated

Measurement Categories as at 30 September 2014

in KEUR	Category	Carrying amount 30.09.2014*	Fair value IFRS 7**
Assets			
Cash and cash equivalents	Loans and receivables	33,347	–
Trade accounts receivable	Loans and receivables	31,231	–
Receivables from finance leases	Loans and receivables	7,506	7,538
Other loans /deposits	Loans and receivables	408	–
Equity and liabilities			
Trade accounts payable	Financial obligations	11,125	–
Bank loans	Financial obligations	34,933	–
Finance lease liabilities	Financial obligations	3,690	3,677
Obligation from a forward share purchase contract and contractually guaranteed dividends	Financial obligations	5,687	5,828
Variable purchase price elements	Financial obligations	3,736	3,893

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

** the carrying amount represents a suitable approximate value for the fair value in those cases where a fair value was not stated

Cash and cash equivalents, trade accounts receivable and payable, as well as other loans/deposits have largely short remaining terms or are subject to variable interest rates that follow the market interest rates. These items are recognised at amortised cost.

Receivables from finance leases and the finance lease liabilities are also reported at amortised cost. The fair value measurement of the receivables from finance leases is made based on the present value of the payments associated with the assets. The fair values were measured based on the current interest parameters which reflect market-related changes in terms and expectations. The fair value measurement of the finance lease liabilities was made similarly.

The variable purchase price elements are measured at fair value through profit or loss. The fair value is measured as the present value of the expected discounted cash flows on the basis of the future business performance that is planned for the affected companies. The valuation parameters for measuring the fair value are based on unobservable market data (Level 3). The obligations from forward contracts and contractually guaranteed dividends are valued using the effective interest method and by applying the rules of IAS 39 while taking into account changes in estimates according to IAS 39.AG8.

The total interest income for financial assets not recognised as income at fair value was KEUR 277 (prior year: KEUR 286). Total expenses for the obligation from forward contracts for the purchase of shareholdings and the contractually guaranteed dividends were KEUR 1,637 (prior year: KEUR 1,223). The other interest expenses for financial liabilities, which were not measured at fair value in profit and loss, totalled KEUR 292 (prior year: KEUR 236).

The net losses from loans and receivables mainly include the results of impairment losses (KEUR 386). There were no significant net gains or losses on financial liabilities.

30. Related Parties

Pierer Industrie AG, Wels/Austria, and Unternehmens Invest AG, Wels/Austria, each hold 25.07% of the share capital of All for One Steeb AG. A voting agreement exists between both companies. Therefore, All for One Steeb AG is considered a dependent company of Pierer Industrie AG and Unternehmens Invest AG in accordance with §§16 sections 1, 2; 17 section 2 »Aktiengesetz«. In addition to Pierer Industrie AG and Unternehmens Invest AG as directly controlling companies, these companies' shareholders and other parent companies, along with Mr Stefan Pierer and Dr Rudolf Knünz, can also indirectly exercise a controlling influence over All for One Steeb AG. Because a dependency may exist to these indirect companies, all the relationships with all controlling companies and their affiliated companies are documented in the dependent company report.

On 1 October 2014, CROSS Industries AG, in which Pierer Industrie AG holds a majority interest, completed the sale of 51% of the Wethje Group with 49% of the interest remaining with CROSS Industries AG. As a result, Pierer Industrie AG through the Wethje Group no longer exercised a controlling influence over All for One Steeb AG for the financial year 2014/15.

All for One Steeb AG, Filderstadt, provided consulting services in a total amount of KEUR 82 for Wethje Carbon Composites GmbH (formerly: Die Wethje GmbH), Hengersberg/Germany, in the financial year 2013/14. Furthermore, revenues from outsourcing in connection with a managed services master agreement and All for EDI hosting were reported in the total amount

of KEUR 61. All for One Steeb GmbH, Vienna/Austria, a wholly owned subsidiary of All for One Steeb AG, generated outsourcing revenues of KEUR 28 with Wethje Carbon Composites GmbH (formerly: Die Wethje GmbH), Hengersberg/Germany, in the financial year 2013/14, which were in connection with a software maintenance agreement from the year 2010 that was taken over by CROSS Industries AG.

Brain Force Software GmbH, Munich, was sold by Pierer Industrie AG, Wels/Austria, as at 30 September 2014. Therefore Pierer Industrie AG through Brain Force Software GmbH no longer exercised a controlling influence over All for One Steeb AG for the financial year 2014/15. All for One Steeb AG, Filderstadt, rented out office space to Brain Force Software GmbH, Munich, in the financial year 2013/14 and generated rental income totalling KEUR 8.

During the financial year, All for One Steeb GmbH, Vienna/Austria, provided SAP licensing revenues for the company WP Performance Systems GmbH, Munderfing/Austria, totalling KEUR 44 (prior year: KEUR 25). Furthermore, consulting services totalling KEUR 295 (prior year: KEUR 727) were generated. Outsourcing revenues from SAP implementation services in the amount of KEUR 9 were posted in the financial year 2013/14. SAP maintenance revenues in the amount of KEUR 60 (prior year: KEUR 42) were also achieved. In the financial year, no hardware sales (prior year: KEUR 1) were made. There were outstanding balances of KEUR 115 (prior year: KEUR 128) as at the balance sheet date.

All for One Steeb GmbH, Vienna/Austria, generated SAP licensing revenues, in an amount of KEUR 821 (prior year: KEUR 928) with KTM Sportmotorcycle AG, Mattighofen/Austria. Furthermore, consulting services in a total amount of KEUR 2,135 (prior year: KEUR 465) were provided. SAP maintenance revenues in the amount of KEUR 284 (prior year: KEUR 51) were posted. Outsourcing revenues from SAP implementation services in the amount of KEUR 47 (prior year: KEUR 0) were posted. There were outstanding balances of KEUR 637 (prior year: KEUR 126) as at the balance sheet date.

All business transactions with related parties were made on the basis of terms and conditions that would apply among independent business partners.

Joint Arrangements (IFRS 11)

On 19 March 2015 the company signed a partnership agreement entitled »Letter of Mutual Agreement – Vereinbarung zur Partnerschaft«. With the skills and experience derived from more than 500 projects within the food and beverage industry, this newly formed alliance (»Food & Beverage Alliance«) in cooperation with bibo GmbH, Unna, OSC AG, Hamburg, and realtime AG, Langenfeld, unites what it considers to be the most extensive industry, process and solutions expertise on the market. The service partnership of longstanding All for One Steeb Business Partners is a one-stop resource that delivers end-to-end support for SAP systems and solutions together with a commitment to cost and performance leadership. All for One Steeb AG is considered a joint operator within the meaning of IFRS 11. Expenses of KEUR 59 arose in connection with the »Food & Beverage Alliance« during the current financial year. There were no liabilities as at the balance sheet date.

Members of the Supervisory Board

The following individuals were members of the supervisory board during the reporting year:

Josef Blazicek (independent businessman, chairman since 26 May 2015, deputy chairman up to 25 May 2015), Peter Brogle (independent businessman, deputy chairman since 26 May 2015, chairman up to 25 May 2015), Peter Fritsch (CFO of BEKO HOLDING AG, Nöhagen/Austria, and member of control bodies in other BEKO Group companies), Friedrich Roithner (CFO of CROSS Industries AG, Wels/Austria), Jörgen Dalhoff (Portfolio Manager at All for One Steeb AG, Filderstadt/Germany), Detlef Mehlmann (Head of Business Development International and United VARs at All for One Steeb AG, Filderstadt/Germany).

During the reporting year, the supervisory board members were also members of the supervisory boards and control bodies of the following companies in terms of §125, section 1, sentence 5 »Aktiengesetz«:

Josef Blazicek: CROSS Industries AG, Wels/Austria (chairman of the supervisory board), Pankl Racing Systems AG, Kapfenberg/Austria (deputy chairman of the supervisory board), KTM AG, Mattighofen/Austria (chairman of the supervisory board), BEKO HOLDING AG, Nöhagen/Austria (chairman of the supervisory board), BRAIN FORCE HOLDING AG, Vienna/Austria (member of the supervisory board up to 2 June 2015), Pierer Industrie AG, Wels/Austria (member of the supervisory board).

Peter Brogle: alupak AG, Belp/Switzerland (member of the administrative board), Nahrin AG, Sarnen/Switzerland (member of the administrative board), Neumatt-Park AG, Hünenberg/Switzerland (president of the administrative board), Similasan AG, Jonen/Switzerland (member of the administrative board), Swissburg AG, Baar/Switzerland (president of the administrative board, member of the administration board since 27 May 2015).

Peter Fritsch: TRIPLAN AG, Bad Soden/Germany (deputy chairman of the supervisory board).

Friedrich Roithner: BF HOLDING AG, Wels/Austria (formerly BRAIN FORCE HOLDING AG, Vöcklabruck/Austria) (deputy chairman of the supervisory board up to 17 December 2014), WP AG, Munderfing/Austria (deputy chairman of the supervisory board), Pankl Racing Systems AG, Kapfenberg/Austria (member of the supervisory board), Wirtschaftspark Wels Errichtungs- und Betriebs-Aktiengesellschaft, Wels/Austria (member of the supervisory board), Wethje Group, Hengersberg/Germany (member of the advisory board).

Jörgen Dalhoff: None

Detlef Mehlmann: None

Compensation for Supervisory Board

Total fixed compensation for the supervisory board was as follows:

COMPENSATION FOR SUPERVISORY BOARD in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Josef Blazicek	33	27
Peter Brogle	27	33
Peter Fritsch	20	20
Friedrich Roithner	15	15
Jörgen Dalhoff	10	10
Detlef Mehlmann	10	10
Total	115	115

The members of the supervisory board also receive reimbursement for their expenses.

The compensation system for the supervisory board is as follows:

The members of the supervisory board each receive a fixed compensation in the amount of KEUR 10 (plus any value-added tax that may be owed) for each full financial year that they belong to the supervisory board, and which is payable at the end of the financial year. The chairman of the supervisory board receives three times and the deputy chairman one-and-a-half times the preceding fixed amount of compensation. The members of the supervisory board also receive a remuneration for their work in committees as follows:

A simple member of a committee receives EUR 2,500 per year (plus any value-added tax that may be due) for each committee membership. The chairman of a committee receives four times the above committee membership remuneration.

Performance-related components are not included in the compensation for the supervisory board. Payment of the total fixed compensation for the supervisory board will be made in the financial year 2015/16 and is reported under »Other Liabilities« as at 30 September 2015.

Members of the Management Board

During the reporting year, the management board consisted of Lars Landwehrkamp (CEO since May 2007) and Stefan Land (CFO since April 2008). Membership by management board members in control bodies in terms of §125, section 1, sentence 5 »Aktiengesetz« are limited to various companies within All for One Steeb AG. The compensation for the management board members for all of their employment relationships in companies included within the scope of the consolidation for the financial year 2014/15 include salaries, bonuses (performance-related components) and benefits in kind from the use of company cars, insurance and pension plans.

Compensation for Management Board

The financial year 2014/15 was the first time that the recommendations of the German Corporate Governance Code of 24 June 2014 were applied to the disclosure of compensation for members of the management board. For this reason, the amounts of benefits granted for the reporting year and the allocations (i.e. amounts disbursed) for the reporting year are listed separately.

Lars Landwehrkamp

Benefits granted	Lars Landwehrkamp			
	CEO since 5/2007			
	10/2014 – 09/2015	10/2013 – 09/2014	10/2014 – 09/2015 (Min)	10/2014 – 09/2015 (Max)
in KEUR				
Fixed compensation	324	324	324	324
Fringe benefits*	60	60	60	60
Total fixed compensation	384	384	384	384
One-year variable compensation**	454	463	0	454
Multi-year variable compensation**				
Target achievement depends on the aggregate earnings per share for the timeframe 10/2014 to 9/2019	24	38	0	24
Total variable compensation	478	501	0	478
Service cost	81	2	81	81
Total compensation	943	887	465	943

* include the company car benefit in kind and disbursements for health and long-term-care insurance.

** variable compensation for financial year 2014/15 is based on estimates

Allocation	Lars Landwehrkamp	
	CEO since 5/2007	
	10/2014 – 09/2015	10/2013 – 09/2014
in KEUR		
Fixed compensation	324	324
Fringe benefits*	60	60
Total fixed compensation	384	384
One-year variable compensation**	463	317
Multi-year variable compensation***		
Target achievement depends on the aggregate earnings per share	113	0
Total variable compensation	576	317
Service cost	81	2
Total compensation	1,041	703

* fringe benefits include the company car benefit in kind (notional amount paid) and disbursements for health and long-term-care insurance

** the disbursement of the one-year variable compensation is for the respective prior financial year

*** the disbursement of the multi-year variable compensation in financial year 2014/15 was made for the three financial years from 1 October 2011 to 30 September 2014

Stefan Land

Benefits granted	Stefan Land			
	CFO since 4/2008			
	10/2014 – 09/2015	10/2013 – 09/2014	10/2014 – 09/2015 (Min)	10/2014 – 09/2015 (Max)
in KEUR				
Fixed compensation	240	240	240	240
Fringe benefits*	17	16	17	17
Total fixed compensation	257	256	257	257
One-year variable compensation**	312	289	0	312
Multi-year variable compensation**				
Target achievement depends on the aggregate earnings per share for the timeframe 10/2014 to 9/2019	24	38	0	24
Total variable compensation	336	327	0	336
Service cost	45	2	45	45
Total compensation	638	585	302	638

* include the company car benefit in kind and disbursements for health and long-term-care insurance.

** variable compensation for financial year 2014/15 is based on estimates

Allocation	Stefan Land	
	CFO since 4/2008	
	10/2014 – 09/2015	10/2013 – 09/2014
in KEUR		
Fixed compensation	240	240
Fringe benefits*	17	16
Total fixed compensation	257	256
One-year variable compensation**	289	198
Multi-year variable compensation***		
Target achievement depends on the aggregate earnings per share	113	0
Total variable compensation	402	198
Service cost	45	2
Total compensation	704	456

* fringe benefits include the company car benefit in kind (notional amount paid) and disbursements for health and long-term-care insurance

** the disbursement of the one-year variable compensation is for the respective prior financial year

*** the disbursement of the multi-year variable compensation in financial year 2014/15 was made for the three financial years from 1 October 2011 to 30 September 2014

The compensation system for members of the management board is described in detail in the Group Management Report. The results-related compensation components of the benefits granted for the current reporting year are estimates. The actual allocation may deviate from these figures. The prior-year estimates for multi-year variable compensation were KEUR 14 lower than the actual accounting in the current financial year – i.e. KEUR 76 and not KEUR 90 – as stated in the Annual Report 2013/14.

No loans were extended and no options for shares of All for One Steeb AG were granted to the management board during the reporting year. Unusual transactions with related parties did not take place.

31. Other Financial Liabilities not Reported on the Balance Sheet

The financial obligations from »Operating Leases« not reported on the balance sheet primarily consist of leases for company cars and the leasing of EDP infrastructure (predominantly hardware and operating software). The lease periods range from 1 to 10 years. These obligations are as follows:

OPERATING LEASES	30.09.2015	30.09.2014
in KEUR		
2014/15	–	3,301
2015/16	3,563	2,128
2016/17	2,334	886
2017/18	1,107	1
2018/19	45	0
2019/20	37	0
2020/21 and later	0	–
Total	7,086	6,316

In addition there are other unreported financial obligations, particularly from rental agreements, as shown below:

RENTAL AGREEMENTS	30.09.2015	30.09.2014
in KEUR		
2014/15	–	4,673
2015/16	4,878	4,152
2016/17	4,119	3,590
2017/18	2,761	2,435
2018/19	1,641	1,388
2019/20*	981	2,568
2020/21 and later	2,146	–
Total	16,526	18,806

* in the prior year: 2019/20 and later

The expenditures for operating leases and rental agreements totalled EUR 7.8 million in the financial year 2014/15 (prior year: EUR 7.1 million).

The finance lease liabilities are included under financial liabilities (see note 24, Financial Liabilities).

32. Currency Hedges

Revenues generated by the individual companies are predominantly made in the same currency in which expenses are incurred. Therefore, no currency hedges were undertaken in the years 2013/14 and 2014/15.

33. Non-Current Assets by Country

in KEUR*	30.09.2015	30.09.2014
Germany	74,476	73,848
Austria	138	139
Switzerland	1,806	1,834
Other countries	5,067	5,041
Total	81,487	80,862

* based on domicile of the service provider and not including deferred tax assets

A differentiation in presentation was made for the prior year figure (see note 18, Other Assets).

34. Notifications about the Share of Voting Rights in All for One Steeb AG according to §21, Section 1 and §25a, Section 1 »Wertpapierhandelsgesetz« (WpHG)

1. On 16 March 2011, **BEKO HOLDING AG**, Nöhagen, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of BEKO HOLDING AG in All for One Midmarket AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 50%, 30%, 25%, 20%, 15% on 12 March 2011 and on that day amounted to 11.11% (this corresponds to 540,000 voting rights).

2. On 13 September 2013, **Ocean Consulting GmbH**, Vienna, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of Ocean Consulting GmbH from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10% on 13 September 2013 and on that day amounted to 13.13% (this corresponds to 638,000 voting rights). The chain of companies controlled by Ocean Consulting GmbH is as follows:

- Swissburg AG
- Qino Capital Partners AG

3. On 13 September 2013, **Swissburg AG**, Baar, Switzerland, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of Swissburg AG from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10% on 13 September 2013 and on that day amounted to 13.13% (this corresponds to 638,000 voting rights). The chain of companies controlled by Swissburg AG is as follows:

- Qino Capital Partners AG

4. On 13 September 2013, **Qino Capital Partners AG**, Hünenberg, Switzerland, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of Capital Partners AG from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10% on 13 September 2013 and on that day amounted to 11.76% (this corresponds to 571,537 voting rights).

5. On 13 September 2013, **Pierer GmbH**, Wels, Austria, has informed us according to article 25a, section 1 of the WpHG am 13 September 2013, that the share of voting rights of Pierer GmbH from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 13 September 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights). 52.07% (this corresponds to 2,530,377 voting rights) are attributed to Pierer GmbH from shares in All for One Steeb AG according to articles 21, 22 of the WpHG.

6. On 13 September 2013, **Dipl. Ing. Stefan Pierer**, Austria, has informed us according to article 25a, section 1 of the WpHG that the share of voting rights of Dipl. Ing. Stefan Pierer in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 from financial instruments has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 13 September 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights). 52.07% (this corresponds to 2,530,377 voting rights) are attributed to Dipl. Ing. Stefan Pierer from shares in All for One Steeb AG according to articles 21, 22 of the WpHG.

7. On 13 September 2013, **Knünz Invest Beteiligungs GmbH**, Wels, Austria, has informed us according to article 25a, section 1 of the WpHG that the share of voting rights of Knünz Invest Beteiligungs GmbH in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 from financial instruments has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 13 September 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights). 52.07% (this corresponds to 2,530,377 voting rights) are attributed to Knünz Invest Beteiligungs GmbH from shares in All for One Steeb AG according to articles 21, 22 of the WpHG.

8. On 13 September 2013, **Unternehmens Invest AG**, Wels, Austria, has informed us according to article 25a, section 1 of the WpHG that the share of voting rights of Unternehmens Invest AG in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 from financial instruments has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 13 September 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights). 52.07% (this corresponds to 2,530,377 voting rights) are attributed to Unternehmens Invest AG from shares in All for One Steeb AG according to articles 21, 22 of the WpHG.

9. On 18 November 2013, **CROSS Informatik GmbH**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of CROSS Informatik GmbH in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 3%, 5%, 10%, 15%, 20%, 25%, 30%, 50% on 15 November 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights).

10. On 25 November 2013, **Pierer Industrie AG**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of Pierer Industrie AG in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 25 November 2013 and on that day amounted to 51.39% (this corresponds to 2,497,746 voting rights). 25.70% (this corresponds to 1,248,873 voting rights) are held directly by Pierer Industrie AG. 25.70% (this corresponds to 1,248,873 voting rights) are attributed to Pierer Industrie AG according to article 22, section 2 of the WpHG. Attributed voting rights are held by the following shareholders and whose share of stock in All for One Steeb AG amount to 3% or more:
- Unternehmens Invest AG

11. On 25 November 2013, **CROSS Industries AG**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of CROSS Industries AG in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 25 November 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights).

12. On 25 November 2013, **Pierer Invest Beteiligungs GmbH**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of Pierer Invest Beteiligungs GmbH in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50% on 25 November 2013 and on that day amounted to 0.0% (this corresponds to 0 voting rights).

13. On 2 January 2014, **Pierer Finanzierungsgesellschaft m. b. H.**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG in a correction of a voting rights announcement correction of 23 December 2013 of a voting rights announcement of 25 November 2013 that the share of voting rights of Pierer Finanzierungsgesellschaft m. b. H. in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10%, 15%, 20%, 25%, 30%, 50% on 25 November 2013 and on that day amounted to 51.39% (this corresponds to 2,497,746 voting rights). 25.70% (this corresponds to 1,248,873 voting rights) are attributed to Pierer Finanzierungsgesellschaft m. b. H. from Pierer Industrie AG according to article 22, section 1, sentence 1, no. 1 of the WpHG. 25.70% (this corresponds to 1,248,873 voting rights) are attributed to Pierer Finanzierungsgesellschaft m. b. H. from Unternehmens Invest AG according to article 22, section 2 of the WpHG.

14. On 9 May 2014, **Knünz GmbH**, Dornbirn, Austria, has informed us according to article 25a, section 1 of the WpHG that on 7 May 2014 the share of financial instruments of Knünz GmbH that had enabled them to acquire shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50%. On this day the share of financial instruments amounted to 0% (this corresponds to 0 voting rights) according to article 25a of the WpHG, the share of voting rights amounted to 50.14% (this corresponds to 2,497,746 voting rights) according to articles 21, 22 of the WpHG. The financial instruments derived from a notarial splitting contract of 15 April 2014 between Robo Invest GmbH and RK Invest Holding GmbH that has since been closed.

15. On 9 May 2014, **Dr. Rudolf Knünz**, Austria, has informed us according to article 25a, section 1 of the WpHG that on 7 May 2014 the share of financial instruments of Dr. Rudolf Knünz that had enabled him to acquire shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 5%, 10%, 15%, 20%, 25%, 30%, 50%. On this day the share of financial instruments amounted to 0% (this corresponds to 0 voting rights) according to article 25a of the WpHG, the share of voting rights amounted to 50.14% (this corresponds to 2,497,746 voting rights) according to articles 21, 22 of the WpHG. The financial instruments derived from a notarial splitting contract of 15 April 2014 between Robo Invest GmbH and RK Invest Holding GmbH that has since been closed.

16. On 7 May 2014, **Robo Invest GmbH**, Dornbirn, Austria, has informed us according to article 21, section 1 of the WpHG that on this day their share of voting rights from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10%, 15%, 20%, 25%, 30%, 50% and on this day amounted to 50.14% (this corresponds to 2,497,746 voting rights). 25.07% of the voting rights (this corresponds to 1,248,873 voting rights) are attributed to Robo Invest GmbH according to article 22, section 1, sentence 1, no. 1 of the WpHG and are held by the following companies controlled by Robo Invest GmbH, whose share of voting rights amount to 3% or more:

- Knünz Invest Beteiligungs GmbH
- Unternehmens Invest AG

25.07% (this corresponds to 1,248,873 voting rights) are attributed to Robo Invest GmbH from Pierer Industrie AG according to article 22, section 2 of the WpHG.

17. On 7 May 2014, **„RoboCarParking“ Technologies GmbH**, Dornbirn, Austria, has informed us according to article 21, section 1 of the WpHG that on this day their share of voting rights from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limits of 3%, 5%, 10%, 15%, 20%, 25%, 30%, 50% and on this day amounted to 50.14% (this corresponds to 2,497,746 voting rights). 25.07% of the voting rights (this corresponds to 1,248,873 voting rights) are attributed to „RoboCarParking“ Technologies GmbH according to article 22, section 1, sentence 1, no. 1 of the WpHG and are held by the following companies controlled by „RoboCarParking“ Technologies GmbH, whose share of voting rights amount to 3% or more:

- Robo Invest GmbH
- Knünz Invest Beteiligungs GmbH
- Unternehmens Invest AG

25.07% (this corresponds to 1,248,873 voting rights) are attributed to „RoboCarParking“ Technologies GmbH from Pierer Industrie AG according to article 22, section 2 of the WpHG.

18. On 7 May 2014, **RK Invest Holding GmbH**, Wels, Austria, has informed us according to article 21, section 1 of the WpHG that on this day their share of voting rights from shares in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has fallen below the limits of 3%, 5%, 10%, 15%, 20%, 25%, 30%, 50% and on this day amounted to 0% (this corresponds to 0 voting rights).

19. On 3 September 2015, **MainFirst SICAV**, Senningerberg, Luxemburg, has informed us according to article 21, section 1 of the WpHG that the share of voting rights of MainFirst SICAV in All for One Steeb AG, Filderstadt-Bernhausen, Germany, ISIN: DE0005110001, WKN: 511000 has exceeded the limit of 3% on 1 September 2015 and on that day amounted to 3.05% (this corresponds to 152,030 voting rights).

The **total number of shares with voting rights of All for One Steeb AG** is an unchanged 4,982,000.

35. Corporate Governance Code

Corporate Governance is fully anchored within All for One Steeb AG's day to day business in the form of responsible and transparent leadership and management, which is actively »lived« and continuously reviewed and improved. The Declaration of Conformity by the supervisory and management board prepared in accordance with §161 »Aktiengesetz« and the Corporate Governance Statement pursuant to §289a »Handelsgesetzbuch« (HGB) were issued and can be found in the Investor Relations section of the company's website www.all-for-one.com.

36. Group Auditors Fees and Services

The auditors' fees were as follows:

in KEUR	10/2014 – 9/2015	10/2013 – 9/2014
Audit services	235	224
Other confirmation services	111	79
Other services	50	48
Total	396	351

37. Release of Consolidated Financial Statements for Publication

The management board released these consolidated financial statements for publication on 14 December 2015.

38. Subsequent Events

BEKO HOLDING AG, Nöhagen/Austria, holds 11.58% of the shares of All for One Steeb AG, and a majority interest in this company was acquired BEKO Beteiligungsverwaltung OG (now: Kotauczek & Fritsch OG), Nöhagen/Austria, over the course of October 2015. For this reason, BEKO Beteiligungsverwaltung OG notified us in October 2015 that its 11.58% of the voting rights in All for One Steeb AG will be attributed to BEKO HOLDING AG. The related voting rights announcements are posted on the Investor Relations section of our website www.all-for-one.com.

No further reportable events occurred after 30 September 2015.

Filderstadt, 14 December 2015

All for One Steeb AG

Lars Landwehrkamp
CEO

Stefan Land
CFO

Consolidated Statement of Changes in Fixed Assets

Financial Year from 1 October 2014 to 30 September 2015

in KEUR	Costs							Accumulated depreciation/amortisation					Carrying amounts		
	01.10.14*	Foreign currency differences	Change in scope of consolidation	Additions	Disposals	Reclassifications	30.09.15	01.10.14*	Foreign currency differences	Deprec./amortisation	Disposals	Reclassifications	30.09.15	30.09.15	30.09.14*
Intangible assets															
Goodwill	20,877	0	385	0	0	0	21,262	1,272	0	0	0	0	1,272	19,990	19,605
Other intangible assets	60,653	-14	2,525	553	-116	138	63,739	13,527	-4	4,626	-104	0	18,045	45,694	47,126
	81,530	-14	2,910	553	-116	138	85,001	14,799	-4	4,626	-104	0	19,317	65,684	66,731
Tangible fixed assets															
Land and buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	843	-7	0	36	0	0	872	495	-6	103	0	0	592	280	348
IT systems	16,610	40	0	4,497	-967	106	20,286	10,470	25	2,975	-906	27	12,591	7,695	6,140
Operating and office equipment	4,452	11	0	626	-359	-244	4,486	2,325	8	558	-279	-27	2,585	1,901	2,127
	21,905	44	0	5,159	-1,326	-138	25,644	13,290	27	3,636	-1,185	0	15,768	9,876	8,615
Total	103,435	30	2,910	5,712	-1,442	0	110,645	28,089	23	8,262	-1,289	0	35,085	75,560	75,346

KEUR 29 in finance leases are included in the additions to the non-current assets

* adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

Financial Year from 1 October 2013 to 30 September 2014

in KEUR	Costs							Accumulated depreciation/amortisation					Carrying amounts		
	01.10.13	Foreign currency differences	Change in scope of consolidation	Additions	Disposals	Reclassifications	30.09.14	01.10.13	Foreign currency differences	Deprec./amortisation	Disposals	Reclassifications	30.09.14	30.09.13	
Intangible assets															
Goodwill	18,294	0	2,583	0	0	0	20,877	1,272	0	0	0	0	1,272	19,605	17,022
Other intangible assets	53,591	0	6,480	876	-284	-10	60,653	10,118	0	3,690	-277	-4	13,527	47,126	43,473
	71,885	0	9,063	876	-284	-10	81,530	11,390	0	3,690	-277	-4	14,799	66,731	60,495
Tangible fixed assets															
Land and buildings	1,948	0	0	0	-1,948	0	0	1,106	0	0	-1,106	0	0	0	842
Leasehold improvements	912	1	85	87	-251	9	843	583	0	125	-216	3	495	348	329
IT systems	15,000	7	0	2,752	-1,144	-5	16,610	9,022	5	2,578	-1,130	-5	10,470	6,140	5,978
Operating and office equipment	3,765	2	129	921	-371	6	4,452	1,971	2	600	-254	6	2,325	2,127	1,794
	21,625	10	214	3,760	-3,714	10	21,905	12,682	7	3,303	-2,706	4	13,290	8,615	8,943
Total	93,510	10	9,277	4,636	-3,998	0	103,435	24,072	7	6,993	-2,983	0	28,089	75,346	69,438

KEUR 1,643 in finance leases are included in the additions to the non-current assets

adjusted according to IAS 8, see explanation under section J in the notes to the consolidated financial statements

RESPONSIBILITY STATEMENT

of the Management Board

»To the best of our knowledge, and in accordance with the applicable reporting principles, we affirm that the consolidated financial statements give a true and fair view of the assets, financial position and earnings of the Group, and that the Group Management Report includes a fair review of the development and performance of the business and the position of the Group, together with a description of the principal opportunities and risks associated with the expected development of the Group«.

Filderstadt, 14 December 2015

All for One Steeb AG

Lars Landwehrkamp
CEO

Stefan Land
CFO

AUDITOR'S REPORT

We have audited the consolidated financial statements prepared by the All for One Steeb AG, Filderstadt, comprising the the Group income statement and other comprehensive income, Group balance sheet, Group cash flow statement, Group statement of changes in equity and the notes to the consolidated financial statements, together with the Group management report for the business year from 1 October 2014 to 30 September 2015. The preparation of the consolidated financial statements and the Group management report in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union (EU), and the additional requirements of German commercial law pursuant to §315a sec. 1 of German Commercial Code (HGB) are the responsibility of the parent company's management. Our responsibility is to express an opinion on the consolidated financial statements and the Group management report based on our audit.

We conducted our audit of the consolidated financial statements in accordance with §317 HGB and German generally accepted standards for the audit of financial statements promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Those standards require that we plan and perform the audit such that misstatements materially affecting the presentation of the net assets, financial position and results of operations in the consolidated financial statements in accordance with the applicable financial reporting framework and in the Group management report are detected with reasonable assurance. Knowledge of the business activities and the economic and legal environment of the Group and expectations as to possible misstatements are taken into account in the determination of audit procedures. The effectiveness of the accounting-related internal control system and the evidence supporting the disclosures in the consolidated financial statements and the Group management report are examined primarily on a test basis within the framework of the audit. The audit includes assessing the annual financial statements of those entities included in consolidation, the determination of entities to be included in consolidation, the accounting and consolidation principle used and significant estimates made by management, as well as evaluation the overall presentation of the consolidated financial statements and the Group management report. We believe that our audit provides a reasonable basis for our opinion.

Our audit has not led to any reservations.

In our opinion, based on the findings of our audit, the consolidated financial statements comply with IFRSs as adopted by the EU, the additional requirements of German commercial law pursuant to §315a Abs. 1 HGB and give a true and fair view of the net assets, financial position and results of operations of the Group in accordance with these requirements. The Group management report is consistent with the consolidated financial statements and as a whole provides a suitable view of the Group's position and suitably presents the opportunities and risks of future development.

Stuttgart, 14 December 2015
KPMG AG
Wirtschaftsprüfungsgesellschaft

Schwebler
Auditor

Köpke
Auditor

INFORMATION / IMPRINT

FINANCIAL CALENDAR FOR FINANCIAL YEAR 2015/16

Thu	11.02.16	3-Month Report 2015/16 as at 31 December 2015
Wed	17.03.16	Annual General Meeting, Leinfelden-Echterdingen
Thu	12.05.16	Half-Year Financial Report 2015/16 as at 31 March 2016
Tue	09.08.16	9-Month Report 2015/16 as at 30 June 2016
Wed	14.12.16	Publication of Consolidated and Annual Financial Statements Financial Year from 1 October 2015 to 30 September 2016
Wed	14.12.16	Press Conference on Consolidated and Annual Financial Statements, Filderstadt
Thu	15.12.16	Analyst Presentation, Frankfurt

IR Service

Our homepage offers an extensive IR Service. Apart from finding company reports, analyst reports, financial presentations or information concerning the annual general meeting, you can also put yourself on the distribution list for press and financial announcements.

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Imprint

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Disclaimer

As far as this annual report contains forecasts, estimates or expectations, these can be associated with risks and uncertainties. The actual results and developments can deviate from the expectations and assumptions made. Changes in the general economic and competitive situation, particularly in the core business divisions and markets, changes in legislation, in particular tax regulations, can cause such deviations. The German version is the definite version of this annual report.

The company assumes no obligation to update statements made in this annual report.

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