



all for one
Group

NON-FINANCIAL GROUP REPORT

2018/19

NON-FINANCIAL GROUP REPORT

of All for One Group AG.
Financial year from 1 October 2018
to 30 September 2019.

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1. GENERAL INFORMATION

Reporting Company

All for One Group AG, Filderstadt/Germany (formerly: All for One Steeb AG, Filderstadt/Germany) is a joint stock corporation incorporated under German law. The Company is listed in the commercial register of the District Court of Stuttgart under registration number HRB 19539. Its registered office is Rita-Mai-burg-Strasse 40 in 70794 Filderstadt/Germany. The change in the Company's name to All for One Group AG was entered in the commercial register on 22 March 2019. All for One Group AG shares are listed in the Prime Standard of the Frankfurt stock exchange (ISIN: DE0005110001).

All for One Group AG and the subsidiaries it controls (together »All for One Group« or »Group«) provide their services mainly in the German-speaking markets of Germany, Austria and Switzerland (DACH region).

Our **Combined Non-Financial Group Statement** (»Non-Financial Group Report«, Sections 289 b-e, 315b and c German Commercial Code (Handelsgesetzbuch, HGB), DRS 20, Note 248) covers All for One Group AG and its subsidiaries. Information relating solely to the parent company All for One Group AG is marked separately in this Combined Non-Financial Group Statement (§298 section 2 sentence 3 HGB).

Financial Year

At All for One Group AG, the financial year 2018/19 (»the reporting period«) began on 1 October 2018 and ended on 30 September 2019. The corresponding prior year (»comparative period«) covers the period from 1 October 2017 to 30 September 2018. Our Non-Financial Group Report relates to these reporting periods.

Forward-Looking Statements

This report contains statements relating to future developments. These statements reflect both our and third-party estimates and assumptions that were valid at the time they were made or when this report was issued. Forward-looking statements are always subject to uncertainty. If estimates and assumptions prove to be mistaken or only partially correct, actual results may deviate – quite substantially – from expectations.

Gender Neutrality

For reasons of simplification, we only use one gender. All other genders are explicitly included.

Initiatives, Frameworks and Recommendations for Sustainable Management

Nowadays, many organisations share the task of driving sustainable management and heightening the importance of non-financial aspects. Initiatives, frameworks and recommendations – such as the German Sustainability Code (Deutscher Nachhaltigkeitskodex, DNK), Global Reporting Initiative (GRI), Climate Disclosure Standards Board (CDSB), Sustainable Development Goals (SDG) or Sustainability Accounting Standards Board (SASB) – serve to guide us in reporting how we manage, plan and control our sustainability activities. To date, however, none of the frameworks on their own cover the specific strategies and processes behind our sustainable management. As a result, we continue to refrain from limiting ourselves to a single framework.

Integrated Statement versus Separate Report

Non-financial group statements can be integrated into the corresponding management report or issued as a separate document. We have opted for the latter variant although non-financial disclosures in a management report (such as »non-financial performance indicators«) are also obligatory. However, we accept this redundancy and believe our Non-Financial Group Statement as presented in this separate report – which collates all relevant sustainability aspects and strategies in a single document – to be more clearly structured and compact, and thus more user friendly.

Accordingly, our Non-Financial Group Report complements our corporate reports and should therefore always be read in conjunction with the following documents:

- » Annual consolidated financial statements (incl. combined management report)
- » Corporate governance report
- » Report of the supervisory board
- » Compensation report
- » Corporate governance statement

All reports are directly available on our website at www.all-for-one.com/financial-reports, together with a host of additional information.

Auditing and Publication Timing

The supervisory board of All for One Group AG has audited our Combined Non-Financial Group Statement as presented in this Non-Financial Group Report. When it met to discuss the annual financial statements on 11 December 2019, it approved the same and released it for publication on our website. Our Combined Non-Financial Group Statement was published together with the annual financial statements and the consolidated fi-

financial statements for the financial year 2018/19 on 16 December 2019 to coincide with our financial statements press conference. The report has not been audited externally.

2. BUSINESS MODEL AND PORTFOLIO

All for One Group sees itself as a leading consulting and IT group, valued digitalisation partner and the number 1 in the German-speaking SAP midmarket. Our strategy is tailored to enhancing the ability of our customers to compete in a digital world. With our expertise and implementation skill we provide companies with comprehensive advice that encompasses all relevant issues, and aims to ensure as perfect and seamless an interaction between people, strategies, processes, data and systems as possible. Our integrated business model combines strategic and management consulting, process consulting, industry expertise, technology expertise, IT consulting and services, and transformation management. At the same time, the integrated business model is designed to generate the highest possible recurring revenues from cloud services and support, and software support. Our **customers** mainly rank as midmarket, although a growing number ranks as »larger« midmarket. Our **industry focus** is on companies operating in machinery and equipment manufacturing, automotive supply, consumer goods and project services. We mainly use our own resources at numerous offices close to our customers to manage our business relationships in Germany, Austria and Switzerland. To secure the **global provision of local support** to our mostly international customers, we set up the United VARs partner network in 2006. This alliance enables us to offer local support in – meanwhile – more than 100 countries based on uniform quality standards and recognised project methods. The market unit with the »All for One Steeb« brand forms the core of our **Service Portfolio**. It offers »SAP excellence« focusing on SAP S/4HANA – very advanced business software that forms the basis and »Digital Core« of any business software landscape. Our service portfolio, which was hugely expanded as part of our »Strategy Offensive 2022« also includes solutions for »Employee Experience«, »Customer Experience«, »Data & Business Analytics«, »IoT & Machine Learning«, »Cyber Security & Compliance« and »New Work & Collaboration«. We operate and manage the extensive application landscapes of our customers from our Enterprise Cloud (market unit »Managed Cloud Services«). We also provide strategic, management and transformation consulting at »C Level« (management level). This comprehensive portfolio enables us to assist our customers on their journey to becoming intelligent, networked, and highly progressive and innovative companies. Our daily business focuses on our **partnership with SAP**. At the same time, we continued to substantially grow our partnership with Microsoft in financial year 2018/19.

3. SUSTAINABLE CORPORATE GOVERNANCE

3.1. All for One Group's Governance Model

The management of All for One Group is based on values. The company operates in a dynamic market environment. We have established the All for One Group Governance Model to ensure the successful implementation of our strategies and the achievement of our financial and non-financial targets and forecasts. This model is continuously being improved. It builds on our company culture LIVING VALUES and the principles of good corporate governance: responsible, sustainable and transparent leadership. These three pillars form the framework within which our governance model is designed:

- » Opportunities and risk management system
- » Compliance management system
- » Internal control system (with internal audits)

Each pillar has specific »mechanisms« for planning and managing financial and non-financial issues, and their interactions and interdependencies. Our approach to opportunities and risk management (identification methodology, monitoring, assessing opportunities and risks, risk priority indicators, risk matrix) is the same for both financial and the non-financial issues highlighted in this report. Our opportunities and risk management system, for example, also monitors non-financial aspects to enable early identification of sustainability risks, their analysis and the implementation of effective countermeasures. Within our internal control system, we perform routine in-house audits to check compliance with our rules. These rules have also been laid down for non-financial aspects, for example, through our Group-wide compliance management system.

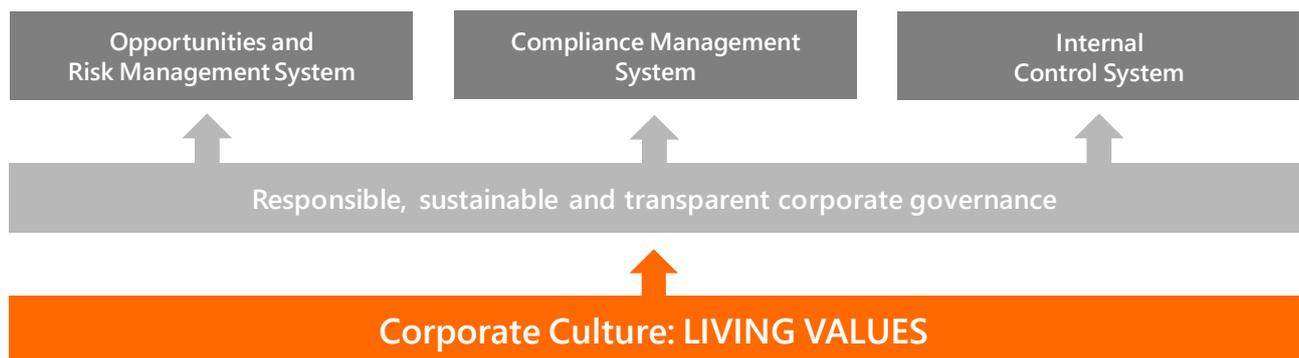
As such, our governance model incorporates our many years of experience that have shown that sustainably profitable growth is only possible within a good »orchestrated overall strategy« combining financial and non-financial aspects. We have therefore firmly anchored sustainability in both our business model and our strategy, as well as in our daily business.

Specifically, our strategies, due diligence processes and the relevant performance indicators for sustainable management target the following non-financial aspects in particular:

- » Staff matters
- » Environmental matters
- » Anti-corruption
- » Social matters
- » Respect for human rights

Both our **company values** (»LIVING VALUES«) and our **Code of Conduct** (»DO IT RIGHT«) are extremely important for managing our sustainability strategies. Together, they form the core of our Compliance Management System. Both instruments together contain our values and rules governing responsible, ethical, sustainable and honest actions. The values and rules apply for all members of staff. Each individual must be aware of them and familiar with their content and objective, and must apply

and observe them. Our company values and Code of Conduct are available to all members of staff on our intranet. We also organise training programmes focusing on their application and – with the aid of proprietary programmes – strive constantly to firmly anchor them in our daily business. New recruits are familiarised with our values and rules as soon as they attend their induction training.



3.2. Company Values

»Culture is what you make of it«. Our corporate culture has been shaped by the values we have been nurturing for many years, and which have grown in numerous integration projects in the wake of acquisitions, and are practised successfully. Our company values give us guidance and reassurance in treating each other properly and with lasting respect. Each member of staff commits to our company values through our compliance management system and in their individually agreed targets. In the run-up to acquisition projects, our company values are also used in performing »cultural due diligence« to assess the compatibility of our cultures.

Our seven company values focus primarily on the following:

Client Orientation

We can only be successful if our customers are successful over the long term. We therefore stimulate, challenge and act to boost the sustainable success of our customers and to enhance their ability to compete. No effort is too great to secure their satisfaction and trust. In doing so, we prove that we are a stable and dependable partner for both now and the long term.

Competence and Focus

We focus on what we do best. Focusing on our strengths helps us improve even more. To achieve this, we need employees and teams with the best professional and »soft« skills. Which is why we invest a lot in training and upskilling, in developing our organisation, and in team and work management.

Diligence and Dependability

We are thorough in our work, precise in our preparation, and never lose sight of even the tiniest details. And because we »stay on the ball« until the deal is successfully closed, we are valued as a dependable partner.

Ambition, Growth, No. 1

We don't just want to be the number 1; rather, we want to further expand our lead. This ambition and our determination to win enables us to acquire not just orders but also and above all lastingly satisfied customers.

Respect and Compassion

We are compassionate. Every individual counts in terms of both performance and personality. We support each other in teams. Our climate is one of mutual respect, togetherness and trust.

Ability to Learn and Willingness to Change

We challenge constantly and are always one step ahead rather than just »up to date«. After all, innovation is synonymous with change – which we initiate and manage.

Freedom and Business-Oriented Actions

We are a company for everyone who wants to make a difference. Which is why we offer ample freedom for our people to make their own decisions and take on responsibility within a framework of clearly defined targets and rules.

3.3. Compliance Management – Code of Conduct

Our compliance management system – derived from our company values – guides us in observing and complying with all laws, rules and regulations, contractual obligations, voluntary commitments and in conforming with standards.

The core of our compliance management system is our Code of Conduct (»DO IT RIGHT«) which specifies a framework for action that is binding for both employees and management alike. Our Compliance Management Organisation is responsible for monitoring compliance with our Code of Conduct. Headed by the Chief Compliance Officer, it is strengthened by Compliance Officers in all Group companies. The individual elements of our compliance management system are available to all members of staff on our intranet. Special training programmes focus on how to use them and observe them on a permanent basis. These programmes form part of the induction training for new recruits. Tip-offs and suspected misconduct can be reported via an externally accessible whistleblowing portal that is valid throughout the Group (<https://all-for-one.integrityline.org>).

Specifically, our Code of Conduct covers the following areas:

- » Basic principles, such as abiding by our company values, law-abiding conduct, mutual respect, fairness and integrity, responsibility for our reputation
- » Business relationships with clients, business partners and competitors
- » Sponsorship and donations
- » How to behave if conflicts of interest arise
- » Anti-corruption
- » Health and safety
- » Dealing with information, especially insider knowledge
- » Data protection and information security
- » Environmental protection
- » Health and safety at work

The Compliance Officer reports to the management board. They also report any compliance violations to the supervisory board's audit committee, together with any countermeasures taken and the effectiveness of the same. The Compliance Officer's report also addresses issues such as the continuous improvement of the compliance toolbox.

3.4. Due Diligence Processes and Key Performance Indicators

We use due diligence processes to examine the effectiveness and risks of our sustainable management strategies. Together with our company values and Code of Conduct, we also use additional guidelines and specific non-financial performance indicators for this purpose. They are defined uniformly for the

whole Group using a standardised system, and are analysed and monitored with regard to the achievement of their relevant objectives.

4. ASPECTS

We have developed our own specific strategies to ensure the most effectively possible governance of aspects relating to staff, environmental and social matters, anti-corruption and human rights as relevant for our sustainable management. In doing so, we focus on comparatively few partial aspects that we have identified as being particularly important and effective for sustainable management. We have put appropriate due diligence processes in place to manage our strategies and to monitor their effectiveness. The following sections address the individual matters in more detail, together with the key performance indicators and material risks.

4.1. Staff Matters

Staff matters play a hugely important role in a service company. The success of our business is largely dependent on the quality of our efforts to satisfy business partners, such as customers, suppliers or shareholders. Staff continuity and the ability to use it to build and maintain sustainably stable and strong relationships with business partners are also key to shaping the perception of our quality of service. We therefore design our strategies focusing on staff matters to maintain and encourage the outstanding willingness of our employees to perform in offering very good quality of service and achieving a high level of customer satisfaction and to further enhance our image as an employer.

4.1.1. Strategy and Due Diligence Processes

Our strategies build around our corporate culture with clear objectives and actively practised values. We systematically examine approaches to improving our leadership culture, including the periodic compilation of an in-house leadership culture index. Newly designed programmes, such as »OUR WORKING WORLD« support our efforts to address all aspects of remaining healthy. We place particular importance on the following areas of programme focus:

- » In-house medical examinations
- » In-house integration management
- » Workplace ergonomics
- » Nutrition
- » Courses and health campaigns
- » Work and leisure time sports

We want to maintain and further enhance the good performance capabilities of our staff and actively prevent possible sick days away from work.

4.1.2. Key Performance Indicators and Risks

Employee retention and our health index are the key performance indicators when it comes to staff matters. We calculate employee retention using the formula »100% minus the ratio of unwanted departures to headcount at the beginning of the reporting period, plus additions to the workforce during the financial year«. Our health index is calculated as follows: »100% minus the ratio of number of days off sick to target work days in any reporting period«.

These key performance indicators evolved as follows in the Group:

in %	2018/19	2017/18	Delta in percentage points
Employee retention	92.8	91.6	1.2
Health index	97.5	97.5	0.0

With regard to All for One Group AG as a company on its own, both key performance indicators evolved as follows:

in %	2018/19	2017/18	Delta in percentage points
Employee retention	95.0	95.5	-0.5
Health index	97.7	97.7	0.0

We use specific programmes to further enhance our image as an attractive employer, and to recruit new staff and develop our existing workforce in order to counter the severe shortage of specialists in the marketplace. As a result, we were able to marginally improve employee retention, which we believe to be well above the average for our sector. We have also taken additional steps, such as launching »Up Talent« – our newly designed personnel development programme – aimed at increasing employee retention both now and into the future. We were able to stabilise our health index at the high level witnessed last year following increased investments in sports programmes, healthy nutrition or well-being at work (»OUR WORKING WORLD«).

If we are not sufficiently able to keep and develop our existing employees, nurture talent, recruit new human capital, be good leaders for all our employees and encourage their further development, we will no longer be able to successfully expand our business. We classify the occurrence of these risks as »infrequent« and the potential impact on our assets, financial and earnings situation as »moderate«. In our overall assessment, the risks associated with staff matters are classed as »medium«.

4.2. Environmental Matters

When implementing software solutions for our customers, we always strive to ensure the most economically efficient and, likewise, the most environmentally compatible operation possible:

- » Optimum use of resources such as commodities, materials, machinery and energy
- » Less waste
- » Optimised logistics along the supply chain
- » Avoidance of unnecessary transportation

Our principle of ensuring »close proximity to our customers« through more than 30 offices in Germany alone means we have shorter distances to our customers and can reduce travel routes and times. Likewise, our local presence reduces the frequency of environmentally harmful flights. Our home office strategy combined with the expansion of our »remote support services« also reduces stress on the roads. We hold online meetings to reduce the need for business trips.

As a »multi cloud service provider« we process a great deal of business data and transactions for our customers – and the volume continues to soar as digitalisation progresses. The same applies for our own IT systems. Electricity is our main source of energy and is mainly needed to cool our high performance resources. We also use electricity to directly operate our information platforms, which build on the basic mainframe infrastructure provided by our co-location providers. If we are able to further increase the already good energy efficiency of our »data factory« while at the same time relocating our customers' systems from their own – usually much less energy efficient – infrastructures to the data centers we use, we will improve not only our own carbon footprint, but also that of our customers.

4.2.1. Strategy and Due Diligence Processes

Our strategies, due diligence and key performance indicators relating to environmental matters focus primarily on further improving the energy efficiency of our entire cloud operations. To achieve this, we have been implementing a rigorously »green IT« oriented co-location strategy since 2007. The following measures are particularly significant:

- » Use of particularly energy efficient data center facilities of leading co-location providers
- » Greatest possible use of renewable energy from sustainable sources to cover our energy requirements (operations and cooling)
- » Integrated energy management: ongoing monitoring of energy procurement and requirements
- » Major investment in leading technologies and in expanding partnerships with technology providers
- » Use of leading cloud technologies for continuous virtualisation of operating environments
- » Shared use of resources without restricting each other (»one-to-many resource sharing«)
- » Smart »load balancing« ensures good utilisation of the shared resources without compromising performance
- » Consistently fast speed of innovation with an innovation rate of about three years on average
- » Increased inclusion of (public) cloud infrastructures with virtually limitless scalability (»hyperscalers«)
- » Comprehensive certification

4.2.2. Key Performance Indicators and Risks

We use a Cloud Sustainability Index to measure energy intensity. It is compiled using the formula »1 minus ratio of energy consumption to average number of systems operated with it in the reporting period«.

Major investments in technology in the reporting period 2018/19 enabled us to achieve a major improvement in this area. The key performance indicator evolved as follows:

	2018/19	2017/18	Delta in %
Cloud Sustainability Index	0.2575	0.0364	607

In general, we want to consistently raise our energy efficiency as we further improve the scalability of our cloud infrastructures. Individual aspects, such as the dynamic pace of future technological trends, are largely outside our sphere of influence and cannot be reliably predicted. By the same token, surges in the growth of our cloud services could lead to transformation processes within our co-location strategy that might

weigh on energy efficiency temporarily. We classify the occurrence of such risks as »occasional« and the potential impact on our assets, financial and earnings situation as »minor«. In our overall assessment, the risks associated with these environmental matters are classed as »low«. We cannot, however, rule them out entirely.

4.3. Anti-Corruption

Our good reputation is key to shaping our relationships with business partners, employees, competitors, shareholders and the general public. We therefore place great importance on our uncompromising commitment to values such as credibility, dependability, discretion, integrity and quality, as well as on compliance with laws, rules, regulations and our own standards.

4.3.1. Strategy and Due Diligence Processes

Despite operating in fiercely competitive markets, we strive to uphold our integrity and sense of responsibility at all times. We do not tolerate any actions aimed at unreasonably restricting the freedom of business partners to purchase or provide services. On the contrary, we are committed to obeying the rules of fair competition that encourages efficiency and innovation. We do not collude on prices nor join in any other forbidden market practices of competitors. Equally, we do not participate in measures such as corruption to reap unfair competitive advantages. This basic philosophy is an integral part of our culture and is anchored in our »Code of Conduct« (section 3.3).

4.3.2. Key Performance Indicators and Risks

Incidences of corruption can have a significantly adverse effect on our assets, financial and earnings situation. We therefore make every effort to ensure integrity and fairness, and to firmly anchor effective control mechanisms in our daily business. We also review and assess the effectiveness of our Code of Conduct on an ongoing basis, follow up queries and suggestions, examine concerns, and are constantly striving – together with our compliance management organisation – to ensure that all members of staff are familiar with our Code of Conduct and observe and adhere to it at all times. Our processes for avoiding corruption also build on our internal audits, where routinely changing additional checks are carried out at the level of selected companies and business workflows.

As our customer acquisition efforts focus virtually entirely on the German-speaking market, this also mitigates the risk. Overall, we class the occurrence of such risks to our reputation as »remote« and the potential impact on our assets, financial and earnings situation as »moderate«. In our overall assessment, we classify the risks associated with anti-corruption as »low«, although such risks to our reputation cannot be completely ruled out.

4.4. Social Matters

Our employees are at the heart of our social matters. In many cases, they embrace their responsibility to society and voluntarily help out in manifold social projects and clubs. We as a company are also directly involved in other initiatives focusing on social matters.

4.4.1. Strategy and Due Diligence Processes

We have put specific programmes in place to support selected social projects in which our employees are personally involved. In addition to providing immediate financial support to these projects, we also grant such employees special leave. As a company, one of the projects we support helps young people wanting to start their own business to take the leap into self-employment. We also support and join in social projects of our partners.

4.4.2. Key Performance Indicators and Risks

The key performance indicator of our engagement for social projects is primarily the direct reference to the individual initiatives supported by our employees. In addition, we also look for diversity when selecting and deciding on the level of funding for initiatives suggested by our employees. A list of the projects we support is published on our website at <https://www.all-for-one.com/social-projects>.

Despite the direct reference to the projects through our employees, we cannot entirely rule out the risk of misguided support, although we believe the probability of occurrence to be »remote«. We class the impacts of such risks on our assets, financial and earnings situation as »minor« and thus the overall assessment of these risks as »low«.

4.5. Respect for Human Rights

Our stance on this subject is unambiguous: zero tolerance for any and all types of discrimination and harassment.

4.5.1. Strategy and Due Diligence Processes

»Respect and Compassion« is firmly anchored in our culture as one of our seven company values. Specifically, that means that we respect every individual in terms of both their performance and their personality and promote a climate of mutual support based on trust. In the »basic principles of our conduct«, our »Code of Conduct« (section 3.3) emphasises the importance of things like mutual respect, fairness and integrity. Likewise, the Code condemns any and all forms of discrimination and harassment, such as prompted by race, ethnicity, gender, religion, ideology, disability, age or sexual identity.

4.5.2. Key Performance Indicators and Risks

Incidences of discrimination and harassment could adversely affect our assets, financial and earnings situation. We therefore make every effort to actively demonstrate mutual respect, fairness and integrity, and to firmly anchor them in our daily business, underpinned by effective control mechanisms. To this end, we review and assess the effectiveness of our Code of Conduct on an ongoing basis, follow up queries and suggestions, examine concerns, and are constantly striving – together with our compliance management organisation – to ensure that all members of staff are not just familiar with our Code of Conduct, but that they also observe and adhere to it at all times. Our compliance management processes are, accordingly, a key performance indicator for avoiding incidences of human rights violations in the shape of discrimination and harassment and for mitigating the associated risks. Such risks to our reputation are mitigated by factors such as our well-established tolerance culture and good level of education. Overall, we class the occurrence of such risks as »remote« and the potential impact on our assets, financial and earnings situation as »moderate«. In our overall assessment, we classify such risks as »low« although, here again, we cannot rule them out entirely.

5. ASPECTS AND SUPPLY CHAIN

The primary purposes of our supply chain are the acquisition of software licensing rights and customer related data center hardware, and expenses incurred in connection with software maintenance agreements, data processing and vehicles.

in EUR millions	2018/19	2017/18
Group supply chain		
Procurement volume	222	201
of which (%)	74	71
is attributable to this number of suppliers	75	13
All for One Group supply chain		
Procurement volume	179	160
of which (%)	81	78
is attributable to this number of suppliers	51	12

Virtually all our suppliers have been working with us for many years.

Violations of staff, environmental and social matters, incidences of corruption or human rights violations that take place within our supply chain although not at All for One Group AG could indirectly have an adverse effect on our assets, financial and earnings situation. We therefore select our suppliers carefully, on the basis of specific criteria. We always demand that they respect, observe and adhere to the values, principles and rules anchored in our Code of Conduct. Most of our suppliers are major corporations or subsidiaries of the same who have put their own comprehensive sustainability standards in place or

who – as major listed companies – are subject to the same sustainability legislation as we are. We also monitor, examine and check to underline our expectations with regard to adherence to our standards along our supply chain.

We classify the occurrence of such risks associated with our supply chain as »remote« and the potential impact on our assets, financial and earnings situation as »moderate«. In our overall assessment, we class these risks as »low«, although we cannot entirely rule them out.

SERVICE

FINANCIAL CALENDAR FOR FINANCIAL YEAR 2019/20

Friday	07.02.2020	Quarterly Statement 2019/20 as at 31 December 2019
Thursday	12.03.2020	Annual General Meeting, Leinfelden-Echterdingen
Friday	08.05.2020	Half-Year Financial Report 2019/20 as at 31 March 2020
Friday	07.08.2020	Quarterly Statement 2019/20 as at 30 June 2020
Wednesday	16.12.2020	Publication of Consolidated and Annual Financial Statements Financial Year from 1 October 2019 to 30 September 2020
Wednesday	16.12.2020	Financial Statements Press Conference, Filderstadt
Thursday	17.12.2020	Analyst Presentation, Frankfurt

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