

Quarterly Statement as of 30 June 2025

Geopolitical uncertainty remains challenging //  
Course set for successful future // Adjusted forecast confirmed

| Revenue           |                   |
|-------------------|-------------------|
| in EUR millions   |                   |
| 10/2024 – 06/2025 | 10/2023 – 06/2024 |
| <b>380.4</b>      | <b>378.8</b>      |
| <b>0%</b>         |                   |

| EBIT before M&A effects<br>(non-IFRS) |                   |
|---------------------------------------|-------------------|
| in EUR millions                       |                   |
| 10/2024 – 06/2025                     | 10/2023 – 06/2024 |
| <b>17.5</b>                           | <b>20.7</b>       |
| <b>-15%</b>                           |                   |

| Recurring revenue <sup>1</sup> |                   |
|--------------------------------|-------------------|
| in EUR millions                |                   |
| 10/2024 – 06/2025              | 10/2023 – 06/2024 |
| <b>199.2</b>                   | <b>196.6</b>      |
| <b>+1%</b>                     |                   |

| Result for the period |                   |
|-----------------------|-------------------|
| in EUR millions       |                   |
| 10/2024 – 06/2025     | 10/2023 – 06/2024 |
| <b>8.1</b>            | <b>10.4</b>       |
| <b>-22%</b>           |                   |

1) Prior-year figure adjusted

- Revenue of EUR 380.4 million slightly above prior-year level (Oct 2023 – Jun 2024: EUR 378.8 million); Solid growth in cloud services up 5%
- Increased geopolitical uncertainty leads to unexpected delays in project launches and fewer new contracts for ERP migrations
- Major challenges in the LOB segment due to decline in Customer Experience
- Share of recurring revenues at 52% (Oct 2023 – Jun 2024: 52%) <sup>2</sup>
- EBIT before M&A effects (non-IFRS) declines by 15% to EUR 17.5 million (Oct 2023 – Jun 2024: EUR 20.7 million); EBIT margin before M&A effects (non-IFRS) at 4.6% (Oct 2023 – Jun 2024: 5.5%)
- Well-equipped for successful internationalisation and growth with a new operating model
- Expansion of the global delivery model and product business increases scalability
- Adjusted forecast for 2024/25 confirmed: Revenue of EUR 505 million to EUR 520 million; EBIT margin before M&A effects (non-IFRS) from 5% to 6%

2) Prior-year figure adjusted due to reallocation of revenue types

## Digitalisation market growing – but threat of trade war and weak economy are delaying project launches

According to Bitkom, the German ICT market is set to grow by 4.4% in 2025 (July 2025) despite difficult conditions. The drivers are software, cloud and AI – areas in which All for One is particularly strong. The further deterioration of the geopolitical situation, current economic challenges in Central Europe with weaker market growth and the ongoing threat of a tariff dispute are causing considerable uncertainty among All for One's customers. Although there is widespread interest in solutions for migrating to SAP's cloud offering, more and more companies are reluctant to make new IT investments, leading them to postpone or extend the timing of investment projects.

## Leading SAP partner and cloud champion

Recognised five times for outstanding partner performance as part of the SAP Diamond Initiative, All for One Group SE is a leading SAP industry and cloud specialist in Central Europe. This recognition includes three times as »Partner of the Year« (Midmarket, SAP S/4HANA Cloud Private Edition, Human Capital Management), as well as two Special Awards (Business Transformation and Supply Chain Management). This recognition was complemented by the SAP Pinnacle Award 2025 in the »Sales Success | Midmarket« category. These awards confirm the Group's leading role in the midmarket and cloud business, as well as in end-to-end business transformation.

As part of the »Land and Expand« strategy, customers initially focus on SAP ERP transformations, followed by investments in solutions for specific lines of business. Demand for integrated SAP solutions is growing, with »RISE with SAP« and »GROW with SAP« offering midmarket companies a quick and reliable way to transition to the cloud. All for One benefits from strong integration expertise in this area. Additionally, the expansion of a robust product business with long-term, predictable sales is being driven forward via the blue-zone product house. The focus here is on SAP solutions that can be quickly implemented in the form of apps or cloud products.

In contrast to previous on-premise licence projects, where recurring maintenance revenues were invoiced from the conclusion of the contract, there are time shifts here due to the model. SAP's one-off proceeds from »RISE« are due at closing; However, implementation, consulting services and recurring revenues do not start until a few months after the contract has been signed – with a corresponding impact on sales revenues.

## Opening up new markets and further transformation into a global cloud and AI expert

During the reporting period, All for One achieved key milestones in its ongoing transformation programme. The aim is to sustainably increase efficiency, reduce costs and drive the company's development into an internationally positioned, cloud- and AI-oriented consulting and service company. The »mAI« event series was launched in May 2025 to support medium-sized companies in the practical implementation of artificial intelligence.

The new operating model establishes a global, scalable matrix organisation with clear region and business area responsibilities. It enables end-to-end customer engagement and lays the foundation for further internationalisation. At the same time, the focus is on providing SAP-related end-to-end process consulting and proactive services for the upper midmarket. This approach strengthens customer centricity by providing clear points of contact supported by specialised teams of experts. The greater integration of the Regional Delivery Centers also promotes agility, profitability and competitiveness.

The aim is to develop new European markets both organically and through targeted acquisitions. At the same time, All for One plans to expand its global delivery model further by opening new international locations. Internationalisation will strengthen not only performance, but also the recruitment of qualified specialists.

## Share buyback programme

On 2 July 2025, after the end of the reporting period, All for One Group SE resolved to implement a new share buyback programme. Under this programme, up to a total of 100,000 treasury shares may be repurchased via the stock exchange in the period from 7 July 2025 to 6 July 2026 at a total purchase price (excl. transaction-related costs) of up to EUR 7 million.

As of 30 June 2025, All for One Group SE holds a total 149,663 treasury shares.

## Results of operations

### Sales development

| in KEUR                                       | 10/2024 – 06/2025 | 10/2023 – 06/2024 |
|-----------------------------------------------|-------------------|-------------------|
| <b>Cloud services (1)</b>                     | <b>110,680</b>    | <b>105,608</b>    |
| <b>Software and support</b>                   | <b>109,416</b>    | <b>114,353</b>    |
| Licences and commissions                      | 20,923            | 23,365            |
| Support (2)                                   | 88,493            | 90,988            |
| <b>Consulting <sup>1</sup></b>                | <b>160,284</b>    | <b>158,882</b>    |
| <b>Total</b>                                  | <b>380,380</b>    | <b>378,843</b>    |
| <b>Recurring revenue (1)+(2) <sup>1</sup></b> | <b>199,173</b>    | <b>196,596</b>    |

<sup>1)</sup> From the financial year 2024/25, consulting revenues include the previously separately disclosed revenue type »CONVERSION/4«. Prior-year figures have been adjusted accordingly.

In the first nine months of 2024/25, Group sales revenue of EUR 380.4 million was only slightly higher than the prior-year year figure of EUR 378.8 million, mainly due to the ongoing transition from the previous resell model to a cloud-based commission model. Despite the high level of interest in SAP migration solutions, caution regarding new IT landscape investments has increased, leading more and more companies to postpone or extend the time of investment projects. Despite a strong pipeline, customers have been cautious for months. In particular, consulting revenues, which are below target, reflect lower utilisation of capacity.

Software and support totalled EUR 109.4 million, down 4% on the previous year. This is due to the ongoing transition to the higher-margin cloud-based commission model. As a result, sales have decreased as expected. While the same period last year was still strongly influenced by licence sales, revenue is currently being driven more by migration projects with »RISE with SAP« and »GROW with SAP«, despite several contract signings being postponed. Demand remains high against the backdrop of the large-scale migration from SAP S/4HANA to the cloud announced for 2027, although it is currently characterised by considerable customer uncertainty.

Recurring revenues increased by 1% to EUR 199.2 million and account for 52% (Oct 2023 – Jun 2024: 52%) of total sales (Prior-year figure adjusted due to reallocation of revenue types). In terms of cloud services revenue, the ongoing trend towards the cloud (plus 5% to EUR 110.7 million) continued. In contrast, »licences and commissions« at EUR 20.9 million (minus 10%) in the first nine months of 2024/25 were significantly below the high level of the prior year, due to some contracts being postponed. Due to postponements of project launches, weak product business and low capacity utilisation in the Cus-

tomers Experience area of the LOB segment, consulting revenues of EUR 160.3 million were only slightly above the prior-year level (Oct 2023 – Jun 2024: EUR 158.9 million).

Since the start of the 2024/25 financial year, the previous separate disclosure of »CONVERSION/4« revenues has been discontinued. This category exclusively represented transformation projects where the technical transformation was partially automated using the Bluefield approach with Crystalbridge technology from the SNP partner. Meanwhile, both SAP and other providers now offer various tools (software) for the migration (conversion) from SAP ECC to SAP S/4HANA, which All for One also offers to its existing and new customers. In addition, there are customers who implement SAP S/4HANA using the Greenfield approach, i.e. with entirely new or revised processes. It no longer makes sense to separate the two approaches, which is why »CONVERSION/4« has been integrated into the consulting revenue type.

### Earnings performance

| in KEUR                                                                                | 10/2024 – 06/2025 | 10/2023 – 06/2024 |
|----------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Sales revenue</b>                                                                   | <b>380,380</b>    | <b>378,843</b>    |
| Cost of materials and purchased services                                               | -131,090          | -135,830          |
| Personnel expenses                                                                     | -183,585          | -176,055          |
| Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets | -19,824           | -20,322           |
| Impairment losses on financial assets                                                  | -537              | -336              |
| Other operating expenses/income                                                        | -31,585           | -29,874           |
| <b>EBIT</b>                                                                            | <b>13,759</b>     | <b>16,426</b>     |
| Financial result                                                                       | -1,212            | -1,015            |
| <b>EBT</b>                                                                             | <b>12,547</b>     | <b>15,411</b>     |
| Income tax                                                                             | -4,458            | -4,989            |
| <b>Result for the period</b>                                                           | <b>8,089</b>      | <b>10,422</b>     |

The cost of materials and purchased services decreased by 3% to EUR 131.1 million due to lower licences. The cost of materials ratio was 34% compared to 36% in the prior-year period.

Personnel expenses increased by a total of 4% to EUR 183.6 million, while the ratio of personnel expenses to sales increased from 46% to 48% due to the one-time effects of severance payments and inflation-related salary adjustments. The rise in other operating expenses and income to EUR 31.6 million (plus 6%) was mainly attributable to higher expenses for the internal IT structure.

### Reconciliation to EBIT before M&A effects (non-IFRS)

| in KEUR                                                                                    | 10/2024 – 06/2025 | 10/2023 – 06/2024 |
|--------------------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Earnings before interest and taxes (EBIT)</b>                                           | <b>13,759</b>     | <b>16,426</b>     |
| + impairment of goodwill                                                                   | 0                 | 0                 |
| + acquisition-related depreciation, amortisation and impairment on other intangible assets | 3,716             | 4,247             |
| +/- other acquisition-related expenses (and income)                                        | 4                 | 0                 |
| <b>EBIT before M&amp;A effects (non-IFRS)</b>                                              | <b>17,479</b>     | <b>20,673</b>     |

At EUR 17.5 million, EBIT before M&A effects (non-IFRS) after nine months of 2024/25 was 15% below the prior-year level (Oct 2023 – Jun 2024: EUR 20.7 million). This includes one-time effects of EUR 2.2 million from severance payments and redundancies as a result of the new corporate organisation introduced in October 2024. The EBIT margin before M&A effects (non-IFRS) reached 4.6% (Oct 2023 – Jun 2024: 5.5%). EBIT decreased by 16% in the same period and totalled EUR 13.8 million. At 3.6%, the EBIT margin is below the prior-year level (Oct 2023 – Jun 2024: 4.3%).

At minus EUR 1.2 million, the financial result for the 9-month period 2024/25 was slightly below the prior-year figure (Oct 2023 – Jun 2024: minus EUR 1.0 million). EBT amounted to EUR 12.5 million (minus 19%). Income taxes were EUR 4.5 million (Oct 2023 – Jun 2024: 5.0 Mio. EUR) and the result for the period was down 22% to 8.1 Mio. EUR. Earnings per share were EUR 1.65 (Oct 2023 – Jun 2024: EUR 2.09).

### Sales revenue and earnings performance by segment

|                                                              | CORE              |                   | LOB               |                   |
|--------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| in KEUR                                                      | 10/2024 – 06/2025 | 10/2023 – 06/2024 | 10/2024 – 06/2025 | 10/2023 – 06/2024 |
| <b>Statement of profit and loss</b>                          |                   |                   |                   |                   |
| External sales revenue                                       | 333,816           | 330,222           | 46,564            | 48,622            |
| Intersegment revenue                                         | 5,149             | 4,534             | 8,165             | 7,545             |
| <b>Sales revenue</b>                                         | <b>338,965</b>    | <b>334,756</b>    | <b>54,729</b>     | <b>56,167</b>     |
| <b>Segment EBIT (EBIT before M&amp;A effects (non-IFRS))</b> | <b>16,238</b>     | <b>16,411</b>     | <b>1,241</b>      | <b>4,264</b>      |
| Segment EBIT margin before M&A effects (non-IFRS) (in %)     | 4.8               | 4.9               | 2.3               | 7.6               |

With sales in the **CORE** segment (ERP and collaboration solutions) of EUR 339.0 million (plus 1%) in the 9-month period 2024/25 and EBIT before M&A effects (non-IFRS) of EUR 16.2 million (minus 1%), the segment fell short of expectations. The EBIT margin before M&A effects (non-IFRS) reached 4.8% (Oct 2023 – Jun 2024: 4.9%).

The **LOB** segment (Lines of Business) offers additional growth and margin potential through recurring cloud subscriptions and the Group's own add-on solutions. There is currently a lack of positive impetus from the economy. As many customers are at present focusing on investments related to the necessary ERP migration and core software functions, expansion investments are being postponed. Nevertheless, All for One continues to view the LOB segment as a key component of its core business and expects an upturn as the economy improves. However, as there is no sign of a sustained recovery in demand in this area, the company has taken proactive measures to increase efficiency in order to stabilise the profitability of the LOB segment in the coming quarters. The performance of Analytics and HR Experience was solid. By contrast, the environment in Customer Experience was challenging. This is mainly due to the expected launch of new SAP products at the end of 2025 and the manufacturer's current pricing policy. LOB segment sales decreased by 3% to EUR 54.7 million. EBIT before M&A effects (non-IFRS) was EUR 1.2 million. The segment's EBIT margin before M&A effects (non-IFRS) of 2.3% (Oct 2023 – Jun 2024: 7.6%) was below the prior-year level and expectations.

### Assets and financial position

#### Assets position

The balance sheet total decreased by 6% to EUR 322.9 million as at 30 June 2025 (30 Sep 2024: EUR 343.1 million). Total **assets** fell by EUR 20.2 million. This was largely due to a decline in cash and cash equivalents, which fell by EUR 15.8 million to EUR 46.7 million, resulting from planned payments such as the fulfilment of operating liabilities, dividend distribution as well as bonus and severance payments. Trade receivables increased slightly by EUR 1.4 million to EUR 70.1 million during the same period. Meanwhile, other intangible, fixed and right-of-use assets fell due to scheduled depreciation and amortisation.

Total **liabilities** amounted to EUR 215.3 million as at 30 June 2025 (30 Sep 2024: EUR 233.0 million). This represents a decrease of 8% due to the reduction in operating and financial liabilities. In particular trade payables decreased by EUR 10.2 million to EUR 25.5 million, while liabilities to employees, mainly related to bonuses and severance payments, decreased by EUR 2.7 million to EUR 25.5 million. In addition, leasing liabilities de-

creased by EUR 5.0 million to EUR 39.9 million as a result of scheduled repayments.

**Equity** decreased by 2% to EUR 107.6 million due to the distribution of dividends and the repurchase of treasury shares during the reporting period. Despite this decrease, the equity ratio improved to 33% (30 Sep 2024: 32%). Net debt was EUR 66.5 million at the reporting date (30 Sep 2024: EUR 55.7 million), reflecting a continued solid liquidity and debt position.

### Financial position

**Cash flow from operating activities** totalled EUR 11.6 million in the reporting period (Oct 2023 – Jun 2024: EUR 15.0 million). This was due to a lower result for the period and changes in working capital, particularly relating to increased payments for trade payables.

**Cash flow from investing activities** amounted to minus EUR 3.1 million in the period under review (Oct 2023 – Jun 2024: minus EUR 7.3 million). In the prior-year period, the cash outflow was mainly attributable to payments in connection with the acquisition of the outstanding shares in All for One Poland.

**Cash flow from financing activities** totalled minus EUR 24.0 million in the reporting period (Oct 2023 – Jun 2024: minus EUR 27.2 million). The scheduled repayment of lease liabilities of EUR 11.7 million, the dividend payment of EUR 7.9 million and payments related to the acquisition of treasury shares of EUR 3.4 million had a significant impact on the cash outflow.

Cash funds totalled EUR 46.3 million as of 30 June 2025 (30 Jun 2024: EUR 42.3 million).

### Employees

|                                             | 10/2024 –<br>06/2025 | 10/2023 –<br>06/2024 |
|---------------------------------------------|----------------------|----------------------|
| <b>Employees</b>                            |                      |                      |
| Number of employees (period end)            | 2,674                | 2,793                |
| Number of full-time equivalents (Ø)         | 2,449                | 2,501                |
| <b>Non-financial performance indicators</b> |                      |                      |
| Employee retention (in %)                   | 90.7                 | 89.5                 |
| Health index (in %)                         | 96.7                 | 96.5                 |

The shortage of skilled workers in the IT industry continues. For All for One, success remains closely linked to having qualified employees. That is why the company is specifically investing in recruitment, development and retention. The Regional Delivery Centers in Poland, Türkiye and Egypt ensure high-quality and speedy customer service. Employee retention is at 90.7%, which is above the prior-year level and in line with the industry average. The health index is slightly above the previous year's level at 96.7%.

### Outlook

Despite an unchanged strong pipeline of customer projects and interest in solutions for migrating to SAP's cloud offering, the further deterioration of the geopolitical situation, the current economic challenges in Central Europe with weaker market growth, and the continuing threat of a tariff dispute are leading to uncertainty among customers and delays in projects and new contracts.

Due to the strong pipeline that had existed for months, the management board still assumed at the half-year mark that the geopolitical situation would stabilise, making prospective customers and clients more likely to make decisions. However, this has not been the case in recent months. The temporary reluctance continues, and it is currently difficult to predict how the situation will develop.

In addition, the Customer Experience environment remains challenging. The main reason for this is SAP's changed product strategy in this area, which is resulting in a significant decline in revenue and earnings for the LOB segment's Customer Experience products. However, we see good opportunities for the LOB business in the medium term with the new SAP Cloud Business Suite, particularly for a recovery in the area of Customer Experience.

Although the operating result improved in the 3rd quarter (Apr – Jun 2025) compared to the corresponding quarter of the previous year, the forecast for the 2024/25 financial year has been adjusted.

The revenue forecast (IFRS) for the 2024/25 financial year of EUR 525 million to EUR 540 million has been adjusted to EUR 505 million to EUR 520 million. The EBIT margin before M&A effects (non-IFRS) is expected to be between 5% and 6% of revenue. Previous forecasts predicted an EBIT margin before M&A effects (non-IFRS) of between 7% and 8%, and an EBIT before M&A effects (non-IFRS) of between EUR 36.5 million and EUR 40.5 million.

The medium-term outlook of robust organic growth in the mid-single-digit percentage range has been fundamentally confirmed. The management board had assumed that the EBIT margin before M&A effects (non-IFRS) would exceed the 8% threshold sustainably by the 2025/26 financial year. However, due to the current heightened geopolitical situation and associated temporary customer restraint, as well as sustained changes within the Customer Experience product area of the LOB segment, the management board now expects this threshold to be exceeded only in the 2026/27 financial year.

# Consolidated Statement of Profit and Loss

## All for One

from 1 October 2024 to 30 June 2025

| in KEUR                                                                                | 10/2024 –<br>06/2025 | 10/2023 –<br>06/2024 | 04/2025 –<br>06/2025 | 04/2024 –<br>06/2024 |
|----------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Sales revenue                                                                          | 380,380              | 378,843              | 122,791              | 122,279              |
| Other operating income                                                                 | 3,545                | 3,723                | 881                  | 1,277                |
| Cost of materials and purchased services                                               | -131,090             | -135,830             | -42,961              | -43,670              |
| Personnel expenses                                                                     | -183,585             | -176,055             | -60,391              | -58,860              |
| Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets | -19,824              | -20,322              | -6,644               | -6,698               |
| Impairment losses on financial assets                                                  | -537                 | -336                 | 52                   | -363                 |
| Other operating expenses                                                               | -35,130              | -33,597              | -11,430              | -12,352              |
| <b>EBIT</b>                                                                            | <b>13,759</b>        | <b>16,426</b>        | <b>2,298</b>         | <b>1,613</b>         |
| Financial income                                                                       | 835                  | 999                  | 237                  | 312                  |
| Financial expense                                                                      | -2,047               | -2,014               | -694                 | -693                 |
| <b>Financial result</b>                                                                | <b>-1,212</b>        | <b>-1,015</b>        | <b>-457</b>          | <b>-381</b>          |
| <b>EBT</b>                                                                             | <b>12,547</b>        | <b>15,411</b>        | <b>1,841</b>         | <b>1,232</b>         |
| Income tax                                                                             | -4,458               | -4,989               | -1,141               | -667                 |
| <b>Result for the period</b>                                                           | <b>8,089</b>         | <b>10,422</b>        | <b>700</b>           | <b>565</b>           |
| attributable to owners of the parent                                                   | 8,008                | 10,287               | 686                  | 525                  |
| attributable to non-controlling interests                                              | 81                   | 135                  | 14                   | 40                   |
| <b>Earnings per share</b>                                                              |                      |                      |                      |                      |
| Undiluted and diluted earnings per share (in EUR)                                      | 1.65                 | 2.09                 | 0.14                 | 0.11                 |

# Consolidated Statement of Comprehensive Income

## All for One

from 1 October 2024 to 30 June 2025

| in KEUR                                                                         | 10/2024 –<br>06/2025 | 10/2023 –<br>06/2024 | 04/2025 –<br>06/2025 | 04/2024 –<br>06/2024 |
|---------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Result for the period</b>                                                    | <b>8,089</b>         | <b>10,422</b>        | <b>700</b>           | <b>565</b>           |
| <b>Items that might be reclassified to profit or loss in subsequent periods</b> |                      |                      |                      |                      |
| Unrealised profits (+) / losses (-) from currency translation                   | 197                  | 2,096                | -293                 | 229                  |
| <b>Other comprehensive income</b>                                               | <b>197</b>           | <b>2,096</b>         | <b>-293</b>          | <b>229</b>           |
| <b>Total comprehensive income</b>                                               | <b>8,286</b>         | <b>12,518</b>        | <b>407</b>           | <b>794</b>           |
| attributable to owners of the parent                                            | 8,212                | 12,405               | 398                  | 755                  |
| attributable to non-controlling interests                                       | 74                   | 113                  | 9                    | 39                   |



# Consolidated Balance Sheet

## All for One

as of 30 June 2025

### Assets

| in KEUR                   | 30.06.2025     | 30.09.2024     |
|---------------------------|----------------|----------------|
| <b>Current assets</b>     |                |                |
| Cash and cash equivalents | 46,747         | 62,586         |
| Finance lease receivables | 4,858          | 4,805          |
| Trade receivables         | 70,065         | 68,694         |
| Contract assets           | 15,436         | 11,776         |
| Income tax assets         | 2,697          | 1,942          |
| Other assets              | 18,657         | 18,421         |
|                           | <b>158,460</b> | <b>168,224</b> |
| <b>Non-current assets</b> |                |                |
| Goodwill                  | 69,007         | 68,713         |
| Other intangible assets   | 23,803         | 27,445         |
| Fixed assets              | 13,537         | 15,464         |
| Right-of-use assets       | 40,477         | 45,153         |
| Finance lease receivables | 9,585          | 8,895          |
| Deferred tax assets       | 966            | 676            |
| Other assets              | 7,097          | 8,545          |
|                           | <b>164,472</b> | <b>174,891</b> |
| <b>Total assets</b>       | <b>322,932</b> | <b>343,115</b> |

# Consolidated Balance Sheet

## All for One

as of 30 June 2025

### Equity and liabilities

| in KEUR                                                     | 30.06.2025     | 30.09.2024     |
|-------------------------------------------------------------|----------------|----------------|
| <b>Current liabilities</b>                                  |                |                |
| Other provisions                                            | 463            | 1,113          |
| Liabilities to financial institutions                       | 7,499          | 3              |
| Lease liabilities                                           | 15,004         | 14,379         |
| Trade payables                                              | 25,481         | 35,689         |
| Contract liabilities                                        | 15,897         | 14,197         |
| Liabilities to employees                                    | 25,490         | 28,178         |
| Income tax liabilities                                      | 6,421          | 5,683          |
| Other liabilities                                           | 8,347          | 10,581         |
|                                                             | <b>104,602</b> | <b>109,823</b> |
| <b>Non-current liabilities</b>                              |                |                |
| Pension provisions                                          | 1,760          | 1,765          |
| Other provisions                                            | 899            | 898            |
| Liabilities to financial institutions                       | 65,916         | 73,390         |
| Lease liabilities                                           | 24,867         | 30,540         |
| Deferred tax liabilities                                    | 16,049         | 15,833         |
| Other liabilities                                           | 1,200          | 765            |
|                                                             | <b>110,691</b> | <b>123,191</b> |
| <b>Equity</b>                                               |                |                |
| Issued capital                                              | 14,946         | 14,946         |
| Reserves                                                    | 99,828         | 99,347         |
| Treasury shares                                             | -7,427         | -4,535         |
| <b>Share of equity attributable to owners of the parent</b> | <b>107,347</b> | <b>109,758</b> |
| Non-controlling interests                                   | 292            | 343            |
|                                                             | <b>107,639</b> | <b>110,101</b> |
| <b>Total liabilities and equity</b>                         | <b>322,932</b> | <b>343,115</b> |

# Consolidated Cash Flow Statement

## All for One

from 1 October 2024 to 30 June 2025

| in KEUR                                                                                | 10/2024 –<br>06/2025 | 10/2023 –<br>06/2024 |
|----------------------------------------------------------------------------------------|----------------------|----------------------|
| <b>Result for the period</b>                                                           | <b>8,089</b>         | <b>10,422</b>        |
| Income tax                                                                             | 4,458                | 4,989                |
| Financial result                                                                       | 1,212                | 1,015                |
| Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets | 19,824               | 20,322               |
| Increase (+) / decrease (-) in value adjustments and provisions                        | -696                 | -2,021               |
| Gains (-) / losses (+) from the disposal of non-current assets                         | -32                  | -78                  |
| Increase (-) / decrease (+) in trade receivables                                       | -1,222               | 1,703                |
| Increase (+) / decrease (-) in trade payables                                          | -10,141              | -4,760               |
| Increase / decrease in other assets and liabilities                                    | -6,786               | -14,450              |
| Interest received                                                                      | 838                  | 984                  |
| Income tax refunds (+) / payments (-)                                                  | -3,918               | -3,171               |
| <b>Cash flow from operating activities</b>                                             | <b>11,626</b>        | <b>14,955</b>        |
| Payments for purchase of intangible and fixed assets                                   | -3,172               | -1,381               |
| Proceeds from sale of intangible assets and fixed assets                               | 117                  | 101                  |
| Purchase of subsidiary, net of cash and cash equivalents acquired                      | 0                    | -5,984               |
| <b>Cash flow from investing activities</b>                                             | <b>-3,055</b>        | <b>-7,264</b>        |
| Repayment of lease liabilities                                                         | -11,688              | -11,426              |
| Repayment of liabilities to financial institutions                                     | -3                   | -4,026               |
| Payments for share buyback programme                                                   | -3,368               | -2,200               |
| Interest paid                                                                          | -1,118               | -2,325               |
| Dividend payments to shareholders and non-controlling interests                        | -7,857               | -7,206               |
| <b>Cash flow from financing activities</b>                                             | <b>-24,034</b>       | <b>-27,183</b>       |
| <b>Increase (+) / decrease (-) in cash and cash equivalents</b>                        | <b>-15,463</b>       | <b>-19,492</b>       |
| Effect of exchange rate fluctuations on cash funds                                     | -89                  | 19                   |
| Cash funds at start of period                                                          | 61,877               | 61,797               |
| <b>Cash funds at end of period</b>                                                     | <b>46,325</b>        | <b>42,324</b>        |

# Additional Information

## Basis of preparation

All for One Group SE, Filderstadt, («All for One Group SE» or «Company»), is a European company (Societas Europaea, SE). The company is listed in the commercial register of the District Court of Stuttgart under registration number HRB 774576. Its registered office is Rita-Maiburg-Strasse 40 in 70794 Filderstadt, Germany. All for One Group SE shares are listed in the Prime Standard of the Frankfurt stock exchange (ISIN: DE0005110001). All for One Group SE and the subsidiaries it controls («All for One» or «Group») unite strategic and management consulting, process consulting, industry insight and technology expertise, and IT consulting and services under one roof. This quarterly statement of All for One Group SE has been prepared in conformity with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and with Section 53 of the regulations issued by the Frankfurt Stock Exchange (FWB). The quarterly statement does not comply with the requirements of IAS 34 Interim Financial Reporting and has not been audited or reviewed.

This quarterly statement was prepared in accordance with the accounting and measurement methods applying as of 30 September 2024. The figures include all ongoing business transactions and accruals that the company deems necessary to ensure correct presentation of the interim results. The company believes that the information and explanations presented in this report present a true and fair view of its net assets, financial position and results of operations. In light of the business model and the associated volatilities, the interim results of the Group are not necessarily indicative of business performance over the further course of time.

The quarterly statement contains forecasts, estimates and expectations that involve risks and uncertainties. Actual results and developments may differ considerably from expectations and assumptions made. Such deviations may be the result of changes in the general economic situation and competitive environment, especially in the core business areas and markets, or amendments to laws, especially those governing taxation.

The reporting currency and functional currency of the quarterly statement of All for One Group SE is the euro (EUR). Unless otherwise indicated, all amounts are reported in thousands of euros (KEUR). For technical reasons, the information provided in these financial statements may contain rounding differences of +/- one unit (KEUR, %, etc.).

The quarterly statement for the reporting period ending 30 June 2025 was approved for publication by the management board of All for One Group SE on 7 August 2025.

## IR Service

All for One's website offers extensive investor relations services. Apart from finding company reports, analyst reports, financial presentations and information about the annual general meeting, you can also add your name to the mailing list to receive press releases and financial announcements.

[www.all-for-one.com/ir-english](http://www.all-for-one.com/ir-english)

## All for One

All for One is an international IT consulting and service provider with a strong focus on SAP. With the clear goal of transforming technology into concrete business benefits, the industry specialist accompanies and supports its more than 4,000 midmarket customers, including many family businesses, from Germany, Austria, Poland and Switzerland in their sustainable business transformation and on their way to the cloud. All for One is the leading SAP partner in Central and Eastern Europe for both the conversion to SAP S/4HANA and SAP Cloud Business.

In financial year 2023/24, All for One generated sales of EUR 511 million. The company is headquartered in Filderstadt near Stuttgart and is listed on the Prime Standard of the Frankfurt Stock Exchange.

### All for One Group SE

Nicole Besemer  
Senior Director Investor Relations & Treasury

Rita-Maiburg-Strasse 40  
70794 Filderstadt  
Germany  
Tel. +49 (0) 711 788 07-28