

16.07.2026

A new chapter for All for One – new perspectives for our customers

Dear customers,

Ladies and gentlemen,

A new chapter is beginning for All for One.

All for One Group SE today entered into a Business Combination Agreement in connection with a takeover offer by VINCI Energies Deutschland Enterprise Solutions AcquiCo SE, a subsidiary of the French construction and concessions group VINCI S.A.

With **VINCI Energies**, All for One is gaining a **financially strong international partner** that will support the long-term development of our company. VINCI Energies focuses on four business areas: industry, infrastructure, building solutions and ICT (information and communication technology). Under the Axians brand, VINCI Energies bundles its activities in the field of digital infrastructure and, in 2025, generated revenue of €3.8 billion with 18,300 employees.

The portfolio of **ICT specialist Axians** includes both the development of digital infrastructure — such as telecommunications, fiber optics, cloud, data centers and enterprise networks — as well as digital services in the areas of business applications, data analytics, digital workplace and cybersecurity.

With VINCI Energies and Axians, **new perspectives** are opening up for All for One and for our customers. **The combination of the two business models creates a complementary end-to-end portfolio** that brings together All for One's comprehensive expertise in business, cloud and AI transformation with Axians' existing capabilities in SAP business applications, data analytics and, in particular, SAP services. Axians complements this with expertise in ICT infrastructure, cloud, networks and cybersecurity.

For you as a customer, one thing is particularly important: **your collaboration with All for One will remain reliable and unchanged.**

In addition to expanding our end-to-end service portfolio, the planned combination also creates further opportunities:

- **Greater implementation strength:** Additional experts and expanded delivery capacities will be available for projects, including international projects.

- **Stronger international positioning:** Internationally active customers will benefit from an even broader European presence and expanded delivery capacities.
- **Combined expertise:** For complex requirements, additional specialists and technological expertise can be brought in going forward.
- **Long-term innovative strength:** The combination with a financially strong international partner creates a solid foundation for the long-term development of our consulting, service and solution portfolio.

Equally important is the continuity you can rely on. The Business Combination Agreement concluded between All for One and VINCI Energies includes commitments to maintain the existing management team and to safeguard jobs and locations. VINCI Energies also fully supports All for One's corporate strategy.

In practical terms, this means to you: **nothing will change in day-to-day operations.** Your projects, contractual agreements, contacts and familiar processes will remain unchanged. Our ambition also remains unchanged: we will continue to support you in making targeted use of the enormous opportunities offered by digitalization and AI, and in turning them into sustainable business value for your company.

If you have any questions, please do not hesitate to contact us. Write to us at newchapter@all-for-one.com; we will get back to you promptly.

With best regards,

Michael Zitz
CEO All for One

Stefan Land
CFO All for One