HALF-YEAR FINANCIAL REPORT AS OF 31 MARCH 2022

Sales up 24% and organic growth up 10% // Integration of acquisitions // SAP S/4HANA transformation gains pace // Sales guidance raised slightly

REVENUE in EUR millions	
10/2021 – 03/2022	10/2020 – 03/2021
230.4	**185.5**
+24%	

EBIT in EUR millions	
10/2021 – 03/2022	10/2020 – 03/2021
13.0	**10.7**
+22%	

CLOUD AND SOFTWARE REVENUE in EUR millions	
10/2021 – 03/2022	10/2020 – 03/2021
134.2	**109.5**
+23%	

RECURRING REVENUE [1] in EUR millions	
10/2021 – 03/2022	10/2020 – 03/2021
118.5	**98.5**
+20%	

1) Prior-year figures adjusted

- Sales up 24% and organic growth up 10%
- Integration of acquisitions of All for One Poland, ASC Group and blue-zone drives growth
- Cloud sales: significant increase of 32% to EUR 55.1 million
- License sales: up 73% to EUR 20.8 million
- CONVERSION/4 sales increase fivefold
- EBIT margin largely stable at 5.7% (down 0.1 percentage points)
- EBIT before M&A effects (non-IFRS): EUR 17.7 million (margin: 7.7%)
- 2021/22 guidance: sales increased slightly; EBIT confirmed
- Double award as »Best IT Service Provider 2022« and »Best Management Consultant 2022« by brand eins
- Customer experience portfolio expanding following the acquisition of POET GmbH in May 2022
- New promissory note loans issued in May 2022

THE GROUP CONTINUES TO GROW – ACQUISITIONS AND ORGANIC GROWTH

In the 1st half-year 2021/22, All for One Group SE built up and expanded both its implementation strength and its service portfolio focusing on SAP transformation and product business as well as its customer base in Poland and Switzerland through three acquisitions. Together with the acquisitions that were integrated into All for One Group effective 1 October 2021 respectively 1 December 2021, the Group headcount has grown to around 2,600 employees as of 31 March 2022.The integration of the new companies is progressing on schedule.

All for One Poland

All for One Group SE acquired a majority stake of 51%, effective 1 October 2021, in SNP Poland Sp. z o.o., Suchy Las (Poznan), from SNP Schneider-Neureither & Partner SE, Heidelberg. The complete transfer of all shares is planned via reciprocal optional purchase and sale agreements from 2023 onwards. With more than 400 employees and a customer base of more than 400 companies, the leading SAP service provider, whose name has meanwhile been changed to All for One Poland Sp. z o.o., will drive the growth and implementation strength of the Group, especially in the areas of SAP S/4HANA transformation and major international projects. At the beginning of January 2022, All for One Poland joined United VARs, the international partner network, where it was awarded SAP Platinum Partner status.

ASC Group

The acquisition of the consulting companies ASC Management Consulting AG, Engelberg/Switzerland, and Advanced Solutions Consulting GmbH, Baden/Switzerland (together »ASC Group«), effective 1 October 2021, will enable All for One Group SE to further expand its business in Switzerland. ASC Group is characterised by its expertise in the areas of business and IT/SAP consulting and especially for solutions in corporate finance and enterprise performance management such as group consolidation, controlling and the associated disciplines of business planning, BI reporting and analytics. The planned merger with All for One Group subsidiary Process Partner AG, St. Gallen/Switzerland, will create a high-performing SAP and IT services consultancy with around 100 internal and external consultants and representing an initial sales volume of around CHF 24 million (EUR 22 million), who will support both the Swiss midmarket and major key accounts.

blue-zone

Efficiency and successful marketing and sales efforts are also achieved using both the sales organisation's digital network and mobile, cloud-based solutions to manage the field sales team. The acquisition of Rosenheim-based blue-zone GmbH (formerly: blue-zone AG) by All for One Group SE effective 1 December 2021 will further intensify the collaboration in the field of customer experience, which has already been ongoing for several years. In addition, as an acknowledged expert in cloud-based product development, blue-zone will strengthen the product business of the Group. In 2021 the company generated sales of EUR 2.2 million and a profitable operating result (EBIT) with its team of around 20 experts in Microsoft Azure.

EXPANDING THE CUSTOMER EXPERIENCE PORTFOLIO AND EXPERTISE

The objective of our customers in Customer Experience Management is to manage the full experience of their customers on their customer journey and to make sure it is as user-friendly as possible. We already act as a full-service CX provider, using state-of-the-art digital solutions to advise our customers on how to optimise their business models, strengthen their sales capability and enhance their ability to compete. Our subsidiary B4B Solutions GmbH, which has already received multiple CX awards, was most recently honoured with the SAP® MEE Partner Excellence Award 2022 for Marketing Best Practice for its outstanding contributions to driving digital transformation and designing customer experience.

To further strengthen its SAP Commerce portfolio, All for One Group SE acquired Karlsruhe-based SAP Commerce service provider POET GmbH on 2 May 2022, together with its Egyptian development company POET Egypt LLC., Alexandria/Egypt, and a team of around 110 consultants. For further details, please refer to Section »10. Subsequent events«.

DEMAND FOR SAP S/4HANA TRANSFORMATIONS CONTINUES TO GAIN PACE

As things stand at present, nobody can predict the fallout from the war in Ukraine, the further progress of the pandemic, or potential bottlenecks in our customers' supply chains with a corresponding knock-on effect on the business performance of our Group. What does, however, seem certain is the increasing wave of migrations from SAP ERP to SAP S/4HANA. Against this background, All for One Group has developed a customised technology-based service offering (»CONVERSION/4«), to support our customers over the long term on their digitalisation journey. The service offering encompasses recurring lifecycle services that include transformation, and process and optimisation support, and is based on the »Bluefield« approach that draws on SNP software products. In the first six months alone, eighteen contracts were signed, representing a significant increase compared to the prior-year period.

Our model not only assures our customers a particularly safe and fast conversion to the new digital core with »zero downtime«. CONVERSION/4, which is based on SNP's Bluefield method, also includes a unique support regime for the decisive phase following migration. It gives our customers particularly efficient access to innovations and enables them to continuously improve their own ability to compete. At the same time, our subscription model brings together the enormous innovation potential of both SAP and Microsoft. Which is why CONVERSION/4 is also increasingly attracting interest outside our base of more than 1,000 customers with maintenance contracts. This is enabling us to acquire totally new customers from the larger midmarket and to expand our market share in the SAP ecosystem.

RECOGNITION OF OUR INNOVATIVE STRENGTH AND EXPERTISE

While our customers value our broad portfolio of products and services and our expertise, our technology partners perceive us as particularly strong when it comes to innovation and performance. In addition to the double recognition of business journal brand eins as » Best IT Service Provider 2022« and »Best Management Consultant 2022«, All for One Group was also recognised by SAP Germany in the category »SAP Business ByDesign« for acquiring the »largest number of new customers in 2021« and for achieving the »highest levels of customer satisfaction in 2021«.

EARNINGS SITUATION

Sales development

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021 [1]
Cloud services and support (1)	**55,135**	**41,850**
Software licenses and support (2)	**79,108**	**67,660**
Software licenses	20,780	12,030
Software support (3)	58,328	55,630
Consulting and services	**91,061**	**75,039**
CONVERSION/4 (4)	**5,071**	**983**
Total	**230,375**	**185,532**
Cloud and software revenue (1)+(2)	**134,243**	**109,510**
Recurring revenue (1)+(3)+(4)	**118,534**	**98,463**

1) Prior-year figures adjusted

With the wave of migrations from SAP ERP to SAP S/4HANA gaining in strength, we are reporting CONVERSION/4 as a separate type of revenue, starting in financial year 2021/22. Prior-year figures have been adjusted accordingly to improve comparability. CONVERSION/4 sales totalled EUR 5.1 million, representing a significant increase compared to the prior-year period (EUR 1.0 million).

The market is increasingly rewarding both the business model aligned to comprehensive customer support and extended customers relationships and the cloud first strategy adopted by All for One Group. Added to which, the growing demand for transformation projects and the first-time consolidation of the acquisitions is providing additional tailwind.

Sales revenues, including acquisitions, are significantly higher, at EUR 230.4 million, an increase of 24% versus the prior-year figure of EUR 185.5 million. Organic sales growth in the 1st half-year 2021/22 was 10%. Recurring revenues increased further, both from cloud services and support (plus 32% to EUR 55.1 million) and from software support (plus 5% to EUR 58.3 million). Together, these recurring revenues of EUR 118.5 million (plus 20%) account for 51% of total sales. The percentage share is slightly lower than the prior-year level of 53% due to significantly higher license sales in the 1st half-year 2021/22.

There is no stopping the trend towards the cloud, so we expect license revenues to decline in the future while cloud revenues will increase. Nevertheless, the existing licensing models will still play a key role for many of our core customers, even when migrating from SAP ERP to SAP S/4HANA. In the 1st half-year 2021/22, license revenues increased by 73% to EUR 20.8 million compared to the prior-year period in the wake of strong demand and following consolidation of the acquisitions in Poland and Switzerland. Consulting and services revenues increased by 21% compared to the prior-year level (Oct 2020 – Mar 2021: EUR 75.0 million).

Earnings performance

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021
Sales revenue	**230,375**	**185,532**
Cost of materials and purchased services	-88,313	-69,492
Personnel expenses	-101,320	-85,531
Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets	-14,278	-10,756
Impairment losses on financial assets	10	54
Other operating expenses/income	-13,452	-9,091
EBIT	**13,022**	**10,716**
Financial result	-585	-686
EBT	**12,437**	**10,030**
Income tax	-3,817	-3,006
Result for the period	**8,620**	**7,024**

The higher cost of materials and purchased services (plus 27% to EUR 88.3 million) is a result of the growth in sales and the increased use of external consulting resources (»freelancers«) from our partner network, but was also caused by higher prices for electricity in our computer centres. The significant increase in license sales and the higher level of cloud subscriptions resulted in an increase in the cost of materials ratio of 1% to 38%.

Personnel expenses increased to EUR 101.3 million (plus 18%). Because of the change in sales mix and the integration of the newly acquired companies in the 1st half-year 2021/22, the ratio of personnel expenses to sales declined from 46% to 44% as did the personnel expenses per full-time employee (plus 34% to an average of 2,259 FTEs) from KEUR 51 to KEUR 45. The marked increase in other operating expenses and income to EUR 13.5 million (plus 48%) was due to the integration of the newly acquired companies, more travel and increased conference participation. Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets increased to EUR 14.3 million (plus 33%) in connection with the consolidation of the newly acquired companies.

EBITDA (Earnings before interest, taxes, depreciation and amortisation) totalled EUR 27.3 million (Oct 2020 – Mar 2021: EUR 21.5 million), up 27%. The EBITDA margin relative to sales was 11.9% (Oct 2020 – Mar 2021: 11.6%). EBIT increased by 22% to EUR 13.0 million, whereas the EBIT margin remained more or less stable at 5.7% (Oct 2020 – Mar 2021: 5.8%).

EBIT BEFORE M&A EFFECTS (NON-IFRS)

In the 1st half-year 2021/22 All for One Group achieved both organic (+10%) and inorganic sales growth. The inorganic growth in the first half of 2021/22 came from three company acquisitions (Mergers & Acquisitions: »M&A«). Based on our growth strategy, which we plan to continue pursuing both organically and inorganically, we have for the first time adjusted our result of operations (EBIT) for income and expenses relating to M&A transactions and reconciled the figure to »EBIT before M&A effects (non-IFRS)«. As part of this reconciliation, the result is adjusted for both acquisition-related amortisation and impairment on intangible assets (e.g. goodwill, trademark rights, orders on hand, customer bases) and other acquisition-related external expenses and income (e.g. legal and consulting costs, due diligence costs, ancillary transaction costs). The adjustment is performed for pending, aborted and successfully completed acquisitions.

EBIT before M&A effects (non-IFRS) increased by 37% to EUR 17.7 million (Oct 2020 – Mar 2021: EUR 12.9 million). The corresponding margin was 7.7% (Oct 2020 – Mar 2021: 7.0%). Since the effect of acquisition-related depreciation, amortisation and impairment on intangible assets on EBIT will persist as long as we continue to build our portfolio by acquiring businesses, this performance indicator will become increasingly relevant as it shows the »undistorted« development of operations.

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

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021
Earnings before interest and taxes (EBIT)	**13,022**	**10,716**
+ impairment of goodwill	0	0
+ acquisition-related depreciation, amortisation and impairment on other intangible assets	4,126	1,850
+/- other acquisition-related expenses (and income)	593	370
EBIT before M&A effects (non-IFRS)	**17,741**	**12,936**

The financial result for the 1st half-year 2021/22 of minus EUR 0.6 million was slightly below the prior-year level (Oct 2020 – Mar 2021: minus EUR 0.7 million). EBT totalled EUR 12.4 million (plus 24%). Income taxes amounted to minus EUR 3.8 million (Oct 2020 – Mar 2021: minus EUR 3.0 million), equivalent to an income tax rate of 31%, which is 1 percentage point above the prior-year level of 30%. The result for the period rose by 23% to EUR 8.6 million and earnings per share by 24% to EUR 1.72.

Revenue and earning performance by segment

	CORE		LOB	
in KEUR	10/2021 – 03/2022	10/2020 – 03/2021 [1]	10/2021 – 03/2022	10/2020 – 03/2021 [1]
Statement of profit and loss				
External sales revenue	196,720	154,389	33,655	31,143
Intersegment revenue	2,879	2,277	5,037	4,838
Sales revenue	**199,599**	**156,666**	**38,692**	**35,981**
Segment EBIT	**11,054**	**7,663**	**1,964**	**3,048**
Segment EBIT margin (in %)	5.5	4.9	5.1	8.5

1) Prior-year figures adjusted

Analysis of the segments clarifies the effects discussed above. Sales in the **CORE** segment (ERP and collaboration solutions) increased by 27% to EUR 199.6 million following the acquisitions in Poland and Switzerland and as a result of strong licensing revenues. The segment EBIT improved by 44% to EUR 11.1 million. The strong growth in CONVERSION/4 business will continue to have a positive impact on the sales of this segment. Since the segment also covers areas such as IoT & Machine Learning and New Work & Collaboration, Strategy & Management Consulting was classified as part of the CORE segment at the start of the financial year. Prior-year figures have been adjusted accordingly to improve comparability.

The **LOB** segment (lines of business solutions) offers additional growth and margin potential through recurring cloud subscriptions and our own add-on solutions. Capacity utilisation was, in some areas, below budget as a result of the uncertainty among our customers with regard to the pandemic and economic development. LOB segment sales increased by 8% to EUR 38.7 million and EBIT declined by minus 36% to EUR 2.0 million. The segment's EBIT margin is therefore 5.1% (Oct 2020 – Mar 2021: 8.5%) and thus below the Group's EBIT margin. The situation should continue to return to normal as long as our customers do not postpone further in the face of supply chain problems, the pandemic or the war in Ukraine.

ASSETS AND FINANCIAL SITUATION

Assets situation

The balance sheet total as of 31 March 2022 increased by 12% to EUR 296.1 million (30 Sep 2021: EUR 264.9 million). Accordingly, **assets** increased in value by EUR 31.2 million. The decline in cash and cash equivalents of EUR 27.6 million was largely due to the outflows relating to the payment of fixed purchase prices for the acquisition of new subsidiaries. Goodwill (plus EUR 26.6 million), other intangible assets (plus EUR 9.9 million) and trade receivables (plus EUR 14.4 million) increased significantly due to the consolidation of the new subsidiaries and to higher sales towards the end of the half year.

Liabilities were affected primarily by the increase in trade payables (plus EUR 3.0 million) and other liabilities (plus EUR 26.2 million). The increase is a result of the consolidation of the new companies and also the high level of sales towards the end of the half-year. Other liabilities include purchase price obligations relating to variable purchase price components for the shares in All for One Poland, ASC Group and blue-zone among others.

Equity increased by EUR 1.3 million to EUR 92.7 million, whereas the equity ratio declined to 31% (30 Sep 2021: 35%) due to the extension of the balance sheet. Net debt now amounts to EUR 40.0 million (30 Sep 2021: EUR 13.8 million).

Financial situation

Cash flow from operating activities totalled EUR 7.1 million (Oct 2020 – Mar 2021: EUR 9.3 million). In reconciling the result for the period to the cash flow from operating activities, the higher trade receivables are particularly noticeable and were mainly due to high license sales in March 2022.

Cash flow from investing activities totalled minus EUR 17.7 million (Oct 2020 – Mar 2021: minus EUR 1.8 million) and therefore increased significantly. The cash outflows were primarily due to the payment of purchase prices to acquire the new subsidiaries.

Cash flow from financing activities amounted to minus EUR 17.0 million (Oct 2020 – Mar 2021: minus EUR 16.7 million), mainly due to outflows to redeem lease liabilities and to a higher dividend distribution. As a result, cash funds totalled EUR 47.3 million as of 31 March 2022 (31 Mar 2021: EUR 59.8 million).

EMPLOYEES

	10/2021 – 03/2022	10/2020 – 03/2021
Employees		
Number of employees (period end)	2,557	1,917
Number of full-time equivalents (Ø)	2,259	1,682
Non-financial performance indicators		
Employee retention (in %)	92.8	94.2
Health index (in %)	96.4	97.3

The shortage of experts in the IT sector has been a topic of discussion in politics and the press for a long time. In light of our growth targets, we have spent years investing in innovative concepts to recruit new members of staff, and to develop and retain them. One example of this is our successful eSports Team that delights younger applicants in particular. As part of our new programme – »One Identity« – we are focusing our efforts on building and nurturing our employer brand as we definitely believe that companies with a strong culture and firmly anchored values will come out ahead in the competition for talent. To firmly embed our »Entrepreneurial Mindset« – which is one of our foremost values – we need committed employees who are willing to take on responsibility, which is why we are rolling out a modern OKR (Objectives and Key Results) management system to enable us to involve all employees more closely in strategic issues. All of this aims to strengthen employee retention which – although slightly down year on year – is still well above the industry average, we believe.

The impacts of the Omicron wave are reflected in a slight decrease in the health index.

CORPORATE GOVERNANCE

We consistently compare the latest recommendations issued by the German government's commission for the German Corporate Governance Code (»GCGC«) with our everyday corporate governance practices. As explained in our declaration of compliance dated 27 September 2021, we have adopted the recommendations of the GCGC apart from the exceptions explained in our declaration with regard to the compensation system for the management board and the chairman of the supervisory board's audit committee. The declaration of compliance is available for download at (www.all-for-one.com/governance_e). The compensation system was approved by the annual general meeting on 11 March 2021 (for more details of our compensation system, please see www.all-for-one.com/governance_e). Our declaration of conformity for the current year is planned for September 2022. For details of directors' dealings in the reporting period, please refer to our website (www.all-for-one.com/dd_e).

OPPORTUNITIES AND RISK REPORT

The combined management report for financial year 2020/21 includes a detailed opportunities and risk report that discusses certain risks that could adversely impact the net assets, financial position and results of operations of All for One Group. The main opportunities for All for One Group are also discussed. In the 1st half-year 2021/22, only minor changes have occurred overall to the opportunities and risk situation of All for One Group compared to the opportunities and risks identified in the combined management report for financial year 2020/21, despite the war in Ukraine and the ongoing global coronavirus pandemic. As things stand today, the Group is not aware of any risks that might jeopardise the continued existence of the company.

Risk situation

In terms of environmental risks, in future we will probably be exposed to a greater likelihood of **»economic risks«** (included in the »risks associated with social, political, overall economic and regulatory developments«, risk classification already »high«). Even though the fallout from the war in Ukraine and its further progress can scarcely be predicted, the related sanctions and embargos, energy and commodity price increases and disruptions to supply chains, e.g. in the car industry, could put even more pressure on inflation and cause economic development to slow down. The same holds true for the coronavirus pandemic whose further progress is also virtually impossible to predict. Although a number of countries have meanwhile lifted Covid restrictions, the most recent developments in China clearly show that further lockdowns, in particular, and potential supply bottlenecks as a result cannot be entirely ruled out. In light of the prevailing uncertainties, economic recovery could be delayed further. The German Council of Economic Experts (Sachverständigenrat zur Begutachtung der gesamtwirtschaftlichen Entwicklung), for example, has lowered its forecast of gross domestic product in Germany for this year from 4.6% to currently 1.8% (30 Mar 2022).

When managing our »operational risks«, assuring **information security** (»cyber risks, risk classification »high«, unchanged) also continues to require a lot of time and effort. The degree of professionalism and the frequency and diversity of cyber attacks are increasing further. The resulting enhanced risk situation could worsen further, given the war in Ukraine. The German Federal Office for Security in Information Technology, for example, identified an abstractly increased threat for Germany in its assessment of 4 March 2022. To effectively mitigate the cyber risks to which we are exposed and to assure even better protection of both our customers' data and systems and our own application landscapes, we are continuously enhancing our already extensive security precautions and defence mechanisms. In addition, we consistently strive to raise awareness for IT security among our staff. To further reduce our »cyber risks«, we work closely with external insurance experts to continuously optimise our existing cyber insurance cover.

Notwithstanding the slight shifts explained above, our overall evaluation of the respective individual risks as discussed in the Annual Report 2020/21 (see »Opportunities and Risk Report«) remains unchanged.

Opportunity situation

The acquisition of All for One Poland is providing an additional boost for migrations to SAP S/4HANA and the execution of international projects. By the same token, the speed of our innovations and growth is increasing significantly following our most recent acquisitions of ASC Group, blue-zone GmbH and POET GmbH. By successfully placing promissory note loans in May 2022, All for One Group has secured the corresponding means to fund its further expansion and to strengthen its product portfolio.

Overall, there have been only negligible changes to the opportunities discussed in the Annual Report 2020/21 (see »Opportunities and Risk Report«).

OUTLOOK

The inorganic growth from the acquired companies and the expected continued high demand from customers will have a positive impact on Group sales growth. Our sales pipeline is well filled, and our CONVERSION/4 subscription model for transformation and innovation with SAP S/4HANA is gaining considerable pace. Given these trends and the purchase of POET GmbH in May 2022, we have closely examined our guidance for financial year 2021/22 and have raised our sales guidance slightly while confirming our EBIT guidance. We now expect sales in financial year 2021/22 of between EUR 440 million and EUR 460 million and EBIT in a range between EUR 24 million and EUR 26 million.

Uncertainty still surrounds the progress of further decreasing pandemic waves and the question of how long the optimistic mood will prevail, however. The biggest risk facing delivery of this guidance is therefore posed by renewed setbacks in economic development. In the second half of the financial year, we will focus on the scheduled integration of our acquisitions and, building on this and in light of our CONVERSION/4 sales, are developing new mid-term targets.

CONSOLIDATED STATEMENT OF PROFIT AND LOSS
OF ALL FOR ONE GROUP

FROM 1 OCTOBER 2021 TO 31 MARCH 2022

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021	01/2022 – 03/2022	01/2021 – 03/2021
Sales revenue	230,375	185,532	111,215	89,969
Other operating income	2,361	2,016	1,170	992
Cost of materials and purchased services	-88,313	-69,492	-39,867	-32,015
Personnel expenses	-101,320	-85,531	-52,424	-43,219
Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets	-14,278	-10,756	-7,123	-5,401
Impairment losses on financial assets	10	54	50	-65
Other operating expenses	-15,813	-11,107	-7,571	-5,497
EBIT	**13,022**	**10,716**	**5,450**	**4,764**
Financial income	15	10	13	4
Financial expense	-600	-696	-325	-355
Financial result	**-585**	**-686**	**-312**	**-351**
EBT	**12,437**	**10,030**	**5,138**	**4,413**
Income tax	-3,817	-3,006	-1,753	-1,243
Result for the period	**8,620**	**7,024**	**3,385**	**3,170**
attributable to owners of the parent	8,576	6,907	3,375	3,162
attributable to non-controlling interests	44	117	10	8
Earnings per share				
Undiluted and diluted earnings per share (in EUR)	1.72	1.39	0.68	0.63

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
OF ALL FOR ONE GROUP

FROM 1 OCTOBER 2021 TO 31 MARCH 2022

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021	01/2022 – 03/2022	01/2021 – 03/2021
Result for the period	**8,620**	**7,024**	**3,385**	**3,170**
Items that will not be reclassified to profit or loss in subsequent periods				
Unrealised profits (+) / losses (-) from currency translation	-62	-77	-347	-80
Other comprehensive income	**-62**	**-77**	**-347**	**-80**
Total comprehensive income	**8,558**	**6,947**	**3,038**	**3,090**
attributable to owners of the parent	8,514	6,830	3,028	3,082
attributable to non-controlling interests	44	117	10	8

CONSOLIDATED BALANCE SHEET
OF ALL FOR ONE GROUP

AS OF 31 MARCH 2022

Assets

in KEUR	31.03.2022	30.09.2021
Current assets		
Cash and cash equivalents	47,454	75,005
Finance lease receivables	4,172	4,348
Trade receivables	54,859	40,499
Contract assets	8,774	4,671
Income tax assets	728	510
Other assets	12,214	9,329
	128,201	**134,362**
Non-current assets		
Goodwill	57,322	30,730
Other intangible assets	39,752	29,856
Fixed assets	16,966	15,240
Right-of-use assets	39,215	39,958
Finance lease receivables	6,787	6,898
Deferred tax assets	459	327
Other assets	7,423	7,576
	167,924	**130,585**
Total assets	**296,125**	**264,947**

Liabilities and equity

in KEUR	31.03.2022	30.09.2021
Current liabilities		
Other provisions	746	824
Liabilities to financial institutions	11,032	10,983
Lease liabilities	12,015	12,075
Trade payables	21,985	18,951
Contract liabilities	13,228	10,245
Liabilities to employees	20,514	25,943
Income tax liabilities	4,269	2,762
Other liabilities	11,950	7,787
	95,739	**89,570**
Non-current liabilities		
Pension provisions	4,010	2,492
Other provisions	855	937
Liabilities to financial institutions	37,481	37,413
Lease liabilities	26,886	28,359
Deferred tax liabilities	15,352	13,690
Other liabilities	23,086	1,058
	107,670	**83,949**
Equity		
Issued capital	14,946	14,946
Reserves	77,563	76,273
Share of equity attributable to owners of the parent	**92,509**	**91,219**
Non-controlling interests	207	209
	92,716	**91,428**
Total liabilities and equity	**296,125**	**264,947**

CONSOLIDATED CASH FLOW STATEMENT
OF ALL FOR ONE GROUP

FROM 1 OCTOBER 2021 TO 31 MARCH 2022

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021
Result for the period	**8,620**	**7,024**
Income tax	3,817	3,006
Financial result	585	686
Depreciation, amortisation and impairment on intangible, fixed and right-of-use assets	14,278	10,756
Increase (+) / decrease (-) in value adjustments and provisions	-150	-53
Gains (-) / losses (+) from the disposal of non-current assets	-595	0
Increase (-) / decrease (+) in trade receivables	-5,923	-3,123
Increase (+) / decrease (-) in trade payables	-1,550	-307
Other changes	-8,976	-5,779
Income tax refunds (+) / payments (-)	-3,041	-2,909
Cash flow from operating activities	**7,065**	**9,301**
Payments for purchase of intangible and fixed assets	-4,153	-1,958
Proceeds from sale of intangible assets and fixed assets	35	103
Purchase of subsidiaries, net of cash and cash equivalents acquired	-13,646	0
Sale of subsidiaries, net of cash and cash equivalents disposed of	6	0
Interest received	14	12
Cash flow from investing activities	**-17,744**	**-1,843**
Repayment of lease liabilities	-7,153	-5,991
Proceeds from liabilities to financial institutions	108	0
Repayment of liabilities to financial institutions	-16	-4
Payment for acquisition of non-controlling interests	-2,000	-4,000
Interest paid	-654	-665
Dividend payments to shareholders and non-controlling interests	-7,270	-5,994
Cash flow from financing activities	**-16,985**	**-16,654**
Increase (+) / decrease (-) in cash and cash equivalents	**-27,664**	**-9,196**
Effect of exchange rate fluctuations on cash funds	-28	-62
Cash funds at start of period	74,973	69,089
Cash funds at end of period	**47,281**	**59,831**

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
OF ALL FOR ONE GROUP

FROM 1 OCTOBER 2021 TO 31 MARCH 2022

	Share of equity attributable to owners of the parent					Non-controlling interests	Equity
in KEUR	Issued share capital	Capital reserve	Currency translation reserve	Retained earnings	Total		
01.10.2020	**14,946**	**11,228**	**846**	**61,723**	**88,743**	**41**	**88,784**
Result for the period	0	0	0	6,907	6,907	117	7,024
Other comprehensive income	0	0	-77	0	-77	0	-77
Total comprehensive income	**0**	**0**	**-77**	**6,907**	**6,830**	**117**	**6,947**
Dividend distribution	0	0	0	-5,978	-5,978	0	-5,978
Distribution to non-controlling interests	0	0	0	0	0	-16	-16
Acquisition of non-controlling interests	0	0	0	-6,048	-6,048	16	-6,032
Transactions with owners of the company	**0**	**0**	**0**	**-12,026**	**-12,026**	**0**	**-12,026**
31.03.2021	**14,946**	**11,228**	**769**	**56,604**	**83,547**	**158**	**83,705**
01.10.2021	**14,946**	**11,228**	**777**	**64,268**	**91,219**	**209**	**91,428**
Result for the period	0	0	0	8,576	8,576	44	8,620
Other comprehensive income	0	0	-62	0	-62	0	-62
Total comprehensive income	**0**	**0**	**-62**	**8,576**	**8,514**	**44**	**8,558**
Dividend distribution	0	0	0	-7,224	-7,224	0	-7,224
Distribution to non-controlling interests	0	0	0	0	0	-46	-46
Acquisition of non-controlling interests	0	0	0	0	0	0	0
Transactions with owners of the company	**0**	**0**	**0**	**-7,224**	**-7,224**	**-46**	**-7,270**
31.03.2022	**14,946**	**11,228**	**715**	**65,620**	**92,509**	**207**	**92,716**

CONSENSED NOTES TO THE INTERIM REPORT
OF ALL FOR ONE GROUP
FROM 1 OCTOBER 2021 TO 31 MARCH 2022

1. General principles

Unless otherwise indicated, »All for One Group SE«, »All for One Group«, »company«, or »Group« in this interim report all refer to All for One Group SE, including its subsidiaries. This half-year financial report of All for One Group SE as specified in Sections 115 and 117 Securities Trading Act [WpHG] has been prepared in conformity with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and with Section 51a of the regulations issued by the Frankfurt Stock Exchange (FWB). The interim report also complies with the requirements of IAS 34 Interim Financial Reporting and has not been audited. The consolidated financial statements were prepared in accordance with the accounting and measurement methods applying as of 30 September 2021. The figures include all ongoing business transactions and deferrals 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 fair and true picture of its net assets, financial position and results of operations. Our business is subject to various seasonal fluctuations, while major contract acquisitions and the execution of large contracts can significantly change sales and earnings results.

The consolidated interim report contains forecasts, estimates and expectations that involve risks and uncertainties. Actual results and developments may differ considerably from our expectations and assumptions. Such deviations may be the result of changes in the general economic situation and competitive environment, especially in our core business areas and markets, or amendments to laws, especially those governing taxation. We are under no obligation to update the statements in this interim report.

The consolidated interim report has been prepared in line with the going concern principle. Please refer to our discussion in the interim management report for information about the current coronavirus situation.

2. Changes in the scope of consolidation

All for One Poland
Effective 1 October 2021 (time of acquisition), All for One Group SE acquired 51% of the shares in SNP Poland Sp. z o.o., Suchy Las/Poland (»SNP Poland«), which has since changed its name to All for One Poland Sp. z o.o. (»All for One Poland«). Since that date, the company – a key provider of SAP services in Poland with more than 400 employees, more than 400 customers, annual turnover of currently more than EUR 30 million and positive earnings (EBIT) in the low single digit million euro range – has been fully consolidated in the financial statements of All for One Group SE. This acquisition expands the portfolio of All for One Group, especially with regard to software solutions and services for digital transformation processes and automated data migration, and to consultancy services for international projects in the larger midmarket.

Complete acquisition of all shares is governed by reciprocal optional purchase and sale agreements between the buyer and vendor (SNP Schneider-Neureither & Partner SE, Heidelberg) for the remaining 49% stake in All for One Poland. The options can be exercised either after the close of the financial year ending on 30 September 2023 or bindingly after the close of the financial year ending on 30 September 2024. In view of these options (forward transactions in nature), All for One Group SE is already recognising the acquisition of all shares in All for One Poland at the time of acquisition (»anticipated acquisition« method). Accordingly, when fully consolidating All for One Poland, All for One Group SE does not recognise any »non-controlling interests«.

The total price for all shares in All for One Poland is made up of a contractually agreed base purchase price and variable purchase price components that are largely dependent on the operating result (EBIT) generated by All for One Poland in the final two financial years preceding exercise of the option. The initial base purchase price of EUR 15.0 million is dependent on the future development of individual items on the balance sheet, and was valued at EUR 19.3 million as of 31 March 2022. The performance-related variable purchase price component is capped at both the lower (EUR 0 million) and upper ends (EUR 13.0 million).

The preliminary fair value of the acquired assets and liabilities at the time of acquisition, together with their carrying amounts at the time of the business combination, are shown in the following table:

All for One Poland

in KEUR [1]	Preliminary fair value
Cash and cash equivalents	2,514
Trade receivables	6,550
Contract assets	88
Other assets	2,181
Goodwill	17,895
Other intangible assets	8,346
Fixed assets	345
Right-of-use assets	1,954
Total assets	**39,873**
Other provisions	7
Lease liabilities	1,571
Trade payables	3,631
Contract liabilities	97
Liabilities to employees	2,964
Income tax liabilities	324
Deferred tax liabilities	1,258
Total liabilities	**9,852**
Net assets	**30,021**
Consideration transferred	30,021
Less cash and cash equivalents acquired	2,514
Net purchase price	**27,507**

1) Converted at the exchange rate applicable on 1 October 2021 (PLN/EUR 4.5826)

Gross trade receivables amounted to KEUR 6,876 at the time of acquisition. Of these, KEUR 326 are probably not recoverable.

The identifiable intangible assets obtained through the acquisition are shown as follows:

All for One Poland

in KEUR	Purchase price	Estimated useful life (months)
Customer relationships	5,800	48 – 120
Orders on hand	2,513	12
Total	**8,313**	

Non-identifiable intangible assets in particular contributed to the goodwill of EUR 17.9 million. These can not be recognised separately as an asset other than as goodwill (for example »human capital«, such as the consultants' qualifications and expertise). All for One Group SE assumes that the goodwill recognised in financial year 2021/22 will not be deductible for tax purposes.

External revenue of EUR 20.5 million and a result for the period of EUR 0.0 million are attributable to the acquisition of All for One Poland for the period from 1 October 2021 to 31 March 2022. The figures include additional acquisition-related amortisation on other intangible assets of EUR 1.8 million.

The total non-recurring cost of the acquisition recorded as expenditure amounted to EUR 0.8 million, of which EUR 0.2 million is attributable to the reporting period under review.

First-time consolidation had not been completed at the time of the preparation of the half-year financial report. Final impartial valuations had not yet been received.

ASC Group

Effective 1 October 2021 (time of acquisition), All for One Group SE acquired all shares in ASC Management Consulting AG, Engelberg/Switzerland, and in Advanced Solutions Consulting GmbH, Baden/Switzerland (together »ASC Group«). Since that date, the company – established consultants in the fields of business and IT/SAP consulting with around 50 consultants (incl. freelancers), annual turnover of currently around CHF 12 million and positive earnings (EBIT) in the low single digit million range (CHF) – has been fully consolidated in the financial statements of All for One Group SE. Together with Process Partner AG, St. Gallen/Switzerland – the Swiss subsidiary that has already been part of All for One Group for many years – the acquisition of ASC Group is aimed at strengthening the Group's presence in the Swiss SAP market. ASC Group has a broad portfolio of corporate finance and enterprise performance management consulting products and services focusing on group consolidation, financial controlling and the associated disciplines of business planning, BI reporting and analytics.

The purchase price is made up of a contractually agreed initial base purchase price of CHF 8.5 million, which is subject to subsequent purchase price adjustments, as well as variable purchase price components that are largely dependent on the operating result (EBIT) generated by the relevant companies in the two calendar years 2020 and 2021. The performance-related variable purchase price component is capped at both the lower (minus CHF 0.3 million) and upper ends (plus CHF 3.0 million).

The preliminary fair value of the acquired assets and liabilities at the time of acquisition, together with their carrying amounts at the time of the business combination, are shown in the following table:

ASC Group

in KEUR [1]	Preliminary fair value
Cash and cash equivalents	1,907
Trade receivables	1,450
Other assets	286
Goodwill	6,841
Other intangible assets	3,959
Fixed assets	39
Right-of-use assets	669
Total assets	**15,151**
Lease liabilities	669
Trade payables	965
Contract liabilities	1,136
Liabilities to employees	113
Pension provisions	1,229
Deferred tax liabilities	357
Other tax liabilities	225
Total liabilities	**4,694**
Net assets	**10,457**
Consideration transferred	10,457
Less cash and cash equivalents acquired	1,907
Net purchase price	**8,550**

1) Converted at the exchange rate applicable on 1 October 2021 (CHF/EUR 1.0791

The fair value of the trade receivables does not differ materially from the gross amounts receivable.

The identifiable intangible assets obtained through the acquisition are shown as follows:

ASC Group

in KEUR	Purchase price	Estimated useful life (months)
Customer relationships	3,661	96
Orders on hand	298	6
Total	**3,959**	

Non-identifiable intangible assets in particular contributed to the goodwill of EUR 6.8 million. These can not be recognised separately as an asset other than as goodwill (for example »human capital«, such as the consultants' qualifications and expertise). All for One Group SE assumes that the goodwill recognised in financial year 2021/22 will not be deductible for tax purposes.

External revenue of EUR 4.7 million and a negative result for the period of minus EUR 0.1 million are attributable to the acquisition of ASC Group for the period from 1 October 2021 to 31 March 2022. The figures include additional acquisition-related amortisation on other intangible assets of EUR 0.5 million.

The total non-recurring cost of the acquisition recorded as expenditure amounted to EUR 0.3 million, of which EUR 0.1 million is attributable to the reporting period under review.

First-time consolidation had not been completed at the time of the preparation of the half-year financial report. Final impartial valuations had not yet been received.

3. Sales revenues

Sales by type

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021 [1]
Cloud services and support (1)	**55,135**	**41,850**
Software licenses and support (2)	**79,108**	**67,660**
Software licenses	20,780	12,030
Software support (3)	58,328	55,630
Consulting and services	**91,061**	**75,039**
CONVERSION/4 (4)	**5,071**	**983**
Total	**230,375**	**185,532**
Cloud and software revenue (1)+(2)	**134,243**	**109,510**
Recurring revenue (1)+(3)+(4)	**118,534**	**98,463**

1) Prior-year figures adjusted

With the wave of migrations from SAP ERP to SAP S/4HANA gaining in strength, we are reporting CONVERSION/4 as a separate type of revenue, starting in financial year 2021/22. Prior-year figures have been adjusted accordingly to improve comparability.

Sales revenue by country [1]

in KEUR	10/2021 – 03/2022	10/2020 – 03/2021
Germany	181,207	157,112
Switzerland	13,949	8,838
Poland	13,538	16
Austria	13,334	11,856
Luxembourg	4,462	5,734
Other countries	3,885	1,976
Total	**230,375**	**185,532**

1) Based on domicile of the customer

4. Impairment expenses

Impairment expenses on intangible, fixed and right-of-use assets were not recognised in the first half of financial year 2021/22 nor in the relevant comparison period. Impairment losses on financial assets were recognised separately in the statement of profit and loss.

5. Dividend distribution

The annual general meeting of 16 March 2022 approved a dividend for financial year 2020/21 of EUR 1.45 (prior year: EUR 1.20) per share entitled to dividends, which led to a distribution of KEUR 7,224 (prior year: KEUR 5,978).

6. Segment reporting

	CORE		LOB		Consolidation		Total	
in KEUR	10/2021 – 03/2022	10/2020 – 03/2021 [1]	10/2021 – 03/2022	10/2020 – 03/2021 [1]	10/2021 – 03/2022	10/2020 – 03/2021 [1]	10/2021 – 03/2022	10/2020 – 03/2021 [1]
External sales revenue	196,720	154,389	33,655	31,143	0	0	230,375	185,532
Intersegment revenue	2,879	2,277	5,037	4,838	-7,916	-7,115	0	0
Sales revenue	**199,599**	**156,666**	**38,692**	**35,981**	**-7,916**	**-7,115**	**230,375**	**185,532**
Depreciation, amortisation and impairment	-13,283	-9,708	-1,000	-1,053	5	5	-14,278	-10,756
Segment EBIT	**11,054**	**7,663**	**1,964**	**3,048**	**5**	**5**	**13,022**	**10,716**
Financial result	–	–	–	–	–	–	-585	-686
EBT	**–**	**–**	**–**	**–**	**–**	**–**	**12,437**	**10,030**

1) Prior-year figures adjusted

Since the CORE segment also covers areas such as IoT & Machine Learning and New Work & Collaboration, Strategy & Management Consulting was classified as part of the CORE segment at the start of the financial year. Prior-year figures have been adjusted accordingly to improve comparability.

7. Financial instruments: Disclosures at fair value

In all valuation categories with the exception of finance lease receivables and liabilities to financial institutions, the carrying amounts always represent a reasonable approximation of the fair value.

	Carrying amount		Fair value	
in KEUR	31.03. 2022	30.09. 2021	31.03. 2022	30.09. 2021
Finance lease receivables	10,959	11,246	10,779	11,323
Liabilities to financial institutions	48,513	48,396	47,647	49,844

8. Contingent liabilities and other financial obligations not reported on the balance sheet

A commitment to invest in fixed assets exists in the amount of KEUR 41 (30 Sep 2021: KEUR 761). In addition, we are committed to leases that have been agreed but have not yet started. These leases essentially relate to vehicles and amount to KEUR 1,314 (30 Sep 2021: KEUR 4.583).

9. Related party transactions

There have been no substantial changes in our relationships with related parties compared to 30 September 2021. All transactions are settled at arm's length conditions. For further details, please refer to Note 23 in the notes to the consolidated financial statements for financial year 2020/21.

10. Subsequent events

POET GmbH
On 2 May 2022, All for One Group SE acquired all the shares in customer experience (CX) experts POET GmbH, Karlsruhe, as well as a 75% stake in the development company POET Egypt LLC., Alexandria/Egypt. The purchase price is comprised of a contractually agreed initial base purchase price of EUR 8.0 million (which is subject to subsequent purchase price adjustments), a further purchase price instalment of EUR 0.75 million that is due at a later date, and variable purchase price components of up to EUR 1.25 million that are substantially dependent on the sales revenues and operating result (EBIT) achieved in financial year 2022/23 by the relevant companies. Funding is being provided from the Group's own resources.

The acquisition will allow All for One Group to take a large step forward in expanding its customer experience portfolio. The 110 experts working for the Karlsruhe-based IT service provider and its development company in Egypt will strengthen the Group’s portfolio of customer experience products and services that its subsidiary B4B Solutions is already successfully providing to more than 3,000 customers throughout the Group. POET has been an SAP Gold Partner for many years and generated annual sales of around EUR 7.9 million and positive earnings.

First-time consolidation had not been completed at the time of the preparation of the half-year financial report. In particular, neither the calculation of the fair value of the contingent consideration had been completed nor had the fair value of the acquired assets and liabilities been conclusively identified and determined; final impartial valuations had not yet been received.

Issuance of new promissory note loans featuring a sustainability component
In May 2022, All for One Group SE successfully placed EUR 40 million of promissory note loans featuring a sustainability component on the capital market. The funds will give All for One Group SE additional scope for further acquisitions and to expand its product portfolio.

No other events subject to disclosure occurred since 31 March 2022.

RESPONSIBILITY STATEMENT BY THE LEGAL REPRESENTATIVES

To the best of our knowledge, and in accordance with the applicable reporting principles, we affirm that the consolidated interim financial statements give a true and fair view of the assets, financial position and earnings of the Group, and that the Group interim 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 principle opportunities and risks associated with the expected development of the Group in the remaining financial year.

Filderstadt, 11 May 2022
All for One Group SE

Lars Landwehrkamp	Michael Zitz	Stefan Land
CEO	CSO	CFO

IR SERVICE

Our website offers extensive investor relations services. Apart from finding company reports, analyst reports, financial presentations and information about out 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

ALL FOR ONE GROUP SE

All for One Group increases the competitiveness of companies in a digital world. The Group unites strategic and management consulting, process consulting, industry insight and technology expertise in combination with IT consulting and services under one roof. With market leading business software solutions based on SAP, Microsoft and IBM together with currently more than 2,700 experts, All for One Group SE orchestrates all aspects of competitive strength: strategy, business model, customer & employee experience, new work, big data & analytics, but also IoT, artificial intelligence or cybersecurity & compliance and intelligent ERP as the digital core. The leading consulting and IT group supports more than 3,000 clients from Germany, Austria, Poland and Switzerland in their business transformation. All for One Group SE achieved Group sales of EUR 373 million in financial year 2020/21 and is listed in the Prime Standard on the Frankfurt Stock Exchange.

All for One Group SE
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