PRESS RELEASE

Nanterre, 16 July 2026

VINCI Energies is reinforcing its digital infrastructure services business by launching a public tender offer for All for One

- Reinforcement of VINCI Energies in the fast-growing business of digital infrastructure services.
- All for One, listed in Frankfurt (Germany) is a locally rooted specialist in the integration and maintenance of business applications, serving a broad portfolio of more than 4,500 Mittelstand customers.
- All for One generated annual revenue of €500 million in fiscal year 2025, supported by 3,000 skilled employees across Germany, Austria, Switzerland and Poland.
- The success of the offer would represent a breakthrough for VINCI Energies to capture the forthcoming digital transformation potential of its customers in Europe.

Digital infrastructure is a key market for VINCI Energies under its Axians brand (€3.8 billion revenue in 2025),

- from digital infrastructure construction (telecommunications, fibre networks, cloud, data centres and enterprise networks – €2.7 billion revenue),
- to fast-growing digital infrastructure services (business applications, data analytics, digital workspace and cybersecurity – €1.1 billion revenue).

All for One is a locally rooted specialist in the integration and maintenance of business applications, particularly SAP solutions,

- strongly anchored in the German Mittelstand, providing access to more than 4,500 customers in a highly recurring business through multi-year service contracts on their critical IT processes,
- supported by 3,000 skilled employees mainly in Germany, as well as in Austria, Switzerland and Poland.

With the addition of All for One's €500 million revenue, VINCI Energies would strengthen its ability to deliver to its customers a more comprehensive global and integrated offering of services at the heart of their digital transformation.

This acquisition would reinforce VINCI Energies' leadership and ambitions in the fast-growing digital infrastructure services, including next-generation ERP & AI solutions, business applications, cloud and data analytics.

Details of the offer

Based in Filderstadt near Stuttgart, All for One is listed on the Frankfurt Stock Exchange.

The offer is for the acquisition of all outstanding All for One shares at a price of €67.50 per share in cash. The offer price represents an attractive premium of 104.9% to the 3-month volume-weighted average share price and 95.5% to the Xetra closing price of the All for One share on the Frankfurt Stock Exchange on 15 July 2026. The offer will be subject to a minimum acceptance threshold of 75% plus one share of all outstanding shares, as well as customary closing conditions, including merger control clearances.

Major shareholders of All for One have contractually agreed, subject to the terms of the respective agreements, to accept the offer, for a total of 54.7% of the share capital. The Supervisory Board and Management Board of All for One support the offer and, subject to their review of the offer document once published, intend to recommend that shareholders accept the offer.

The offer will be made pursuant to the terms and conditions set out in the offer document to be approved by the German Federal Financial Supervisory Authority (Bafin). No domination and profit and loss transfer agreement will be entered into before 1 January 2029. The approved offer document and other information relating to the offer shall be made available on the following website: www.afo-offer.com

CONTACT VINCI Press Department – Tel: +33 1 57 98 62 88 - media.relations@vinci.com