

Nanterre, 14 October 2026

VINCI Energies completes the acquisition of German company All for One

- Successful completion of the public tender offer for All for One
- All for One, a specialist in the integration and maintenance of business applications
- A significant reinforcement of VINCI Energies in the fast-growing business of digital infrastructure services.

VINCI Energies has successfully completed the acquisition of All for One Group SE and now holds 87,33% of the All for One shares following settlement of its voluntary public tender offer launched in July.

Based near Stuttgart (Germany), All for One is a locally rooted specialist in the integration and maintenance of business applications. The company and its 3,000 employees serve more than 4,500 Mittelstand customers, mainly in Germany, Austria, Switzerland and Poland. All for One generated revenue of approximately €500 million in fiscal year 2025.

The acquisition reinforces VINCI Energies' position and ambitions, through its Axians brand, in the fast-growing digital infrastructure services market, including business applications, cloud, computing, data analytics and artificial intelligence. It will enable the company to continue capturing the forthcoming digital transformation potential arising in Europe.

About VINCI

VINCI is a world leader in concessions, energy solutions and construction, employing 294,000 people in more than 120 countries. We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all. Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner. And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities. VINCI's ambition is to create long-term value for its customers, shareholders, employees, partners and society in general. www.vinci.com

Important notice

This press release is for information purposes only and does not constitute a solicitation to sell or an offer to buy any of the shares of All for One. The final terms of the offer together with all other provisions relating to the offer will be communicated in the offer document. Investors are strongly advised to read the offer document and all other documents relating to the offer as soon as they have been made public.

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