

We invest in winners. That means we invest in strong companies that create value for their shareholders with sustainable business models, solid balance sheets and high margins. We keep the risks low and invest when our position is fuelled by a positive event. We refer to that as the combination of value and event.

GRENKE AG

GRENKE, the European market leader for small ticket IT leasing, was already introduced in our Investment Report in December 2009 and July 2015. The company is doing extremely well. It all started with founder Wolfgang Grenke in the year 1978, when he started to lease copiers and printers to small and medium-sized companies. Two-hundred contracts have turned into 566,000 contracts. They are designed as full amortisation contracts, i.e. without recovery risks, have an average property value of EUR 8,700 and a medium term of 48 months. The contracts are closed and managed by 1,100 employees and thousands of retail partners using a highly automated and cost-efficient IT platform. The company's own credit scoring system, which forecasts the payment ability of customers, ensures that margins stay high and risks remain manageable. GRENKE ensures its market success with maximum efficiency in business processes and a lean organisation. The business model, which is digital at its core, has so far been rolled out in 30 countries and 122 locations.

GRENKE only focuses on the profitable business, and consistently manages the same according to the contribution margin 2 (sum of net present values from the agreed cash flows from a leasing contract, less risk and individual contract costs, plus service and disposal proceeds). The contribution margin 2 for the

new business grew to EUR 266 million in 2016 (table).

2016	2015	2014	2013	2012	2011	2010	2009
266	246	218	190	157	123	102	85

At the same time, contribution margin 2 is consistently in the double-digit range thanks to consistent risk management and risk-adequate margins. The margin for 2016 was 16.7%, which corresponds to a new business of EUR 1,593 million (table).


2016	2015	2014	2013	2012	2011	2010	2009
16.7	18.1	19.3	19.0	17.4	16.0	15.6	18.8

While the expenses for new contracts are entered immediately, earnings are distributed over the entire duration of the term. In this way, profit growth is virtually pre-determined in view of the very good forecasting ability for the future claims rate. Earnings per share should also continue to rise steadily in the coming years (table).

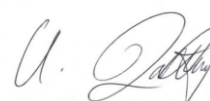
2016	2015	2014	2013	2012	2011	2010	2009
6.87	5.43	4.41	3.23	3.10	2.87	2.03	1.80

We expect dynamic new business growth in the company's existing markets. Earnings should also receive an added stimulus from the regional expansion (Asia, America), an expanded leasing range (medical technology) and the expansion of factoring and banking services.

Sincerely yours



J. Henrik Muhle



Dr. Uwe Rathausky