We invest in winners. This 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.

PayPal Holdings, Inc.

US financial services provider PayPal was founded in 1998 and has since then been an innovation leader in digital payments. It was acquired by eBay in 2002 and then spun off as a separate listed company in 2015. The PayPal network, which connects merchants and consumers in more than 200 countries, now has more than 400 million customers and an annual transaction volume of USD 1,246 billion. The open platform delivers continuous, profitable growth (table).

in billions USD	2021	2020	2019	2018	2017
Revenue	25.4	21.5	17.8	15.5	13.1
Operating profit	4.3	3.3	2.7	2.2	2.1
Operating margin	17%	15%	15%	14%	16%

In addition to the merchant fees paid as a percentage, the main indicators of business success are the customer base, the payment frequency and the average transaction volume (table).

	2021	2020	2019	2018	2017
Customers in millions	426	377	305	267	229
Transactions/Customer	45	41	41	37	34
Ø Transaction value	64\$	61\$	58\$	59\$	59\$

These core values should grow continuously. PayPal has become well-known due to its use in online payment transactions, and its ac-

ceptance is steadily increasing. In 2020, 25% of all online purchases in Germany were paid via PayPal, but by 2021 this figure had climbed to 28%. At the same time, purchases by invoice fell from 30% to 28%. The transition to retail shops was also successfully pushed forward. PayPal is transforming itself from a pure online payment method to a comprehensive payment service provider that supports its merchants across all online and offline channels through international payment methods, invoice and instalment purchases, credit offers as well as OR code and checkout systems. This should further strengthen the PayPal ecosystem. Nonetheless, the stock market value has fallen from USD 350 billion to less than USD 100 billion within a year. The principal reason for this is the bursting of the technology bubble. But PayPal also fostered unfulfillable expectations: The target of 750 million customers by 2025 was retracted after just one year. Simultaneously, eBay ended its exclusive partnership with PayPal so that it could set up its own payment service.

Activist investor Elliott took advantage of the low stock market valuation to buy into the company. PayPal immediately pledged major cost savings, raised its full-year earnings estimate and announced a USD 15 billion share buyback programme. We took advantage of this attractive value event constellation to invest as well. PayPal has a scalable business model with significant brand equity and powerful network effects.

Sincerely yours

J. Henrik Muhle

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