

**Innovative business models.  
Subscription models for printing  
machines and software.**  
Jürgen Grimm, Head of Software Solutions



1900







1913



2012

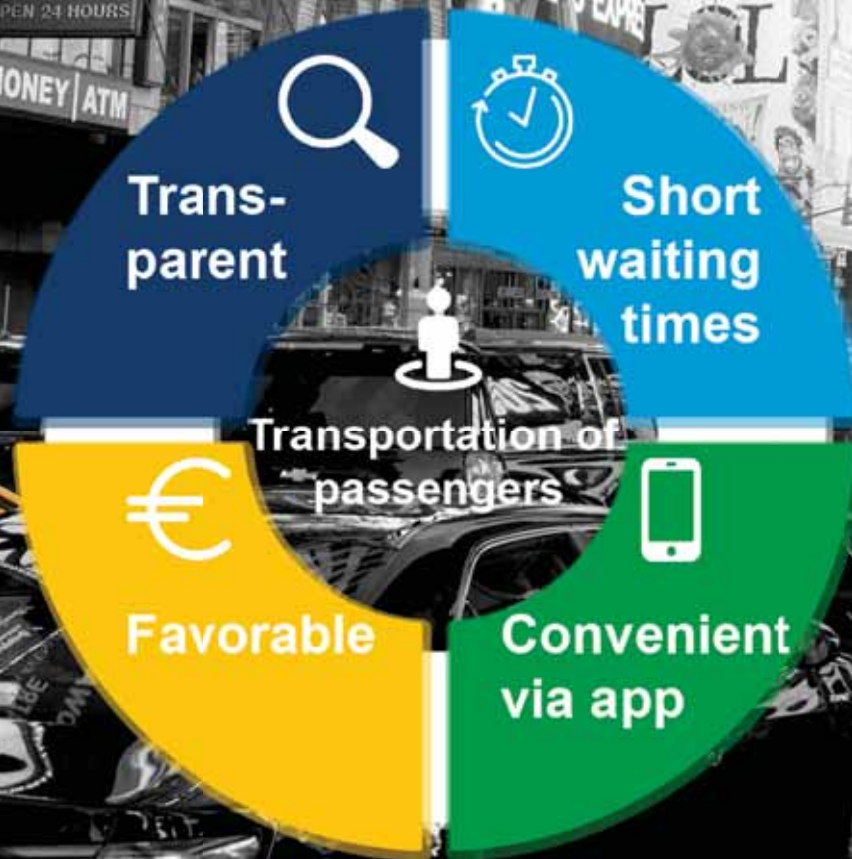
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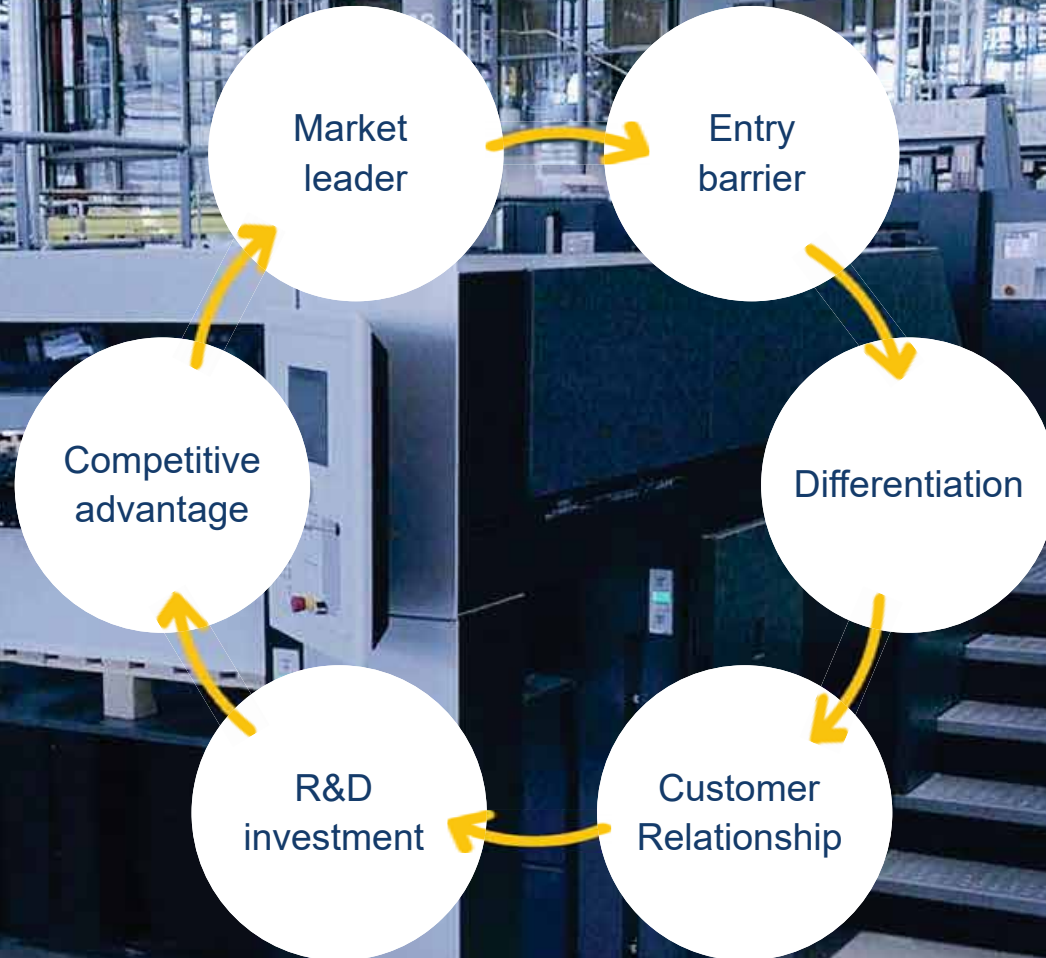




# WHAT WE'VE LEARNED...





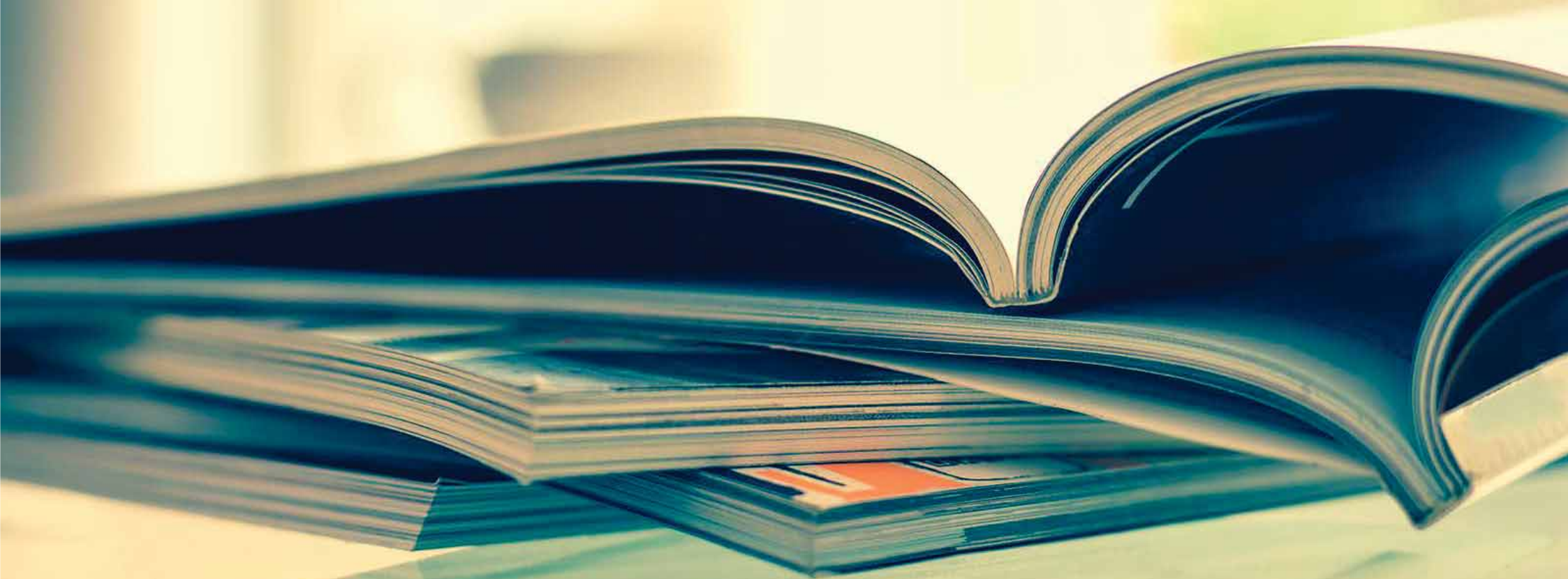






# BUSINESS MODEL DISRUPTION











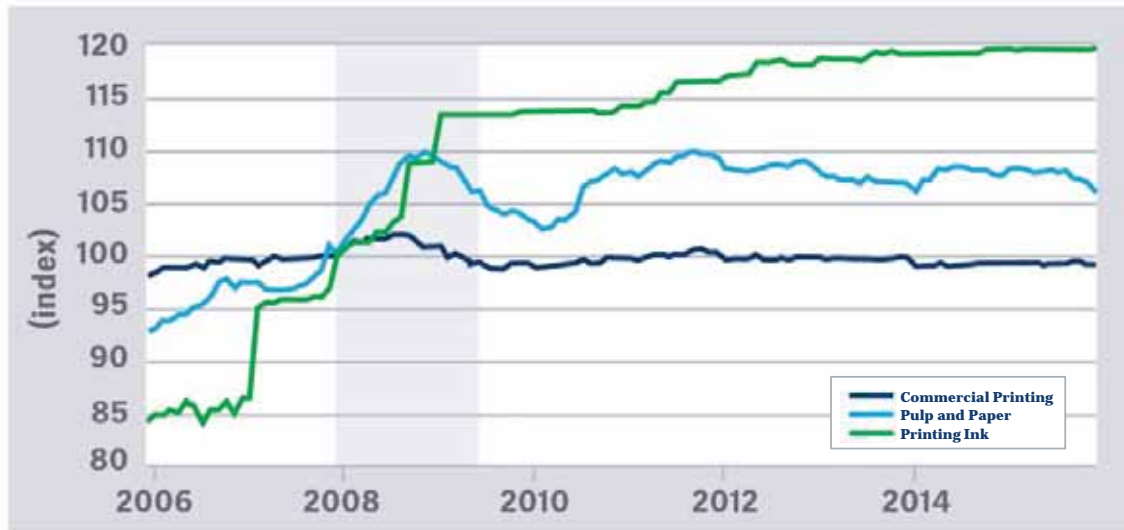
# BUSINESS MODEL DISRUPTION





The Challenge.  
Planning for the future.

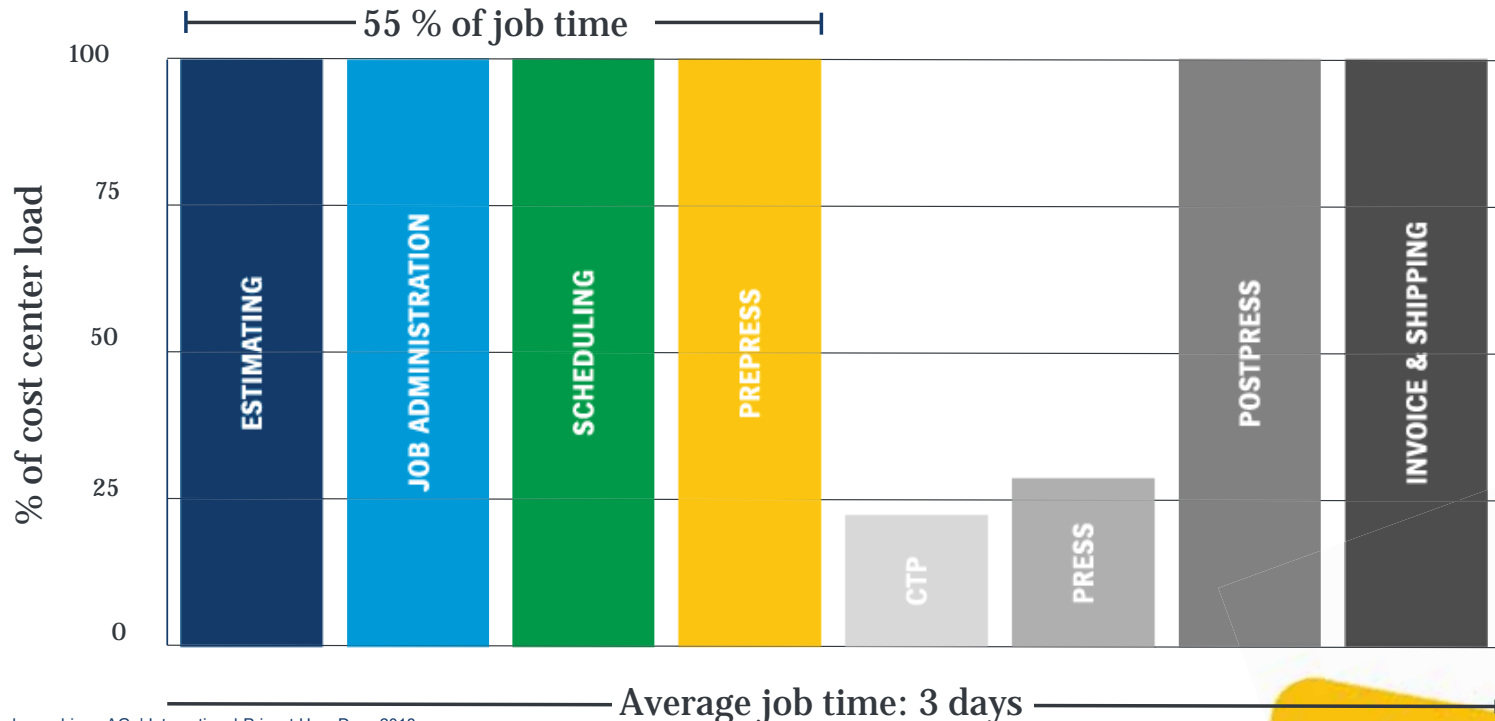
# 1 PRICE PER JOB





The Challenge.  
Planning for the future.

# 2 TOUCHPOINTS

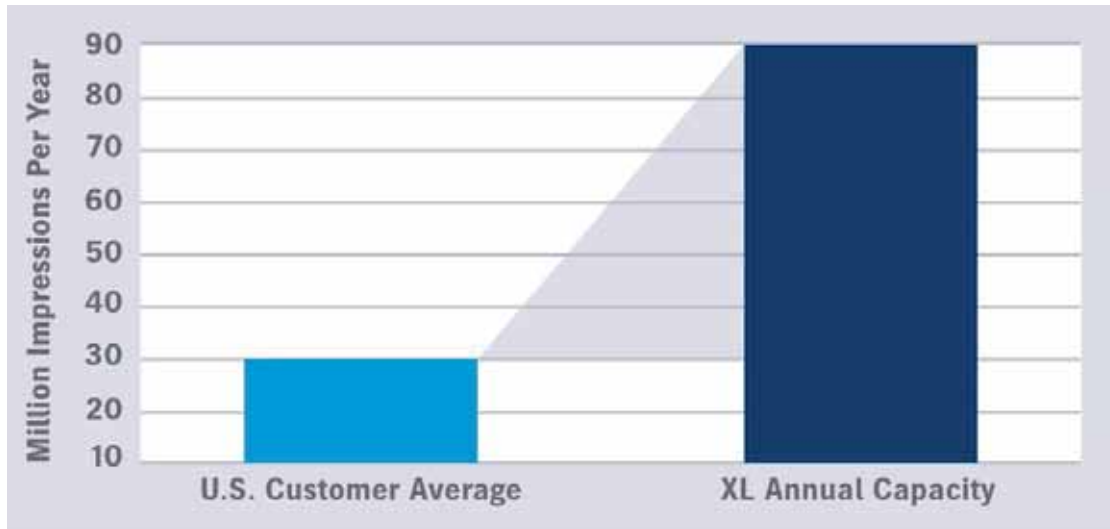


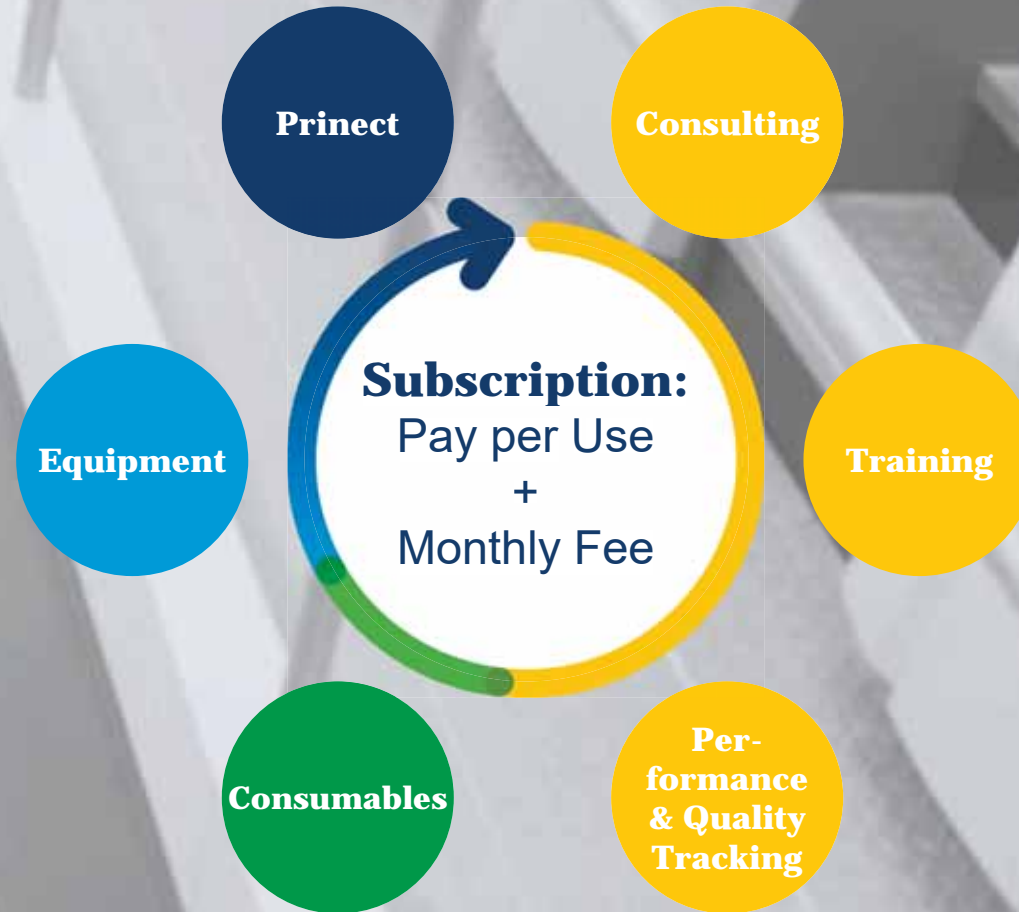




The Challenge.  
Planning for the future.

# 3 PRODUCTIVITY & UTILIZATION OF ASSETS











# BUSINESS MODEL DISRUPTION







Thank you very much for your attention.  
**I am happy to answer your questions.**