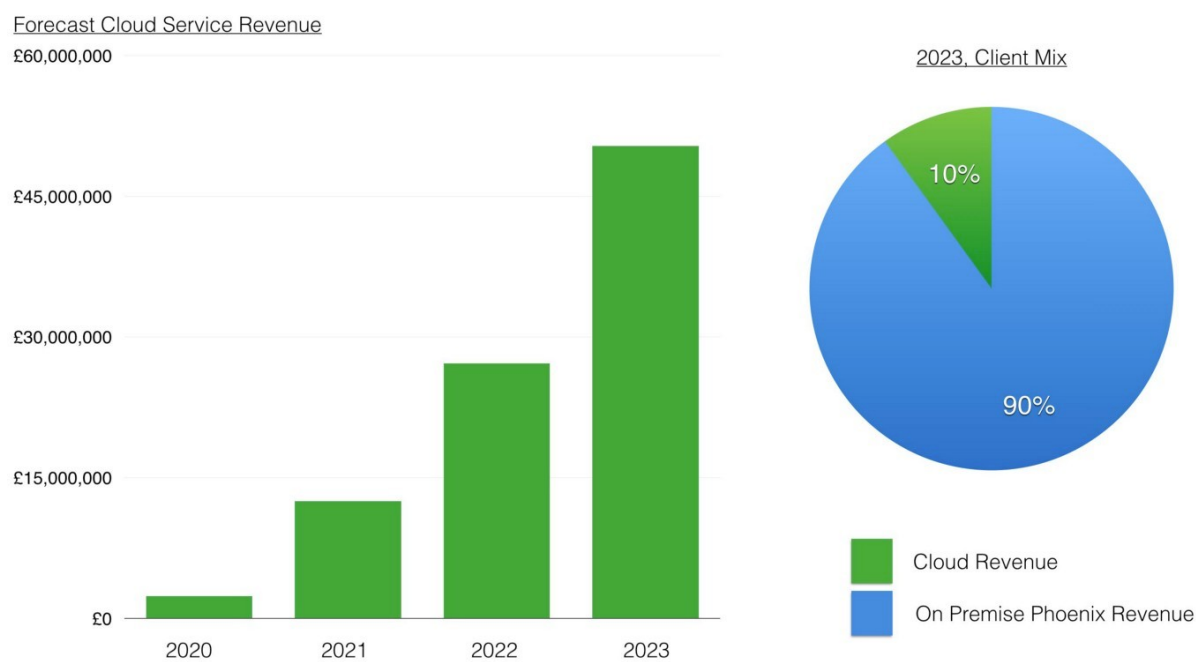


Cloud Service

This will be one of the most significant investments taken in the history of the company, starting in 2018 and intended for launch near the end of 2020 with £45 million invested. The service will be provided on a license basis in order not to create conflict with the existing model and is considered to be a counter for any future threat from the US competitor as well as necessity for a modern technology company. It is expected that by 2023 (three years after launch), the cloud service will contribute almost £50M p.a. and account for over 10% of the company’s revenue, see figure 162.

Figure 162 — Cloud Service revenue



The Phoenix cloud service will provide cross company reporting and advanced analytics. These capabilities will also be included in the on