

Information Memorandum

IT-Development

2018



ClickOnSite

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Agenda

- 1) Executive Summary
- 2) History
- 3) Market and Strategy
- 4) ClickOnSite Solution/Product
- 5) Clients
- 6) Organization and Human Resources
- 7) Financial Elements
- 8) SWOT Analysis
- 9) Investment Project
- 10) Annexes

1) Executive summary

ClickOnSite: The #1 software solution for telecommunications infrastructure management

- ❑ ClickOnSite is a software solution for managing cellular/transmission network infrastructure rollouts and operations.
- ❑ ClickOnSite addresses telecom networks' specific needs with their exponentially growing number of cellular elements, players and layers. **ClickOnSite enables them to scale!**
- ❑ ClickOnSite is designed for multi-site, multi-country companies using multiple devices (PC, tablets, smartphones).
- ❑ ClickOnSite increases ITD's clients profitability thanks to **faster deployment leading to earlier revenue.**

2) History

2010

IT Development SAS founded in Lyon's region (France) by Jérôme Perret and Patrick Coltel (20 years of experience in the telecom infrastructure management each), and long term business relationships with telco decision makers. **Transformation of a Proof of Concept into ClickOnSite.**

2013

Recruitment of a **CTO** with more than 20 years of experience in software engineering to improve ClickOnSite.

2014

Jérôme Perret, returns from another job in the telco industry **as Managing Director to take the business to the next level.** Big Tele2 contract in The Netherlands followed by Sweden, Croatia, and the Baltic countries.

2016

Major new version of ClickOnSite with added features and functionalities launched at Mobile World Congress.

2018

ITD begins looking for investors to accelerate its growth. Renewal of Orange group's corporate contract.

3) Market & strategy

Telco IT investments to reach US\$85 billion by 2020, with 74% paid out to external providers rather than internal.*

ClickOnSite brings measurable value to clients in each of the Top 3 key telco digital transformations leading up to 2020*:

1. **Improved organizational agility** is at the heart of successful digital transformation.
2. Digital business models, customer experience and **cost control** lead the 2020 strategic agenda.
3. **54% cited overhauling BSS/OSS** among the most important IT improvements (follows only implementing new network technology).

** EY Report: Digital transformation for 2020 and beyond; A global telecommunications study*

3) Market & target

The Cellular/Fiber market has changed and is now composed of:

- **Mobile Network Operators:** An MNO is a provider of wireless communications services that owns or controls all the elements needed to deliver services to end-users, including radio spectrum allocation, wireless network infrastructure and other necessary components. In short, an MNO is a telecoms entity that provides services to mobile phone subscribers.
- **Internet Service Providers:** ISPs provide services accessing and using the Internet. Internet service providers may be organized in various forms, such as commercial, community-owned, non-profit, or otherwise privately owned.
- **Tower Companies:** A Towerco is an independent owner, operator and developer of wireless and broadcast communications real estate.
- **Contractors:** Public work contractors install and maintain network equipments and infrastructures on behalf of MNOs.

3) Market opportunity: MNOs & ISPs

- There are around 800 MNOs worldwide and **most of them still use Excel** to deploy and maintain antennas.
- MNOs are ClickOnSite's primary customers.
- ClickOnSite's customers are mainly located in :
 - Europe
 - North Africa & Middle East
 - Sub-Saharan Africa
 - SE Asia
- There are about 10,000 Internet service providers (ISPs) worldwide.
- ITD is the only significant European player in this market but its team wants to be #1 in the world. To achieve this ambition, ITD will focus on becoming #1 in Europe, Africa, Middle East and SE Asia.

NB: As a French company, ITD has a natural geographic strength in Europe which balances risk from customers in developing markets.

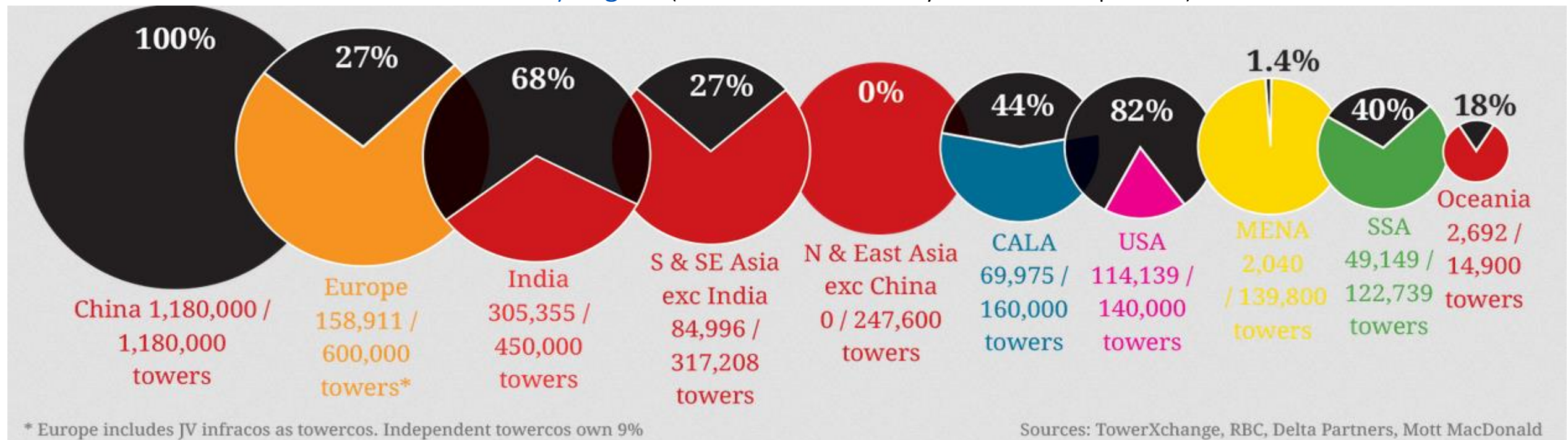
ClickOnSite potential customers by region

Region	# MNOs	ITD target of MNOs
North Africa & Middle East	65	50%
Sub-Saharan Africa	190	75%
SE Asia	175	75%
Europe	186	50%

ClickOnSite's average transaction is 250 k€, ranging from 50 k€ to 750 k€ + ARR.

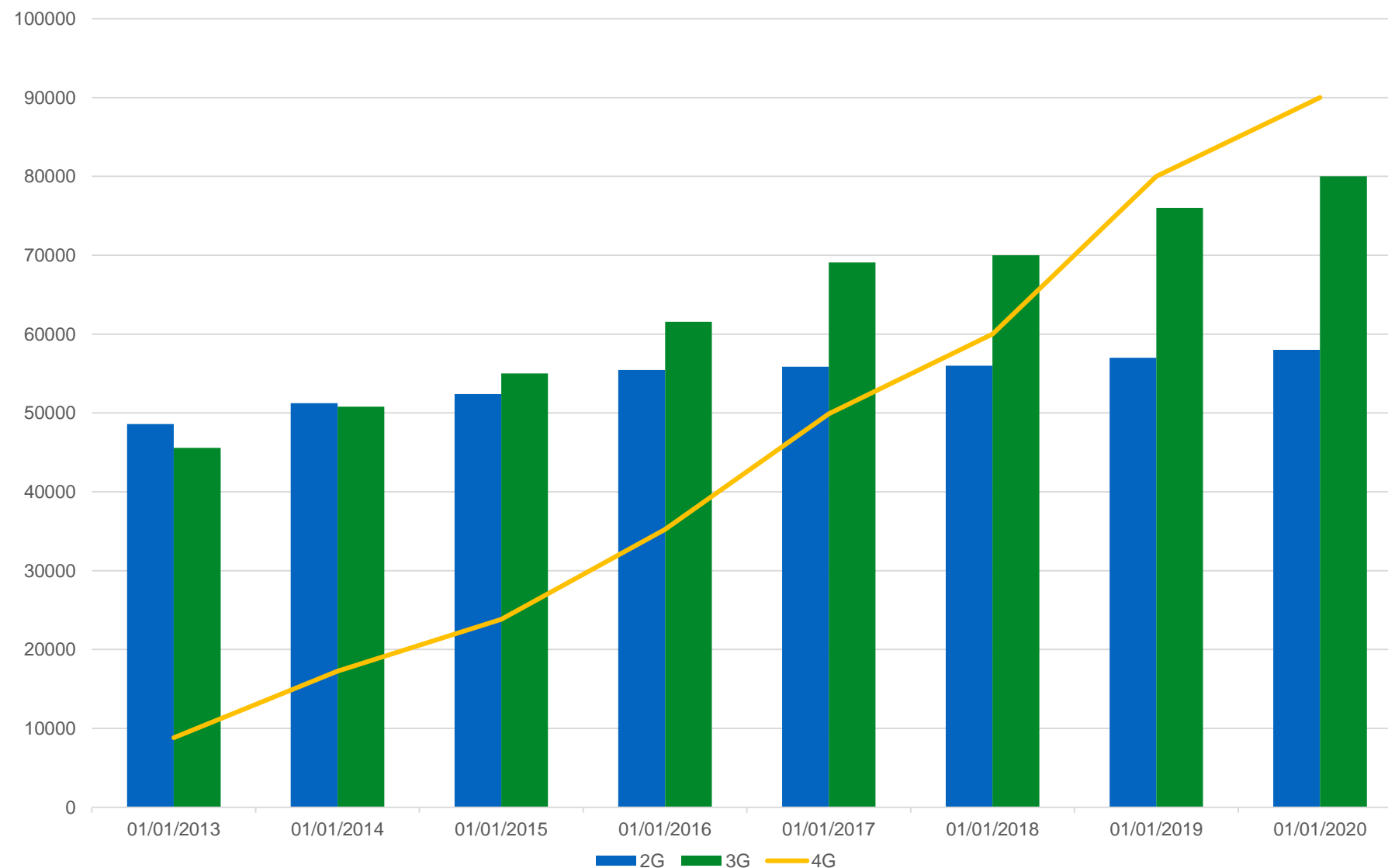
3) Market opportunity: Towercos & Contractors

of towers by region (black % = owned by Tower Companies)



- By 2020 the total installed base of towers worldwide will rise dramatically from 4 to 5 million.
- 275 Towercos control 66% of the world's towers . There are around 240 Towercos that own more than 50 towers. These **240 Towercos** are ITD's targets.
- The current "hotspot" for independent tower ownership (then leased back to MNOs) is sub-Saharan Africa, with some €30 billion in infrastructure transactions are currently under review.
- Contractors are also numerous (their number is estimated at 10 times the number of MNOs so there are around **8,000 contractors**) and could become a large source of revenue with a dedicated SaaS version of ClickOnSite, fully configurable by users. (ITD has not been focusing on contractors so far).

3) Market opportunity: Number of antennas increasing worldwide (France as example)



Deployment projects are becoming more complex by the month and **sites volumes are booming** with the proliferation of small cells.

Source: ANFR



ClickOnSite



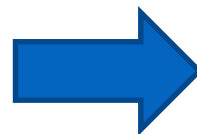
Confidential

4) ClickOnSite solution

The increasing volume of towers/cell installations is putting pressure on MNOs and Towercos

Telecom Issues

- ❑ Complex project deployments:
 - multiplication of assets and materials,
 - multiplication of partners/sub-contractors,
- ❑ High volume needing to be completed quickly
- ❑ Many installations to maintain
- ❑ Rising costs while margins are decreasing.



ClickOnSite Solution

- ❑ Accelerates sites availability and increases revenue
- ❑ Tracks many assets and complex projects with numerous dependencies
- ❑ Facilitates communication between companies and people in different locations working on the projects
- ❑ Easy and quick setup

4) ClickOnSite solution

ClickOnSite is developed by telecom specialists to optimize the everyday work of telco staff

ClickOnSite's main features are :

- ❑ **Rollout & project management**

ClickOnSite workflow distributes tasks among staff and notifies about follow-up needs, for instance the site building, upgrades and swaps.

- ❑ **Site management**

Pinpoints the site to easily access local site data such as lease and other essential information.

- ❑ **Asset management**

ClickOnSite is a best-in-class solution to track and trace assets in the field.

- ❑ **Reporting**

ClickOnSite lets users generate reports for any specified data and can report on a single project, all projects, or any particular network aspect.



ClickOnSite

4) ClickOnSite benefits

- ❑ Shortens process lifecycle and improves service delivery
- ❑ Improves operational efficiency and productivity
- ❑ Reduces costs through increased cooperation between project teams and players in the network lifecycle
- ❑ Fast and proactive decisions; “Become aware of problems as they arise and before they lead to a crisis”
- ❑ Guarantees compliance with corporate procedures and policies via standard processes (incl. compliance with SOX and/or IFRS standards)
- ❑ Cheaper, smarter and more efficient software than its main competitors (Accruent and Tarantula) and more dedicated to operations and infrastructure management than the other competitors such as Nexysone, Sunvizion and Amdocs

4) ROI

OPEX savings & revenue increase in 3 years of using ClickOnSite

Example for operator with 1,500 sites + rollout of 300 new sites/year in a country with a low ARPU of €3.50

Costs savings

OPEX savings = €625k

ROI of 92%

With workflow automation, MNOs increase quality, accuracy, reduce duplication, improve scheduling and forecasting, reduce time spent in meetings, etc. and save an incredible number of man hours.

Revenue generation
quicker to market = faster time to cash

Additional revenue = €1,8M

ROI of 574%

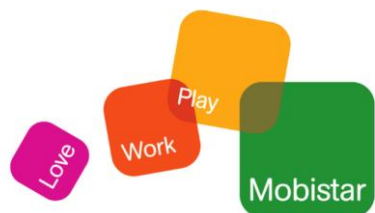
By implementing ClickOnSite and replacing spreadsheets, MNOs install antennas faster & generate revenue earlier.

4) Competitive landscape

Main market players are:

About Our Competitors					
Competitor	Client Types	Area	Strengths	Weaknesses	Comment
Excel	Numerous MNOs & Towercos	Worldwide	Cheap and familiar to individuals	Very limited functionality & collaboration	Wide-spread and used to follow-up with milestones
Accruent	American Tower Corporation	US-based; arriving in Germany	Listed Marketing power	Old technology Price Not specialized	Broad ERP type of approach
Tarantula	Numerous tower companies	India, South East Asia	Focused on tower companies Recent arrival of Volaris in the capital	Price Limited in terms of flexibility & agility	Broad ERP type
Nexysone	Ooredoo Myanmar	US, Southeast Asia		Current RFP at Ooredoo	
Sunvizion	Orange Polska Opticel	Poland Pakistan	Nice website	Less and less specialized	Looks like they enlarge their SOW
Amdocs		Worldwide	Listed Marketing power	Not specialized	

5) Key clients



TELE2



free



5) Customer case

Orange France



Client needs

- Orange was using a tool built by Cap Gemini which was slow, had limited functionality, and did not benefit from outside experience & best practices;
- The volume of concurrent users, sites and operations was increasing exponentially;
- Change management within such organization is a big challenge due to the number of employees, employee resistance, involvement of trade unions, etc.

➤ Orange needed a proven business solution that would be agile and reliable.

ITD was awarded the contract because:

- The solution could prove its technological edge and ability to efficiently handle such a large network;
- Its deep experience within the industry;
- **Most importantly, because ITD understands Orange's business!**

Turnover: €500k and €100k ARR

5) Testimonials

"Every day, we said that the time had come to deploy ClickOnSite in our organization, because **the Excel solution was something prehistoric**. Today, I think that it is essential for operators to use tools that consolidate information. The golden age, when operators worked with unlimited resources, is over. Today, we have to optimize our costs and processes. This tool is fundamental."

Patrick G, Ran Deployment Domain Manager, Orange Belgium

"Helps to focus!"

"Good tool that identifies and summarizes required actions. **It helps to focus on tasks** and to supervise my team easily!"

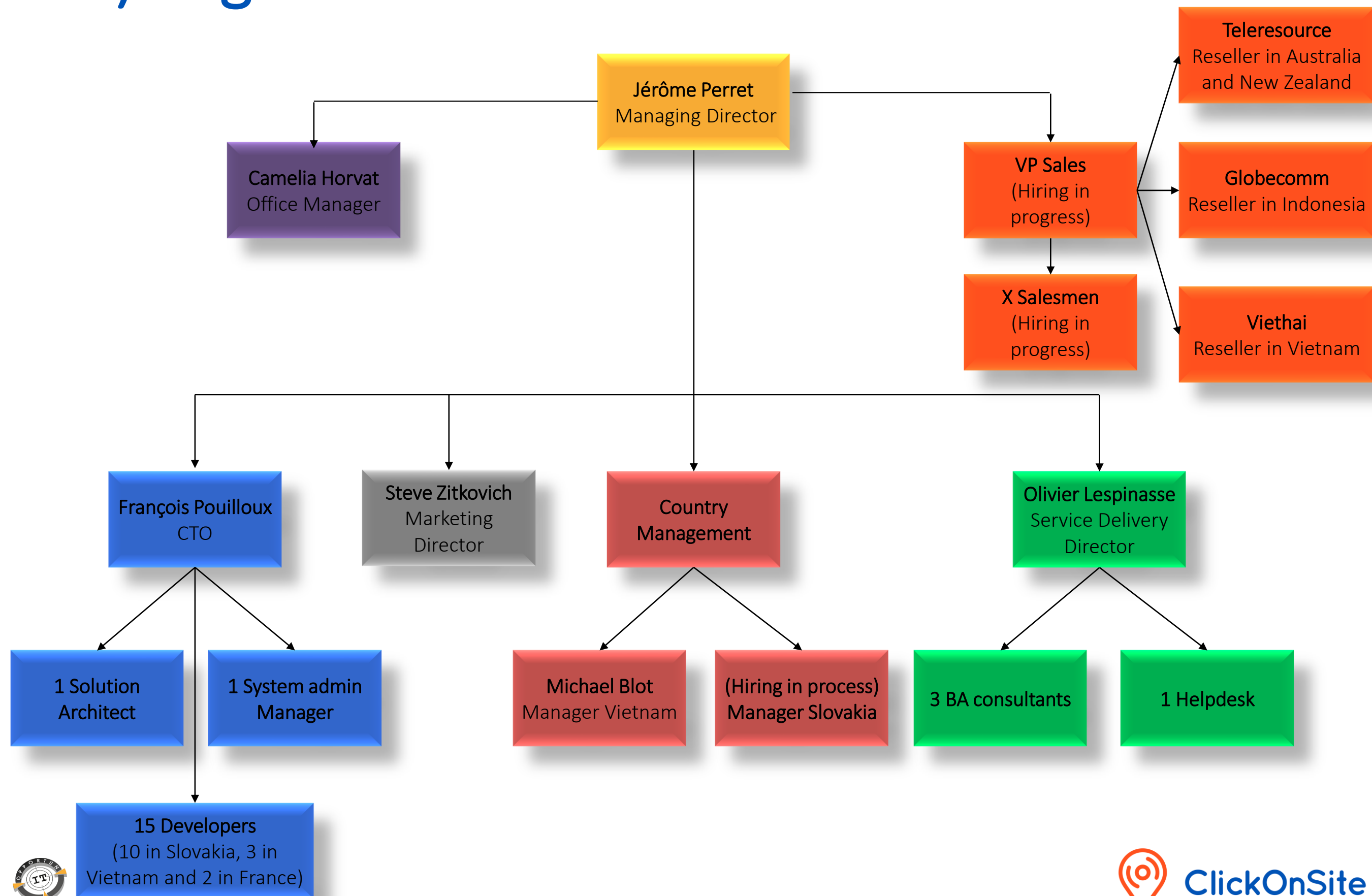
Ahmed A, Regional RF & Optimization Manager, Korek Telecom

"Everyone on one system!"

"It is useful that **everyone works in one system!**"

Erik D, Owner, Vamea

6) Organization & HR



6) Key staff (1/2)

Managing Director

Jérôme PERRET

20 years international leadership & successful entrepreneurship in the telecom industry.

Education:

IDRAC Business School
Ms in Marketing

Managing Director (since 2014)

Leads company operations and closely oversees strategic and marketing aspects. Jerome also leads sales.

Founder and Director at AllForSite (1999 – 2016)

Trading of telecom equipment & supply chain services in the Netherlands, Belgium, Algeria, Nigeria, Uganda, Pakistan...

Founder and Director at DelConsulting (1998 – 2009)

Consulting and placement of telecom engineers; Telecom site construction & maintenance in Europe and Africa.

Site Acquisition Manager at Orange (1998 – 2001)

Chief Technical Officer

François POUILLOUX

25 years experience in software engineering

Education:

Grenoble Institute of Technology
MS in Process Engineering and Materials
Science

CTO (since 2013)

Manages 15 developers based in Slovakia & Vietnam. Also product owner within the ITD Scrum organization

CTO and co-founder at IXXO (web mining solutions) (2002-2013)

Senior Consultant at Lotus Software (2000-2002)

Software Analyst and Software architect at Unilog (1992-2000)

Service Delivery Director

Olivier LESPINASSE

Over 20 years experience in telecom industry working on deployment of mobile telephony in 25 countries

Education:

Lyon 1 University
Bachelor in Physics

Service Delivery Director (since 2006)

Manages 5 employees in charge of customer delivery. They do business analysis, configuration and support.

Project Manager at AllForSite (2005 – 2010)

Support Consultant at Orange Cameroon (2004-2005)

Consultant at DelConsulting (2000-2001)

CW Supervisor at Orange NV (1998-1999)

6) Key staff (2/2)

Marketing Director

Steve ZITKOVICH

20 years of e-commerce for global companies and startups in the US and in Europe.

Education:

University of Washington
Bachelor of Arts, Germanics

Marketing Director (since 2017)

Plans and produces marketing activities and materials, supports sales prospecting and calls, does online demos, manages trade show presence & activities, manages partnerships. Also Product management.

Entrepreneurial & Social Projects in Europe and Seattle (1999-2017)

Program Director at Moravia (2016-2016)

International Program Manager at Microsoft (2007-2008)

Manager Vietnam

Michael BLOT

Over 15 years of experience in Telecom working on deployments of mobile telephony in Asia and Africa.

Education:

Metz University
Bachelor in Mathematics & Physics

Manager Vietnam (since 2006)

Manages sales in the APAC region as well as 3 employees in charge of software development and delivery.

Project Manager CW Sagemcom (2011 – 2014)

Transmission manager Orange (2009-2011)

Project Manager Alcatel CI (2007-2009)

Transmission engineer at Alcatel (2001 - 2007)

Manager Slovakia

Recruitment in progress

The previous Manager has been hired by Orange.

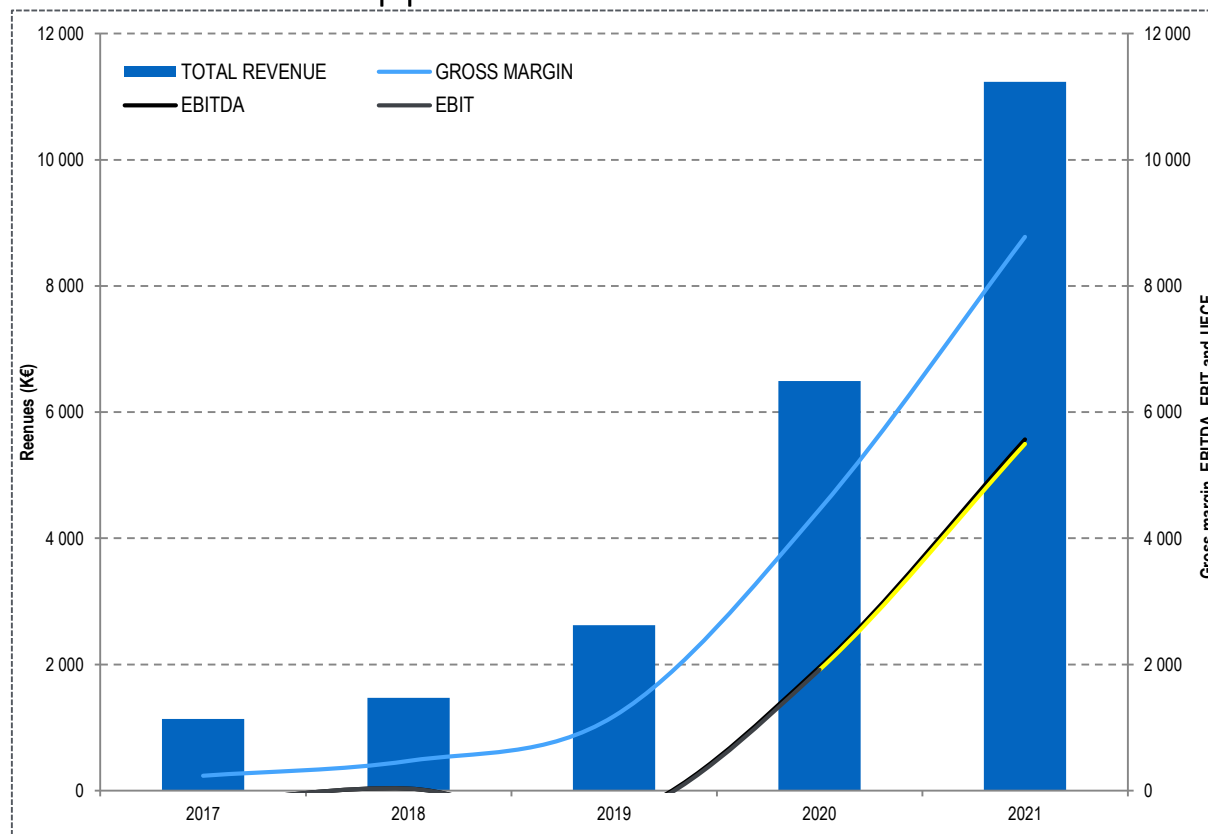
7) Financials at a glance

Basis of Preparation

- The statutory accounts are the basis for the tax filings and are not designed to represent the underlying performance of the business.
- After analysis, we have fixed the best assumptions regarding the market potential , sales productivity, cost design and management incentives to estimate the EBITDA and EBIT forecast

Projected Financials

- Company management has made a forecast up to 2022. Both revenues and operating expenses are based on a top-down approach. The financial projections have been prepared using:
 1. both historical and prospective data for expenses;
 2. the current backlog and the development strategy going forward.
- Projections are based on a standalone basis and reflect management's assessment of the Company's future financial performance. This forecast is based on self-financed growth. All underlying assumptions are based on a conservative approach.

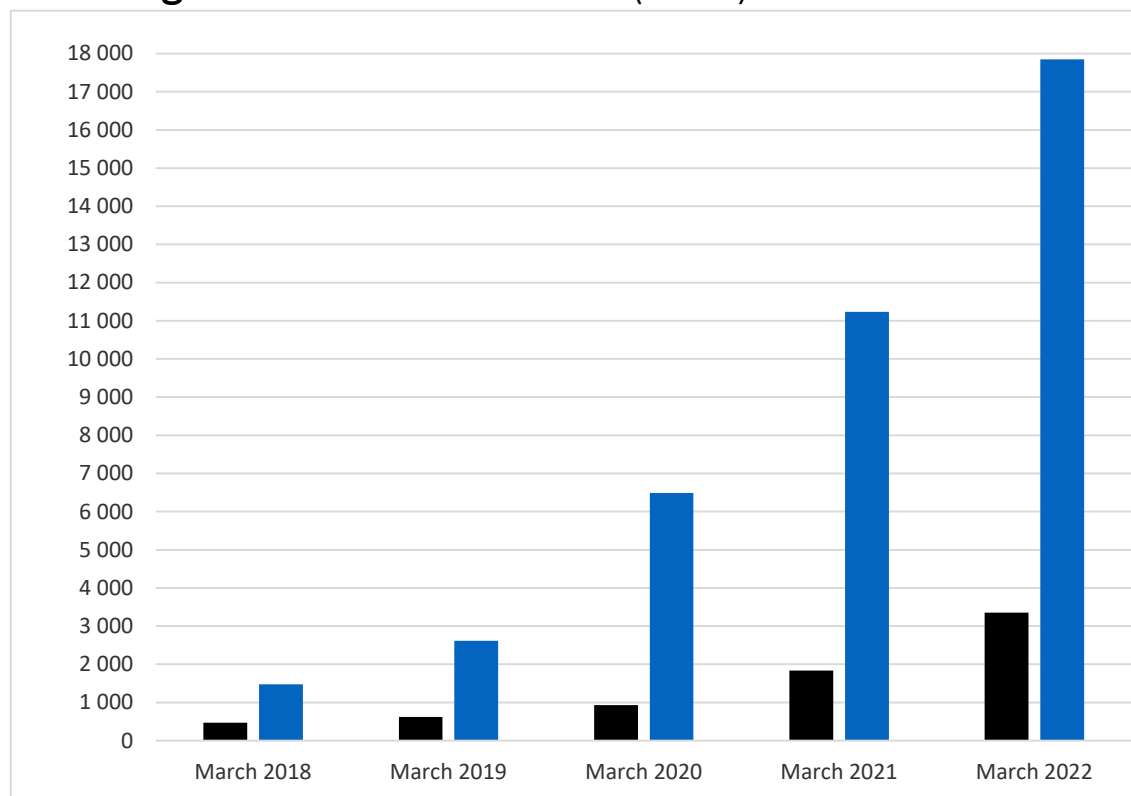


Key Financial Information

- Sales will rapidly increase through acquisition of new customers by the expanded sales team.
- Company will focus its growth on strategic core telecom business activities, gaining new accounts in its target markets worldwide.
- Personnel expenses are the main cost item, weighted at more than 70% of sales revenues in 2019, declining sharply due to fixed structure to 28% in 2022, excluding sales Incentives (Today 13% and 5% of sales in 2022).
- Growth of customers will be supported by new hires, mainly eight project managers.

7) Recurring revenue (ARR)/New sales

Recurring Revenue vs Total Sales (in k€)



NEW SALES TEAM	2019	2020	2021	2022
VP sales EU	0	800 000	600 000	600 000
Sales rep Europe	400 000	1 200 000	1 400 000	1 600 000
Sales rep North Africa & Middle East	400 000	1 000 000	1 400 000	1 600 000
Sales rep Sub saharan countries	400 000	800 000	1 000 000	1 400 000
Sales rep Western Asia	0	400 000	800 000	1 400 000
Sales rep Eastern Europe	0	400 000	800 000	1 400 000
Sales rep Latin America	0	0	400 000	1 200 000
Sales rep North America	0	0	800 000	1 600 000
TOTAL	1 200 000	4 600 000	7 200 000	10 800 000
SAAS	0	0	600 000	1 600 000
FOUNDERS	300 000	300 000	0	0
ASEAN OFFICE	500 000	600 000	1 400 000	1 600 000
Customer success Manager	0	60 000	200 000	500 000
TOTAL	2 000 000	5 560 000	9 400 000	14 500 000

Revenue and gross profit development

- Within 4 years (2019-2022) the Company will rapidly increase its sales revenue through organic growth, largely driven by responding to customer and market demands.
- The table here above provides a summary of sales prospective following the launching of a new sales team lead by a sales expert (VP Sales).
- Sales forecasts are based on (conservative) assumptions: Step by step sales training period, normal sales productivity increasing over years, and average sales cycle.
- Gross margin performance will be between 45% in 2019 and able to reach 85 % in 2022 thanks to the new technology and the business model of the Company due to efficient marginal costs (comparable to other SaaS companies).

7) Income statement

Operating Expenses

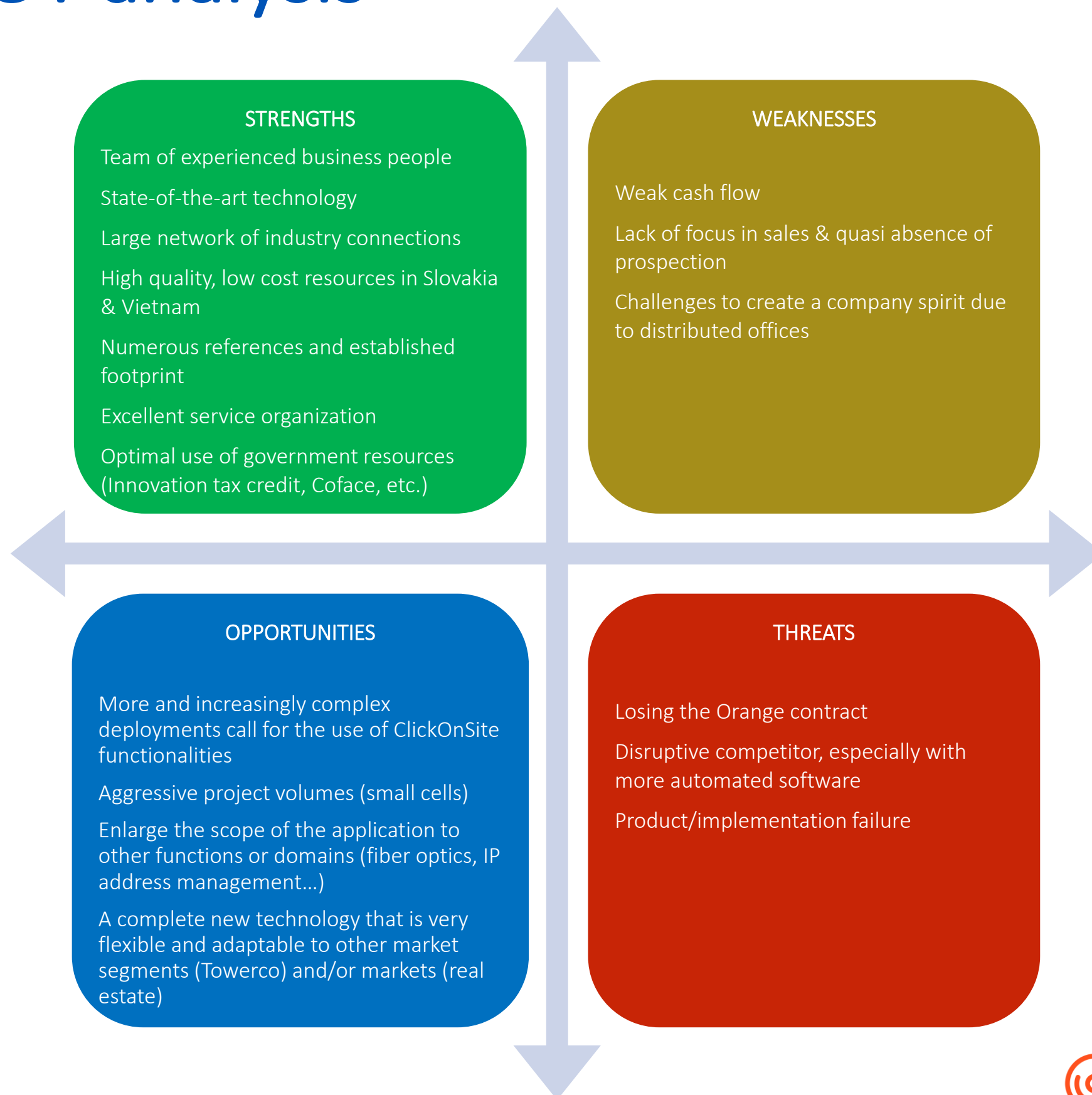
- Sales and marketing expenses mainly include travels and advertising.
 - Marketing activities are expected to be between 1% and 3,5% of total sales, and are projected to grow at a faster pace due to expansion of sales efforts.
- Projections for general and administrative expenses (ex. overhead costs, such as office rent, transport costs, accounting fees) are in line with the historical spending patterns.
- EBITDA has been rising over the last 5 years and is expected to grow faster than revenues thanks to efficient marginal cost.
- Amortizations and depreciations are primarily composed of the depreciation of CAPEX excluding R&D costs
- 2019 EBIT will be negative (- €450k) due to hiring process of the VP Sales and his sales team
- Optimization of the capital structure through debt financing would further reduce the French effective tax rate.

FINANCIALS HIGHLIGHTS

ITD France in EURO	2017	2018	2019	2020	2021	2022
	Closing March 2017	Closing March 2018	Closing March 2019	Closing March 2020	Closing March 2021	Closing March 2022
	Closing	Closing in process	Forecast	Forecast	Forecast	Forecast
Software Licence	687 142	900 000	1 800 000	5 004 000	8 460 000	13 050 000
Consulting Services	90 349	100 000	200 000	556 000	940 000	1 450 000
ARR	359 468	472 052	619 449	930 477	1 834 713	3 350 377
	32%	32%	24%	14%	16%	19%
TOTAL REVENUE	1 136 959	1 472 052	2 619 449	6 490 477	11 234 713	17 850 377
Turnover increase		29%	78%	148%	73%	59%
TOTAL Costs of production	900 000	1 000 000	1 437 552	2 032 481	2 454 621	2 577 352
Gross Margin	236 959	472 052	1 181 897	4 457 996	8 780 092	15 273 025
% Gross Margin	20,8%	32,1%	45,1%	68,7%	78,2%	85,6%
Cost of Sales	24 000	24 000	762 372	1 274 172	1 566 420	2 490 608
	2%	2%	29%	20%	14%	14%
General & admin. payroll	255 000	260 000	595 250	905 186	1 196 876	1 256 720
	22%	18%	23%	14%	11%	7%
Other OPEX	150 000	155 000	255 592	318 732	448 154	470 562
	13%	11%	10%	5%	4%	3%
TOTAL OPEX	429 000	439 000	1 613 214	2 498 090	3 211 450	4 217 890
	38%	30%	62%	38%	29%	24%
EBITDA	(192 041)	33 052	(431 317)	1 959 906	5 568 642	11 055 135
% EBITDA / SALES	-17%	2%	-16%	30%	50%	62%
Amortization & Depreciation	2 000	2 000	19 092	44 448	70 572	74 101
	0,2%	0,1%	0,7%	0,7%	0,6%	0,4%
EBIT	(194 041)	31 052	(450 409)	1 915 458	5 498 070	10 981 034
% of Revenue	-17%	2%	-17%	30%	49%	62%
Interest	13 000	1 500	15 000	20 000	-	-
Tax	-	-	-	476 683	1 832 690	3 660 345
NET INCOME	(207 041)	29 552	(465 409)	1 418 775	3 665 380	7 320 689
% Revenue	-18,2%	2,0%	-17,8%	21,9%	32,6%	41,0%

NB: A possible optimization of group taxation (holding already based in Netherlands, but without sales) is not included.

8) SWOT analysis



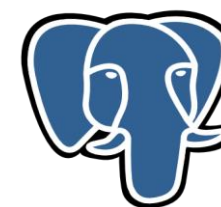
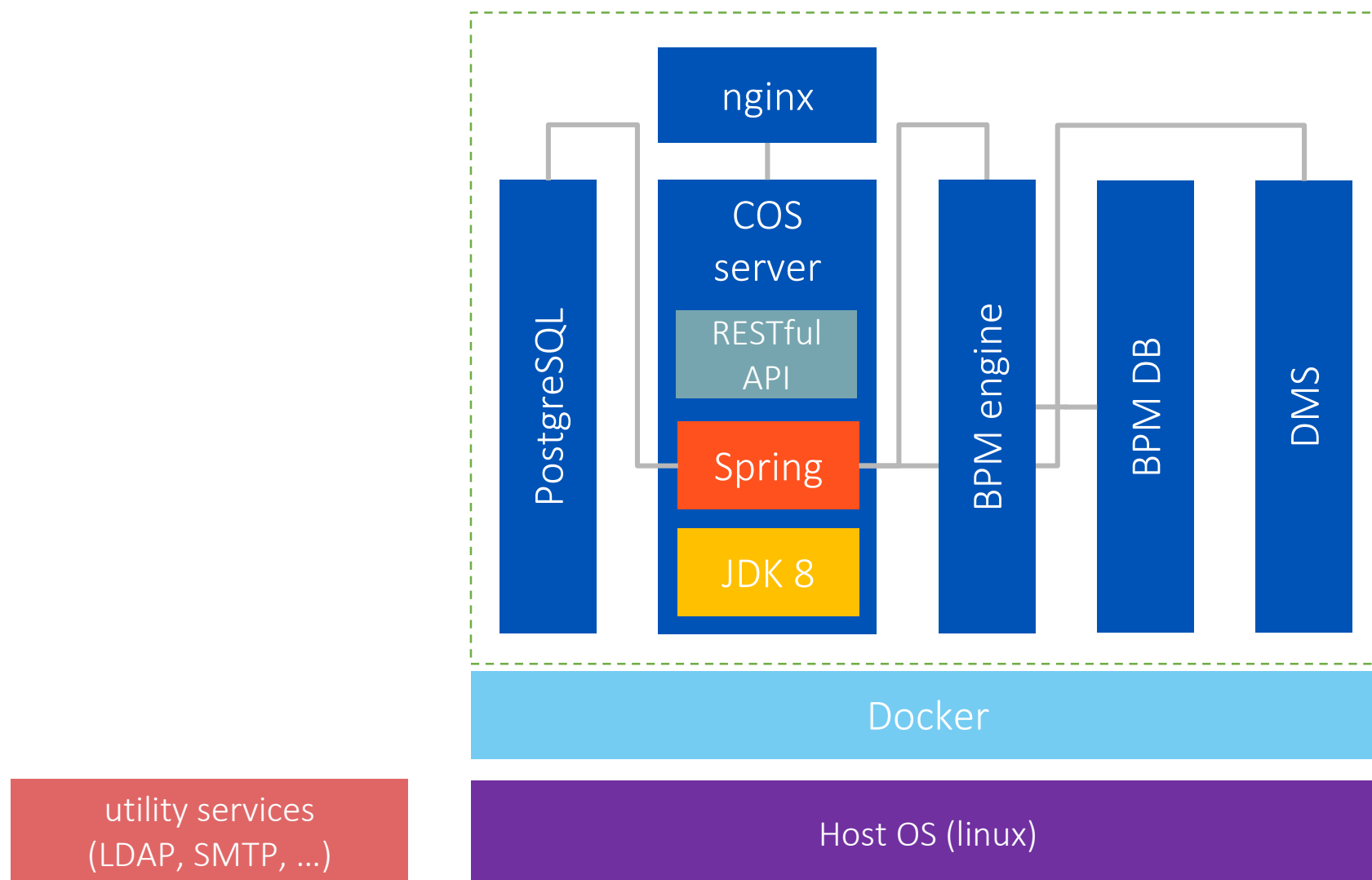
9) Investment project

- ❑ Company is seeking to raise €2M that will be used to :
 - Recruit a Sales team
 - Participate in targeted events such as the Mobile World Congress or the TowerXchange to increase ITD visibility
 - Fund the working capital requirement
- ❑ IT Development shareholders are looking for a strategical investor to secure a commercial and marketing focus in the future.
- ❑ Several leads (contractors, fiber optics rollout tools, facility management for universities or hospitals...) will be significant revenues streams for the next years.
- ❑ This investment should help the company to grow revenue from €1.2M in 2017 to €18M in 2022 and extend ITD's lead as #1 provider in the market.

10) Annexes

- ❑ Main Components and Technology stack
- ❑ ClickOnSite related services
- ❑ ClickOnSite: a worldwide solution
- ❑ ClickOnSite Vs BPM pure players

Main components & technology stack



PostgreSQL

NGINX

*On-premise or Cloud

ClickOnSite related services

- ❑ **Implementation:** ClickOnSite can be fully configured to meet the needs of any customer, with little technician intervention. ITD consultants gather the customers requirements, then configure ClickOnSite to connect the product benefit with the client's needs (e.g. improved operational efficiency, reduced costs, Sarbanes–Oxley compliance)
- ❑ **Training & change management:** While ClickOnSite is intuitive and easy to use, a short training guarantees future success for client teams. Training sessions are based on concrete examples which enable the trainees to learn all the functionalities of the tools
- ❑ **Interface development:** Integration of ClickOnSite within the Customer's IT ecosystem is an important success factor. However, data exchange interfaces are replaced by Application Programming Interfaces (APIs) whenever possible to avoid the maintenance burden inherent with custom development
- ❑ **Hosting:** Currently only a few customers buy hosting services from ITD. Turnover of this service, which is partially outsourced to OVH, is expected to rise in the future as cloud services become more and more popular among clients
- ❑ **Maintenance:** Level 2 & 3 support

Operations all around the world



12,000 people in 20 countries use ClickOnSite

ClickOnSite vs BPM pure players

At ITD, we speak Telecom...

ClickOnSite

- ❑ **Save time & money**
No need to explain to us what a transmission link, a radio cell or a power supply is: we already know all this.
- ❑ **Budget is known up front**
We sell software
- ❑ **Fast implementation**
Within 2 to 4 months
- ❑ **Continuous business value increase**
Roadmap & business updates
- ❑ **Advantages of a market solution**
ClickOnSite benefits from other clients' experiences
- ❑ **The business requirements lead**
Users come first

Bonita, Signavio etc.

- ❑ **Education costs time & money**
- ❑ **Budget is volatile**
They sell man days
- ❑ **Starting date is the only certainty**
Implementation takes 6 to 12 months
- ❑ **Updates & improvement only upon client request**
- ❑ **Disadvantages of a home made solution**
No benefits from external sources
- ❑ **IT influences delivery**
Popularity & safe choice come first

Thank you for you attention!

#MakeTheEverydayBetter!