



market overview: Brazil

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🔒 confidential

USD26 billion market with ~35% churn

📍 giant market with hated competitors

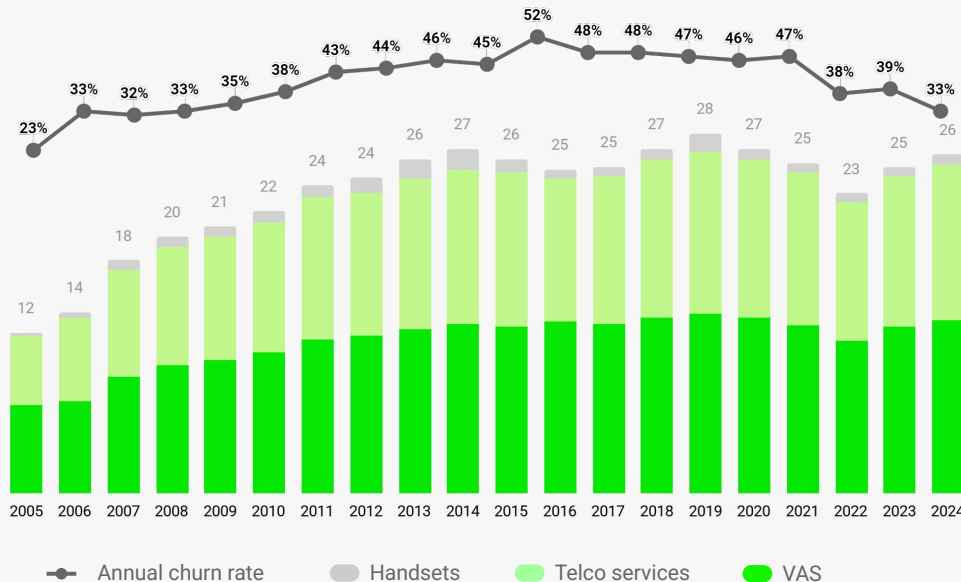
- Brazil is the 2nd country that spends more time on the Internet.
- largest LATAM economy with more than 260M active phone lines
- a much **higher churn** rate than other evolved markets (benchmark ~15-22%)

Source: TudoCelular, Carriers' Investors Relations, Teleco
 *The annual churn decreased in 2021 when Oi (the 4th largest MNO, with 17% of market share) was acquired and divided among the other 3 MNOs.

carriers' annual revenue in Brazil, USD in billions

1.00 \$USD ~ 5.50 \$BRL

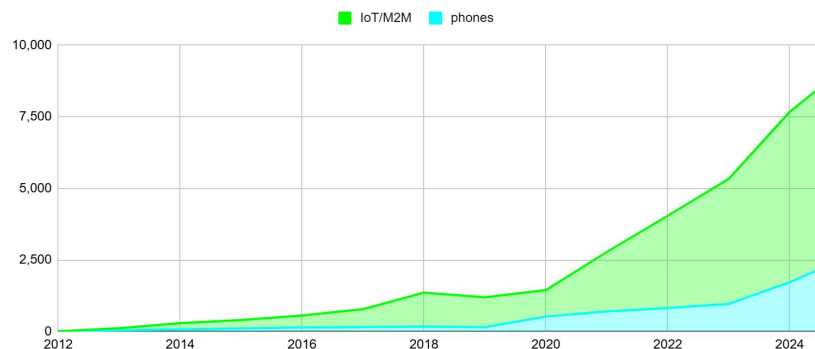
top reasons: bad CX, lack of transparency in pricing, mistrust



a market regulated since 2011...

still early in its growth journey

MVNOs active SIM cards in Brazil



MVNOs
market share

IoT: **22%**
personal phones: **1%**

Brazil's regulation allows only two MVNO models:

- “Credenciada” (reseller)
- “Autorizada” (full-MVNO)

93% of all MVNO connections in Brazil run through aggregators (MVNAs)



3.2M SIMs / 98% IoT (mainly TIM network)



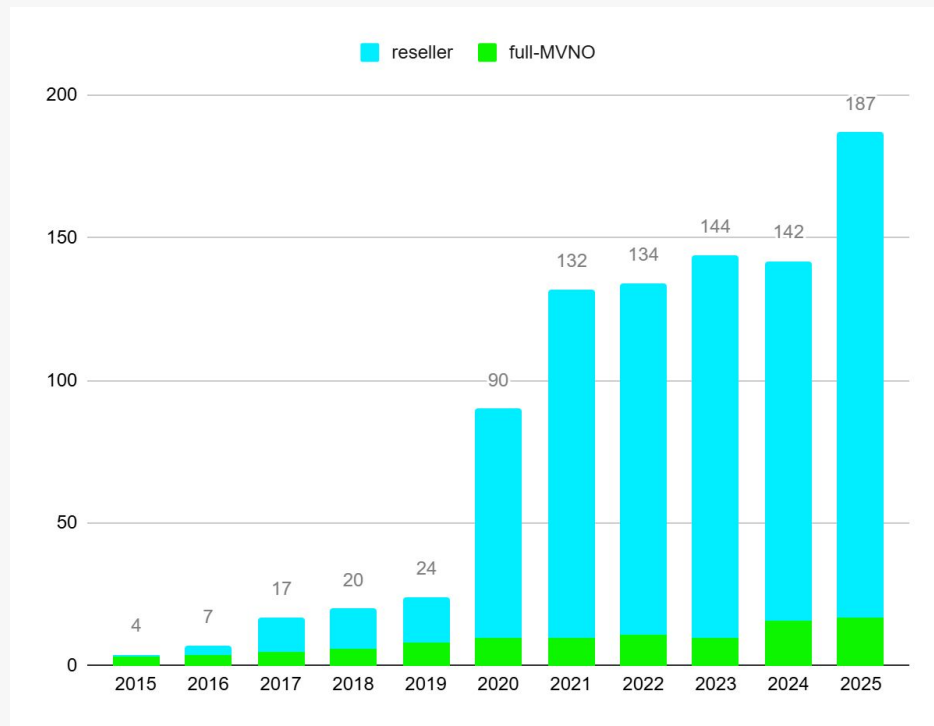
1.0M SIMs / 80% IoT (Telefonica/Vivo network)



2.7M SIMs / 45% IoT (TIM network)

the challenge isn't demand or the number of MVNOs

- **income disparity** brings highly price-sensitive market
- **taxes everywhere**
- **no wholesale price protection** (long-term cost unpredictability)
- **limited access to capital** and high interest rates (>15%)



Source: Teleco

some good examples

segment-focused strategy: telecom as a value driver, not a commodity



the 1st digital telco in Brazil,
a community for innovators
and a platform for SMBs

90k MVNO subs



the #1 delivery platform in Brazil,
with 70M customers and 500k
delivery drivers

30k MVNO subs



one of the world's largest digital
banks, serving 113M+ customers in
Brazil

250k MVNO subs (2025)



LatAm is well positioned to leap ahead

- big and young population (670M, 32years old in avg)
- distance from major geopolitical conflicts
- diversified economic relationships (US, China, Europe)
- rising demand for financial & digital inclusion

Let's keep the conversation!

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