

Executive Snapshot

For over 25 years, **VIVA** has connected Bolivia.

Now, under **Balesia Technologies**, it's transforming—evolving beyond telecom into a digital ecosystem powered by data and innovation.

A new chapter focused on growth, inclusion, and the future.



BOLIVIA'S **CONNECTIVITY LANDSCAPE**

A mobile-first market where connectivity exceeds population size.

A growing digital audience, we operate at the intersection of infrastructure and opportunity, where every active line is a potential gateway for engagement.



OPERATORS

3 Main Telecom Operators

No MVNOs



PENETRATION %

- 11.4 million mobile internet connections
- Mobile subscriptions exceed 100% of population (~108%)
- 70% of the population has access to mobile internet networks



TYPICAL ONLINE USAGE

- 83% Communication and messaging..
- 68% Social Media
- 43% Search for Information
- 36% Listen to music or watch videos.



ONLINE PURCHASE

- 47,2% of had made at least 1 digital payment.
- QR payment went from 27% to 60% between 2022 and 2023.
- Mobile wallets are the 65% of purchases volume.



CASH CARRY AND PURCHASES

65% of Gross Domestic Product operates informally



VIVA – BOLIVIA

MNO Evolution & Digital Strategy

Established MNO with a legacy of technological leadership.

Deep transformation toward efficiency and sustainability.

From connectivity provider to digital ecosystem enabler.

SuperApp as a market-first innovation in Bolivia.

Strong focus on digital inclusion and customer empowerment.



Change The Lens

Traditional Telco Lens

- ARPU.
- Cost control.
- Network efficiency.
- Security as cost center.
- Fighting declining margins.



We are looking at the same customers, the same data, the same traffic, **but with a completely different lens.**



PATCHING A SINKING SHIP vs ROCKET SHIP

Telecom Trend

Declining SMS volumes.

ARPU pressure.

Margin compression.

OTT displacement.

Defensive strategy.



Growing Ecosystem

Advertising growing.

Super apps growing.

Engagement increasing.

Data value increasing.

Monetization shifting.



You can try to patch the ship, or you can build the rocket.



Taking back **innovation**

Telcos lost their way and stopped innovating. When phones first came into the market was the most innovative product but then stopped... now it's time to take back.



VIVA APP

- Zero-rated experience
- Ad Exchange.
- Engagement monetization via many streams.



VIVA COIN

- Payment of telecom services
- Bill payments and marketplace transactions
- Rewards and incentives
- Wallet-based storage and transfers



THE BIGGER VISION

- Give users more.
- Monetize differently.
- Take back revenue from OTTs.
- Turn telecom telemetry into advertising performance.

We're not just protecting margin. **We are redefining monetization.**



VIVA APP

What started as a self-care app is now a SuperApp. The **VIVA APP** brings services, content, commerce, and finance into one seamless, zero-rated experience. Redefining how users connect, interact, and transact.



The VIVA APP ecosystem

The VIVA App ecosystem integrates multiple digital layers:

- ✓ Zero-rated (data free) browser and navigation
- ✓ Mini-apps for self-management
- ✓ Digital marketplace
- ✓ Wallet, payment services and web3 platform
- ✓ Gamified rewards
- ✓ Streaming and digital content
- ✓ Proprietary advertising platform



VIVA – MEXICO

MVNO Strategy & Market Context

Built on the Altán Redes shared network.

Competing in a highly commoditized MVNO ecosystem.

SuperApp-driven growth strategy.

Targeting underserved and price-sensitive segments.

Agile go-to-market and scalable model.

