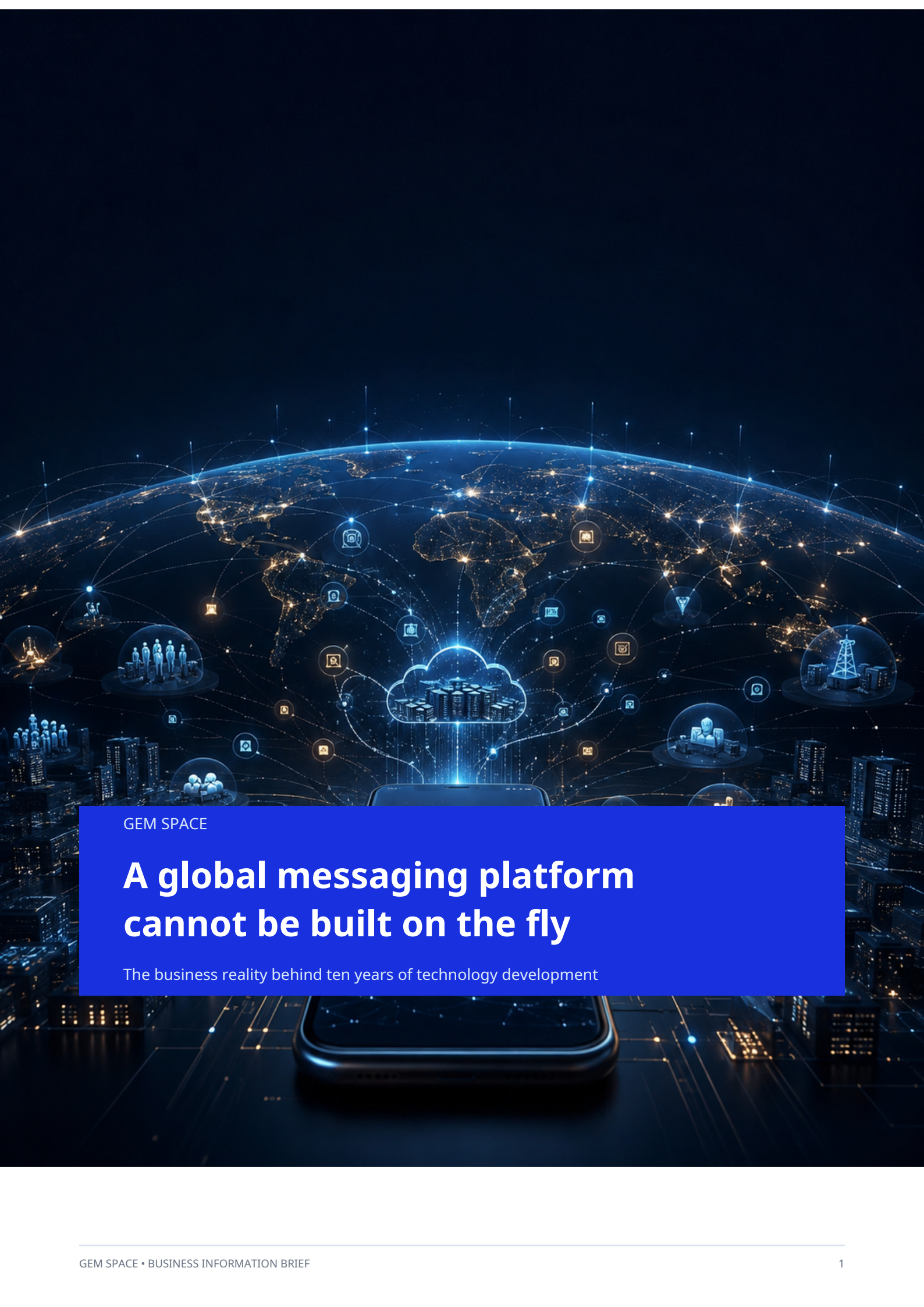




GEM SPACE

A global messaging platform cannot be built on the fly

The business reality behind ten years of technology development

Not merely an app, but a technology system

It is sometimes suggested that an existing codebase can simply be taken, redesigned, and turned into a proprietary messenger within a few months. A single developer can certainly build a chat demonstration. Yet the gap between a prototype and a global superapp is comparable to the gap between a car assembled in a garage and an international automotive manufacturer.

Code can be copied. Ten years of accumulated architecture, organisational capability, operations, distribution, user relationships, and 24/7 service delivery cannot.

10 years	50M+	194
of development	downloads	countries reached

This brief references official public information from Gem Space, Signal, Element, Matrix, Microsoft, Rakuten, and Salesforce.



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Code is only the visible tip

Source code defines functionality, but it does not automatically create a global service capable of supporting millions of people.

- Reliable message and file delivery across unstable networks
- Intercontinental voice and video calls
- Scaling through sudden traffic surges
- Protection of accounts, devices, encryption keys, and infrastructure
- Management of spam, abuse, fraud, and prohibited content
- Continuous support for iOS, Android, Web, Windows, and macOS
- Localisation, customer support, and compliance in every market
- Monitoring, backups, disaster recovery, and 24/7 operations

Obtaining the code is like obtaining the plans for an aircraft. Without manufacturing, testing, certification, ground operations, and maintenance, those plans do not become an airline.

Signal: free code, costly operations

Signal is a free, open-source messenger, yet it has publicly disclosed the cost of operating a global privacy-focused communications service.

\$6.0 million	Registration SMS and calls
\$2.9 million	Servers
\$2.8 million	Bandwidth
\$1.3 million	Storage
\$0.7 million	Supporting services

Approximately USD 14 million per year

This was the infrastructure cost as of November 2023. Signal projected total 2025 operating costs of approximately USD 50 million per year. This is not an advertising budget; it is the cost of keeping an efficient global communications service running.

Source: signal.org/blog/signal-is-expensive/

Element: open source does not mean a free closed product

Element and Matrix can be used to build a proprietary communications environment. However, key server components are currently offered under AGPLv3. An enterprise that wishes to keep proprietary modifications private may require a commercial Build Subscription. Current pricing is provided on request.

Element previously published pricing from USD 3 per monthly active user. The calculations below illustrate the order of magnitude only; they are not a current quotation for a large-scale contract.

1,000 MAU	USD 3,000/month • USD 36,000/year
10,000 MAU	USD 30,000/month • USD 360,000/year
100,000 MAU	USD 300,000/month • USD 3.6 million/year
1 million MAU	USD 3 million/month • USD 36 million/year
10 million MAU	USD 30 million/month • USD 360 million/year
50 million MAU	USD 150 million/month • USD 1.8 billion/year

Large-scale agreements negotiate volume discounts, SLAs, the definition of MAU, and the scope of usage rights individually.



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What one developer can build - and where a prototype stops

One specialist	A global platform
Can deploy a server, build a client, change the interface, and demonstrate chat, calls, a wallet, or AI functionality.	Requires Backend, Mobile, Web, QA, SRE/NOC, Security, Anti-Abuse, Data, Support, Product, Design, Legal, Finance, and Partnerships.

The hardest work begins after launch. At a scale of millions, rare defects become daily incidents, while even a brief outage can affect an enormous community.

A network of 50 million users cannot be copied

A messenger becomes valuable when the people a user wants to reach are already present. Interfaces can be imitated; trust, habits, and relationship networks cannot.

Microsoft acquired Skype for USD 8.5 billion; Rakuten acquired Viber for USD 900 million; and Salesforce acquired Slack for approximately USD 27.7 billion. These transactions occurred at different stages of development. Valuation reflects not one user count, but technology, network effects, brand, market position, team, and strategic fit.

Sources: official announcements from Microsoft, Rakuten, and Salesforce.

Ten years of Gem Space development

Architecture	Servers, queues, databases, caching, delivery, replication, and scaling.
Clients	Support for iOS, Android, Web, Desktop, and numerous device configurations.
Security	Encryption, authentication, infrastructure protection, and incident response.
Operations	Monitoring, on-call coverage, disaster recovery, SLAs, and vendor management.
Product	Messaging, calls, conferences, Spaces, AI, business tools, and digital services.
International expansion	Languages, app stores, support, regulation, partnerships, and regional processes.

Ten years create a cumulative competitive advantage

It is the combined result of architecture, compatibility, recruitment, releases, incident response, infrastructure, and operational knowledge. It is not a file that can be downloaded.

Gem Space today: from communications to superapp

Gem Space is available in 194 countries, has surpassed 50 million downloads, and brings together personal communication, work, communities, and digital services.

Communications	Chats, channels, voice and video calls, and video conferences for up to 300 participants.
Spaces	Teams, communities, content, collaborative projects, and access management.
AI	In-app assistants for writing, ideation, and everyday tasks.
Paid features	Premium accounts, subscriptions, and additional digital capabilities.
Gem Team	Corporate communications, video conferencing, and data sovereignty.
Ecosystem	A unified gateway to communications, work, content, AI, and future services.

The next stage

Extending the established product base through paid accounts, AI services, enterprise licensing, White Label solutions, and customised deployments.

What a EUR 190 million budget must cover

1. Product research

Strategy, user research, UX/UI, prototypes, analytics, A/B testing, and roadmaps.

2. Client development

iOS, Android, Web, Windows, macOS, synchronisation, offline mode, Push, and app stores.

3. Backend and real-time systems

Microservices, API, DB, Queue, Cache, Media, Search, CDN, and Autoscaling.

4. Voice, video, and conferencing

WebRTC, TURN/STUN, Codec, screen sharing, quality management, and international traffic.

5. Cybersecurity

Secure SDLC, encryption, penetration testing, Anti-DDoS, Anti-Spam, and Anti-Fraud.

6. 24/7 reliability

SRE/NOC, monitoring, On-call, Backup, Disaster Recovery, and Capacity Planning.

7. Trust & Safety

Moderation, reporting, restrictions, abuse prevention, and community protection.

8. AI and data

Assistants, speech recognition, recommendations, MLOps, data platforms, and Inference.

From technology to the international market

9. Monetisation

Billing, Subscription, in-app payments, pricing architecture, tax, and Revenue Analytics.

10. Gem Team and White Label

Branding, On-premise, customer servers, IAM/SSO, Audit, Integration, and SLA.

11. Localisation

Translation, cultural adaptation, terms, stores, and regional support.

12. Product marketing

Positioning, Brand, Performance, ASO, PR, Content, Influencer, and Attribution.

13. User-network expansion

Community, Ambassador, Partner, Event, Onboarding, Retention, and Reactivation.

14. B2B/B2G sales

Presales, Demo, Pilot, tenders, Solution Architecture, deployment, and Account Management.

15. Legal and regulatory

Privacy, Data Protection, IP, contracts, trademarks, and country-specific requirements.

16. Organisation and management

Recruitment, compensation, tax, training, finance, procurement, and internal systems.

EUR 190 million represents the journey from an empty repository to an operating international platform: technology + market + users + operations + monetisation.

Gem Team: a sovereign platform for the customer

Gem Team extends Gem Space from a consumer application into a platform for enterprises and the public sector. It can run on customer infrastructure and be configured around the customer's own business processes.

Deployment	Runs on customer infrastructure and servers, with the organisation controlling the environment.
White Label	Customer-specific brand, domain, interfaces, configuration, and feature set.
Customisation	Integrations, permissions, workflows, industry requirements, and regional requirements.
Data sovereignty	The customer determines data location, access, governance, and applicable rules.
Implementation	Design, migration, upgrades, SLA, training, and support.
Commercial model	Project- and contract-based pricing rather than a public mass-market user tariff.

The strategic difference

Open Source makes experimentation easier. Gem Team provides a completed platform, Branding, customer-side deployment, and adaptation to corporate or sovereign infrastructure.

What has already been built

The investment is not directed at a collection of screens, but at the development of interconnected technology assets.

- A multi-year technology foundation and release history
- A product distributed through major application stores
- International distribution and localisation capability
- An established user base, communities, and growth channels
- A team that understands the internal architecture
- Operational and support infrastructure
- Brand, analytics, and monetisation pathways
- Gem Team, AI, and White Label solutions

The result

The most important outcome of ten years is not a single feature, but a system combining product, technology, market, users, infrastructure, and the capability for continuous development.

Conclusion

The project is neither an idea nor an acquired codebase. It has been developed, released, and used internationally, and is now expanding paid accounts, AI functionality, enterprise licences, and White Label solutions.

Signal demonstrates that even an efficiently operated Open Source service can require tens of millions of dollars each year. Element demonstrates that an enterprise platform requires commercial licensing, support, and scaling expenditure. Skype, Viber, and Slack demonstrate that communications platforms can become the subject of major strategic transactions at different stages of growth.

Three outcomes brought together by Gem Space

- Technology - a platform developed over many years and an experienced team
- Market - global distribution and an established user base
- Business - a foundation for Subscription, AI, Gem Team, and sovereign deployments

The formula behind the platform

Code creates possibilities. A team creates the product. Infrastructure sustains operations. Marketing creates the market. Users transform an application into a platform. Ten years integrate all of these elements into one asset.

Information sources

1. Gem Space

<https://gemspace.com/> - product, AI, Gem Team, more than 50 million downloads, and presence in 194 countries.

2. Gem Space — presentation landing page

https://YOUR_LOGIN.gemspace.team

Description of the company's product and investment offering.

3. Signal

<https://signal.org/blog/signal-is-expensive/> - infrastructure and operating costs.

4. Element Build

<https://element.io/en/build> - commercial licensing for proprietary development.

5. Historical Element pricing

<https://element.io/blog/simpler-plans-for-element-on-premise-and-cloud/> - USD 3-4 per MAU per month.

6. Microsoft - Skype

<https://news.microsoft.com/source/2011/05/10/microsoft-to-acquire-skype-3/> - USD 8.5 billion.

7. Rakuten - Viber

https://global.rakuten.com/corp/news/press/2014/0214_04.html - USD 900 million.

8. Salesforce - Slack

<https://www.salesforce.com/news/press-releases/2021/07/21/salesforce-slack-deal-close/> - acquisition completed.

This information brief explains the technological and commercial complexity of building a global communications platform. Statements regarding Gem Space are based on official public materials; transaction values and comparable project costs are based on primary sources published by the respective companies.

English edition: 19 August 2026. Monetary amounts are approximate. The illustrations were created specifically for this document and do not depict Gem Space's actual infrastructure.