



MILLICOM

THE DIGITAL LIFESTYLE

Who we are and What we do



Millicom is a leading provider of cable and mobile services dedicated to emerging markets in Latin America and Africa.

- Millicom sets the pace when it comes to providing high-speed broadband and services through its registered trademark The Digital Lifestyle, and principal brand, **Tigo**.
- 18,000 employees worldwide.
- +50 million mobile customers.
- Cable footprint of +9 million homes passed.
- 3.3 million cable and broadband households connected.
- 21.2 million mobile data subscribers, including +7 million on our 4G networks.
- 2017 revenues of USD 6,0 billion and EBITDA of USD 2,2 billion.
- Founded in 1990; listed on NASDAQ OMX Stockholm (MIC).



Latin America represents 90 % of Millicom's business

- We provide both mobile and fixed services in six countries – Bolivia, Colombia, El Salvador, Guatemala, Honduras, and Paraguay.
- And we provide fixed services in Costa Rica and Nicaragua.
- Our 4G networks now cover more than 50 % of the population in our Latam footprint.

In **Africa**, we provide mobile services in Tanzania and Chad, as well as Ghana, where we have operated as a joint venture since the last quarter of 2017.

Our Tigo brand in the markets

Our Tigo brand is #1 in many of the businesses and markets where we operate



A photograph of three children sitting at a desk in a classroom, each using a tablet. The image is overlaid with a semi-transparent blue filter. The text 'Our Purpose' is centered over the children.

Our Purpose

We build the digital highways that
connect people, improve lives and develop
our communities



Our Mission

**We will have the best digital highway
and be the first choice for customers in all
our markets**

A photograph of three African people, two women and one man, smiling and looking at a smartphone held by one of the women. The image is overlaid with a semi-transparent blue filter. The text 'Our Values' is centered in the upper half, and 'Passion, Trust, Innovation, Integrity, and Simplicity' is centered below it in a larger font.

Our Values

Passion, Trust, Innovation, Integrity, and Simplicity

Strategy

- **Monetizing Mobile Data:** 4G/LTE network expansion, Smartphone adoption, stimulating data usage.
- **Building Cable:** Accelerating HFC network expansion, increased commercial activity to fill HFC network.
- **Expanding B2B:** evolve portfolio into ICT managed services to avoid fragmentation and operational risk, building differentiators through service model and frontline execution.
- **Digital innovation and customer-centricity:** Driving adoption and enjoyment of products and high-speed data services, data monetization, video consumption, personalization and seamless integration.

See our Strategy [\(2017 Annual Report\)](#)



The Digital Lifestyle™

Every day, Millicom is transforming the way customers and communities communicate through connectivity online. We build mobile and fixed networks to improve access for everyone to digital communications. We offer millions of our subscribers new and exciting benefits as we explore digital ventures with world-class brands looking to grow their business further in our markets.

The result is a customized ecosystem of digital platforms and content that defines what we call **The Digital Lifestyle™**.

So our customers can work, play, create and share in a more joined-up way, simply and efficiently, whenever and wherever they like.



B2C Mobile



- Millicom has been developing mobile networks for more than 25 years. During that time the digital landscape in our markets has changed beyond recognition. Customer penetration rates and 4G coverage have potential for further growth, fueled by increased availability of affordable smartphones.
- Our mobile data strategy is based on three pillars: 4G/LTE continued expansion; more and easy Smartphone adoption; and stimulating data usage.
- As responsible leaders in our markets, we are at the forefront of developing trends and are driving positive change in our communities.



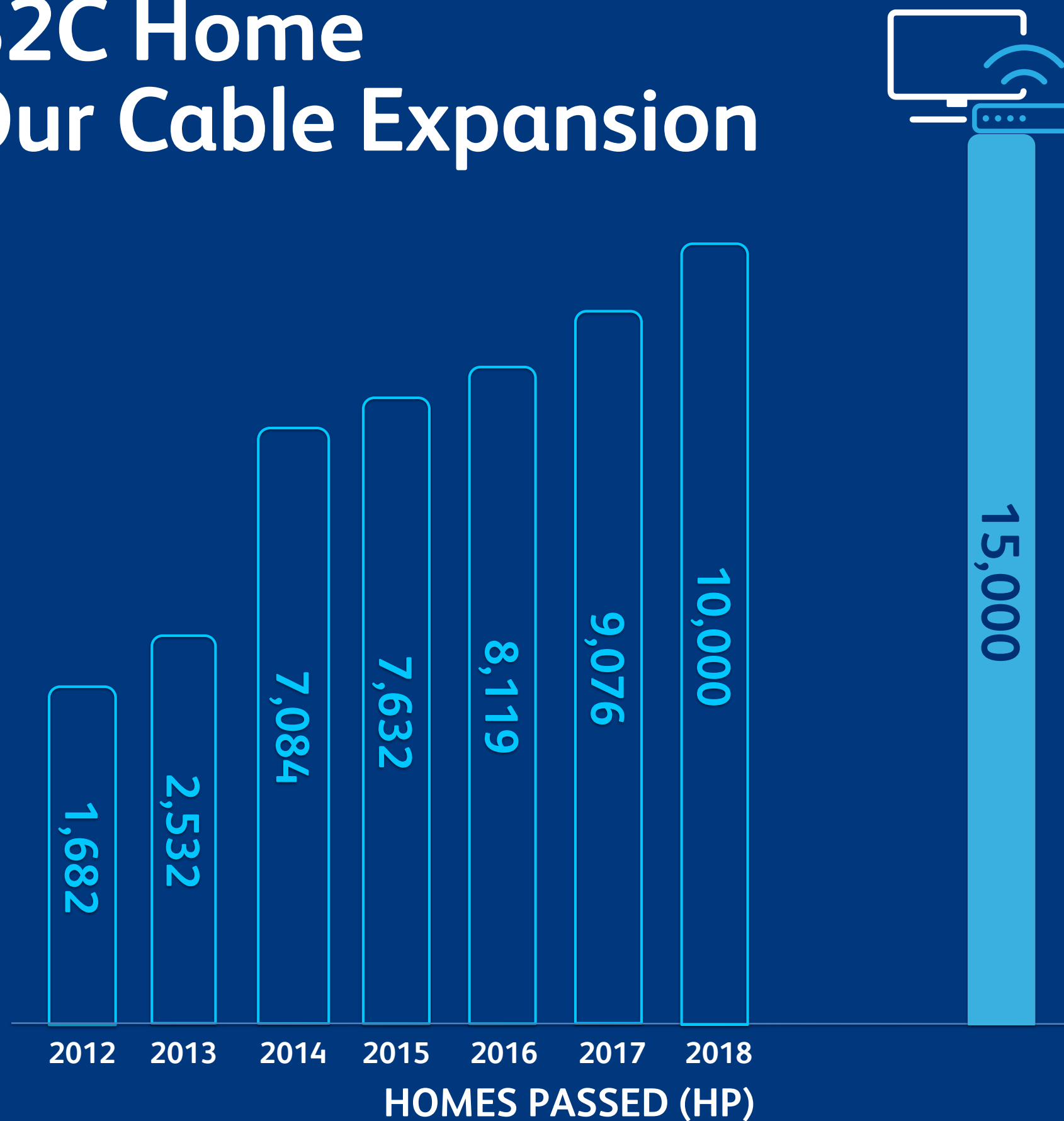
B2C Home



- Consumers are demanding reliable and fast broadband and pay-tv services.
- We are building hi-speed digital highways at high speed, so our customers can enjoy a seamless experience along the way.
- We are focusing our digital innovation on products and customer-facing developments that drive user adoption of high-speed data services such as: data monetization and video consumption, including **Tigo Sports**; and this year's launch of **Tigo ONEtv** with TiVo.



B2C Home Our Cable Expansion



15M

Focus on
CONNECTING HOMES
as quickly as possible

B2B



- The number of SMBs has doubled in the past seven years.
- Our **Tigo Business** brand serves +240,000 customers from the one million plus SMBs registered today in Latam.
- We offer corporations access to:
 - Our **world-class datacenters** for greater data protection, access to high-speed availability with resiliency, integrity and service efficiency.
 - Our own regional network infrastructure.
 - Dedicated staff.
 - IoT, cloud services, virtual desktops, big data and analytics services.
- Our **Tigo Business Forums** have become one of the most in-demand programs of its kind in Latam.



Customer-Centricity



- We have a simple and focused customer-centric strategy that will enable us to grow and prosper in an increasingly data-centric world.
- As part of our digital transformation:
- In 2017, we developed the **Tigo Shop** and **Mi Tigo** apps for our B2C Mobile customers. These allow customers themselves to answer the most common questions and allow us to know our customers better and communicate with them more effectively.
- We have also adopted and deployed a net promoter score (NPS) program, designed to strengthen our customer-centric culture.
- We are committed to bringing the best content to our customers. We partner with various players in the ecosystem, from studios to OTTs and sports industry players.



Ten Millicom Facts



1. We are one of the fastest growing cable networks in the world; in 2017 we added 1.3m to reach more than 9m homes passed in Latin America and connected a record 250,000 homes.



2. The Tigo brand is Latin America's most highly ranked telecommunications employer to work for, according to Great Place To Work's Top 20 list of multinational companies.



3. 2018 will see the roll-out of ONEtv, Tigo's convergent, personalized TV-everywhere platform.



4. Our Tigo 4G subscriber base almost doubled in 2017 adding more than 3m new 4G customers.



5. We are ranked 1st or 2nd in eight of our nine markets where we provide mobile telecommunications.



Ten Millicom Facts



6. Tigo is a major soccer league sponsor in five key Latin American markets and owns exclusive broadcasting rights through Tigo Sports.



7. More than 90 percent of all mobile money transactions recorded in Paraguay in 2017 went through Tigo Money. Customers transferred more than USD1.3bn - equivalent to 4.9 percent of the country's GDP.



8. There are an estimated 3.5 million Small to Medium-sized Enterprises (SMEs) in Latin America. Tigo Business, which serves 240,000 customers, has scope to gain market share.



9. TigoUne was the first telecom operator in Colombia to test 5G technology in 2017.



10. There is significant growth potential in Bolivia. Broadband penetration is still approximately only 15 % of households.



Our Journey

25 years of innovation

1991

President Jaime Paz Zamora places Bolivia's first mobile call

1992

Paraguay and El Salvador launch their first mobile network services

Telecel (later Tigo) becomes first mobile operator in Paraguay

1997

Pre-paid SIM cards launched in ten markets, first in Latin America, no contract needed

CPP (Calling Party Pays) products launched

70 million Internet users worldwide, according to the International Data Corporation (IDC)

1999

Wireless Personal Communication Service (PCS) phone systems introduced, providing faster mobile Internet access

2000

Tigo Paraguay launches Internet Service Provider brand Telesurf, for faster wireless Internet access

2004

Millicom's commercial Tigo brand is launched; inspired by an abbreviation of the Spanish word "contigo" ("with you")

2005

Enhanced Data GSM Environment technology launched to speed up data services

Tigo revolutionizes mobile service affordability with charge-per-second and mini-charge products

2006

Millicom is the second best performing stock on the NASDAQ

2007

Growth in data services for BlackBerry and WiMAX

iPhone launched thanks to ARM 11 chip

Paraguay's fiber optic network goes nationwide

Micro recargas (micro recharges) from \$500 pesos

Millicom shares listed on Nasdaq Global Select Market

"Triple A" strategy in place: Affordability, Accessibility and Availability

2008

3G and 3.5G networks launch in key Tigo markets

Acquisition of Amnet in Central America adds residential cable network services to Tigo portfolio

Mobile money platform Tigo Cash launches in Paraguay

2009

Open-band phones launched to market

Devolvato campaign rewards customers with minutes to the value of their purchased phone

Broadband penetration in Latin America at 4.9%

Paraguay has access to international Internet backbone

2010

USSD communications protocol for more responsive messaging services

First Tigo Fest (multi-artist concert)

2011

HSPA+ (3G tech known as Evolved High Speed Packet Access) in Colombia

Smartphone purchase prices fall below US\$100

"Paquetigos" voice and SMS customized packages

High Definition tv channels on-air in Costa Rica

New fibre optic cable connects Bolivia to international networks

Tigo Mobile Financial Services (MFS) launch in El Salvador

Navega acquisition expands fixed line B2B services

2012

Unlimited music streaming service (Tigo Music)

Colombia concession contract renewed for ten years

International remittance services in Guatemala

Tigo launches Mobile Financial Services (MFS) in Guatemala and Honduras

Tigo TV soccer coverage in HD

2013

4G LTE network in Colombia / shared spectrum with Empresa de Telecomunicaciones de Bogota



Tigo Money launched in Bolivia

B2B services unveiled via new Tigo Online platform

2014

TigoUne merger completed in Colombia

Tigo Star broadband and cable network launched

First Tigo Business Forum hosted in Guatemala

FIFA World Cup App launched

Direct to Home satellite technology launched in Bolivia

4G LTE launched in Honduras and Bolivia

Tigo Sports Paraguay launched

LatAm's first Child Online Protection workshop, hosted in Paraguay

2015

Exclusive social media partnerships announced

Tigo Guatemala introduces 4G

Tigo Sports App launches in key markets

Tigo Shop App launch

Tigo passes 60 million mobile customers, operating in 15 markets

2016

506k Homes Passed added to fixed-line network (4 new cities)

Tigo Play launch in Guatemala

NETFLIX partnership and residential services bundles

All you can App launch in El Salvador

First Tigo Business Forum exclusive for SMBs

First state-of-the-art Tier 3 data center

Tigo Paraguay launches Telemedicina

Tigo El Salvador's "connecting schools" program wins LatAm region CEMEFI award for best practice in public / private sector alliance

Millicom's 25th anniversary film The Digital Torch wins global PR award for Best Employee Communications

2017

Tigo launches fully convergent, next-generation TV service ONEtv

Titanium Tier 3 datacentre opens in Colombia

Tigo HFC cable network in LatAm adds 1.3 million homes passed. New record!



Tigo Sports unveils new central broadcasting center and recording studios in Asuncion, Paraguay

Tigo Guatemala launches App by App

Millicom operations sign GSMA's Connected Women Commitment initiative

Tigo LatAm operations partner with Crianza Tecnologica as part of Child Online Protection program

Tigo ranks for the first time among top 20 multinational companies across all industries to work for in Latin America, in Great Place to Work (GPTW) awards

Tigo Paraguay (3.6 million customers) celebrates 25 years of service

Business Impact on Child Rights assessment tool co-developed by Millicom / UNICEF for wider use within the mobile network industry



Did you know?

Corporate Responsibility

Technology has the potential, and we the responsibility to transform societal problems into *societal good*.

CHILD RIGHTS - Fostering and protecting young digital citizens

- **UNICEF Partnership:** We continue to cooperate in efforts to protect and educate young digital citizens, and will expand our cooperation to focus also on violence prevention amongst the youth in our Latam markets.
- **Child Online Protection** – Through our programs +188,000 children have been trained in how to be safe online, and how to use the internet in a responsible and productive way.
- **M-Birth** - +2 million newborns have been registered through this program in Africa since 2013. This allows children to have an identity, be participants in important civic processes such as elections and censuses, and have access to services that otherwise would not be available to them.



Corporate Responsibility

DIVERSITY

- **Gender equality** : Under the “**Connected Women**” initiative, which is focused on closing the gender gap in mobile data and mobile money, we have now trained more than 24,000 women and we are the only mobile operator to have all our operations signed up to the initiative.
- **Financial Inclusion**: In Millicom we contribute not only to digital inclusion but, through MFS, also financial inclusion. We aim to address the long-standing issues of delayed payments and access to financial services for rural communities.



Corporate Responsibility

SUSTAINABLE SUPPLY CHAIN

- Our principle of Responsible Leadership extends also to our suppliers. During 2017, we trained over 100 suppliers in Latin America on key responsibility issues such as: ABAC, Eco-Efficiency, Child Rights and Diversity.

COMPLIANCE

- We recognize that Responsible Leadership depends on doing the right thing, and adhering to the highest standards of ethics.
- This year we revamped our **Compliance** policies and programs with updated polices, enhanced tools and focused training within our company and for suppliers.



Our CEO: Mauricio Ramos

“Our strategy is to provide the best data networks – both fixed and mobile – in the markets where we operate.”

Mauricio Ramos joined Millicom in April 2015 as Chief Executive Officer. He was most recently President of Liberty Global’s Latin American division.

He is currently Chairman of TEPAL and a Board member of GSMA.

Over the past 14 years, Mauricio has held several leadership roles, throughout this period **he has successfully developed both mobile and broadband businesses in Latin America, delivering solid operational improvement and outstanding financial results.**

He is a dual Colombian and US citizen who received a degree in Economics, a degree in Law, and a postgraduate degree in Financial Law from Universidad de Los Andes in Bogotá.



Thank you!

For more information, inquiries should be sent to press@millicom.com.

Thank you for your interest in Millicom.

