

 Read more about how we execute our strategy see pages 18-23

Our business model

Millicom connects people to the internet and delivers the vital services that are enabled by this connection, to the home, at work and on the move. By investing in the best available technology and the best talent, we are able to create a compelling digital lifestyle for our customers.

The rapid transition towards this digital lifestyle delivers economic growth, and in particular growth of the knowledge-based economy; this brings with it a wide range of potential social benefits – in education, in health, in community cohesion, in financial inclusion – in short, it can deliver a better quality of life.

Our business is therefore to build state-of-the-art fixed and mobile networks as well as on our use of this infrastructure to deliver build services for consumers and businesses.

We are rapidly increasing the digital capabilities of our mobile networks, extending our 4G network coverage – a technology that enables a step change in the size and speed of data services that can be delivered to the mobile customer.

We are rapidly expanding our footprint of state-of-the-art Hybrid Fiber Coaxial (HFC) fixed networks, passing homes and business premises and connecting them to our infrastructure.

We are monetizing the substantial investment we make in fixed and mobile networks by providing high quality, secure connectivity as well as innovative, compelling value-for-money services that consumers and businesses demand, placing a targeted multi-channel distribution network at their service.

This build-out of our fixed and mobile networks is underpinned by substantial further investment in converged IT systems, that are engineered to manage all of our business operations and enable our services to be developed, delivered and monetized efficiently.

As we usually have substance (people, networks, assets) in each of the markets where we operate, it is important we are a responsible member of the community where we work and set a good example with our corporate behavior. We are an integral part of the communities that we serve, so it is important that our business creates sustainable long-term social and economic value.

This is reflected in our partnerships with organizations such as UNICEF and GSMA, in social investment programs for education, child protection and community development. Our corporate citizenship is also reflected in our objectives to reduce energy consumption and recycle electronic waste responsibly.

To lead all the changes that our business model demands, we have developed a vibrant working culture that is focused on performance and delivery. Our training, personal development and career progression management is enabling people to achieve their own career aspirations within a framework of inclusion and diversity at all levels within the Company.

How we create value

Value created

For our customers: all of the opportunities and benefits of The Digital Lifestyle™.

For our communities: digital inclusion, economic growth

For our shareholders: cash flow growth, total shareholder return (TSR) growth

Core services

Mobile: Voice, SMS and data services; MFS; pre and post-paid contracts.

Home: fixed-line telephony, high-speed broadband, PayTV including premium content, DTH (Direct to Home)

B2B: Voice, SMS and data services, fixed-line telephony, high-speed broadband, managed services including Cloud

Resources and expertise

Mobile networks: state-of-the-art 4G plus 3G and 2G

Fixed networks: state-of-the-art HFC (“Hybrid Fiber Coaxial”)

IT infrastructure: converging “back office” systems

Distribution: multiple targeted channels to market

Suppliers and partners: high quality, competitive technology, win-win relationships

People: customer-focused, deep market knowledge, expertise, performance orientated

