



Chairman's statement

Dear Shareholder,

Millicom is driving transformational change for people in Latin America and Africa who want to be connected on the go, at home, or at work. In this, my first statement as Chairman of the Board of Millicom, I am inspired by Millicom's ability to bring about digital inclusion, as well as its past performance, and its strong growth potential.

We have delivered strong results, despite weaker than expected revenues during the year, brought about by challenging macro-economics in some of our largest markets. We remain focused on driving efficiencies and on growth in margins.

Executing our strategy

Millicom's strength lies in its strategic focus and execution capability, so it was with unanimous agreement that the Board was able to approve the detailed strategy that was presented to us in June.

 Read more on how we measure progress see page 24

Chairman's statement – continued

Millicom's strategy is thorough yet simple. It retains absolute focus on four pillars: providing leading digital services; monetizing mobile data and building fixed networks; delivering operational efficiencies and acting responsibly in the communities where we operate. Over-arching our strategy is the ultimate transformational goal – to become a customer-centric organization, delivering on the fast-paced expectations of increasingly digitally-sophisticated consumers.

With disciplined capital allocation, a strengthened balance sheet, and focus on the right fixed and mobile targets, the execution of our strategy is now in full force.

Board committees

During 2016, the activities of the former Government Relations and Corporate Responsibility Committee were incorporated into the scope of the full Board.

The Compliance and Business Conduct Committee (established in November 2015) commenced its activities in 2016, meeting seven times during the year, and providing the Board with oversight and recommendations regarding the Group's compliance program and standards of business conduct.

These changes were initiated as part of the Board's commitment to strengthen its oversight over business.



Read more in the governance section of our Annual Report see pages 88-130

Dividend

The Board remains committed to creating value for shareholders and we are confident that by executing our strategy, delivering efficiencies, and investing carefully, we will achieve this. We are pleased to recommend a final dividend of US\$2.64 per share this year.

Board, management and colleagues

We thank our Board members who have stepped down this year, Anders Borg, Paul Donovan and Dame Amelia Fawcett, for their dedicated service. I would like to express particular recognition to Cristina Stenbeck, who stepped down as Chairman of the Board in May 2016. It was Cristina who initiated the significant transformations that have taken place in the Company over the past two years. This year's appointments to the Millicom Board support the profound transformations taking place and we welcomed Ms. Janet Davidson, Mr. José Miguel García Fernández and Mr. Simon Duffy as new Non-Executive Directors.

Mauricio Ramos, our Chief Executive Officer, and his leadership team are highly experienced, talented and entirely dedicated to inspiring every colleague to achieve our vision and deliver on the potential of the business.

Outlook

We expect that external conditions in some of our larger markets will remain challenging during 2017. However, the fundamental demand within our markets, driven by demographics and the increasing appetite for fixed and mobile connectivity continues to grow. With the ongoing re-orientation of our business towards our customers and convergence, we are well placed to navigate this tough trading climate and we will take every opportunity to deliver successfully upon our strategy.

Tom Boardman

Chairman of the Board of Directors



The ultimate transformational goal is customer centricity.”