






Please refer to our corporate responsibility (CR) performance review section for a more detailed list of our KPIs around Millicom's eight most material CR topics see page 61

Measuring progress against strategy

	2014	2015	2016
 Lead digital			
Active users (customers who use digital sales and care channels) (millions)	9	10	12
MFS penetration including Zantel (%)	16.9	18.0	20.5

	2014	2015	2016
 Monetize			
Mobile			
Data users (m)	15	18	21
Smartphone penetration (%)	23.9	35.5	44.6
4G subscribers ('000)		856	3,432
Data usage (GB/sub/month)		0.9	1.1
Data revenues as % of mobile revenues	20.0	26.0	33.0
Home			
Number of homes passed ('000)	7,084	7,632	8,119
HFC bundling ratio (RGUs per household)	1.6	1.7	1.8
HFC homes connected per homes passed (%)	31.0	30.0	29.0
B2B			
Revenues as % of total revenues	10.9	14.0	14.5

	2014	2015	2016
 Deliver value			
Operational efficiency			
Opex % revenue	40.7	40.1	38.8
EBITDA % revenue	32.8	32.4	34.8
OCF (EBITDA – Capex) % revenue	13.9	13.5	18.3
Cash flow			
OCF (US\$)	887	930	1,141
eFCF (US\$)	(43)	274	269
Return On Capital Invested (ROIC) (%)		15.5	16.0

	2014	2015	2016
 Act responsibly			
Turnover rate for all employees	20%	18%	25%
% of employees who have acknowledged the Code of Conduct	70%	52%	81%
Total carbon emissions (Scope 1, 2 and 3) tonnes per US\$1,000 revenue	0.039	0.043	0.040
Number of employee fatalities	1	1	0
% spend represented by suppliers assessed by EcoVadis	N/A	53%	48%
Total monetary value of volunteering and donations	13,490	12,411	9,984