

EBITDA margin will stabilize around the mid-30s% mark (after corporate costs).

In 2014, we expect a capex to revenue ratio of around 19%, excluding spectrum and license acquisitions.

EBITDA margin improvements from full consolidation of Guatemala will be offset by accelerating growth opportunities in Africa and South America.

## Corporate Responsibility (CR)

In Q4 2013 our Corporate Responsibility management was strengthened with the arrival of a new Global Compliance Director and the nomination of the Head of the Millicom Foundation. Both organizations will work closely with the Head of Corporate Responsibility to ensure a solid governance of corporate responsibility from compliance and responsible corporate behaviour through to our external engagement in our communities.

In preparation for our annual CR reporting, Millicom carried out a materiality analysis in Q4 with key stakeholder groups to determine material CR aspects for 2013 reporting. Investors, customers, suppliers and NGOs ranked trustworthy brand, affordable products and services, participation in the local economy, training and development of employees, and customer focus among the most important CR aspects. Millicom will report on our progress against these and other aspects in our annual CR report.

### Social responsibility: skills for the new strategy

We continued to roll out "Tigo Sales School", a six-week sales trainings to our indirect sales force, to new countries in Q4. By the end of the year, 29% had been trained. While the training continues to produce excellent results by increased loyalty and performance, it is also bringing significant positive developments in the lives of our indirect sales staff. The training not only helps our freelancers to build up their business but has also shown to improve the management of their personal finances and help them capitalize on increasing levels of income.

In Q4 we have defined a new holistic corporate security strategy, which covers information security, business continuity management, physical security and health & safety, fraud and crisis management. Dedicated teams in each operation will ensure local implementation. We also implemented an upgrade of our International SOS service in Q4 to provide travel security and medical alerts and emergency support globally.

Going forward our social impact strategy and assessment of local activities will be led by the Millicom Foundation. Birth registration via mobile phone in Tanzania has been one of the flagship projects of providing digital tools for social impact. In a joint project with UNICEF that started in June 2013, Tigo is providing a simple SMS-based application to register children and newborns in the rural Mbeya region. In just half a year, our technology has helped raise the registration rate of under-five-year-olds from 8.9% to 44% in the region. The target is to register over one million children by 2015 in five regions of Tanzania.

### Environment: progress in e-waste management

After successfully signing agreements for certified e-waste management, we completed trials of e-waste collection and shipment during Q4 in all of our regions. The results will confirm our partners for a global roll out of the new waste management system in 2014.

Collection of environmental data for the full year 2013 is on-going. In line with our energy efficiency strategy, many operations have been upgrading equipment to more energy efficient alternatives, increased site sharing and introduced renewable and hybrid battery solutions for off-grid sites. Full results will be included in the annual CR Report.

### Anti-corruption: new compliance strategy

During the last quarter of 2013 the anti-corruption risk assessment was updated and in 2014 there will be continued efforts to shape our anti-corruption program to fit the changing business needs.

With the new Global Director of Compliance, the team is defining a new strategy and priorities with a view to strengthen compliance risk awareness across the company and to reshape the Code of Ethics and the overall policy governance framework.

### Subsequent events

**On January 16, 2014,** Millicom and its partner in Guatemala Miffin Associates Corp. strengthened their partnership and entered into a put and call option agreement.

**On February 6, 2014,** Tigo Guatemala, borrowed \$800 million through the issuance a 10-year bond. The bond which was issued below par (98.233%) will carry a 6.875% coupon.

**On February 10, 2014,** Millicom announced that it has appointed Tim Pennington to the role of Chief Financial Officer. He will take up the role in June 2014 and report to Millicom's President and CEO, Hans-Holger Albrecht. Tim is currently the CFO at Cable & Wireless Communications (LON: CWC). He was previously the Group Finance Director for Cable and Wireless plc. Prior to this Tim was CFO of Hutchison Telecommunications International Ltd. which was listed in Hong Kong and New York.