Our strategy…

We have developed a simple and focused customer-centric strategy that will enable us to grow and prosper in an increasingly data-centric world. Our goal remains to become a high-performing, high-growth, fixed-mobile convergent operator focused on sustainable value creation.

Monetizing mobile data

Our mobile networks continue to experience rapid data traffic growth, and we are very focused on making sure that incremental traffic translates into additional revenues. Our mobile data monetization strategy is built around several key drivers:

- 4G/LTE network expansion: Our 4G networks enable us to deliver high volumes of data at faster speeds in a more cost-efficient manner than with 3G networks.

- Smartphone adoption: More data-capable smartphone devices, particularly 4G/LTE, with a strong device portfolio and post-paid strategy to enable our customers to use data services on the move.

- Stimulating data usage: More compelling data-centric products and services to encourage our consumers to consume more data, while maintaining price discipline and sustaining our mobile data margins. For example, we have introduced digital innovations with access to specific applications charged according to time-usage rather than data consumption.

Building cable

We are moving quickly to meet the growing demand for high-speed data from residential and business customers alike in our Latin American markets. We are doing this by:

- Accelerating our hybrid fiber-coaxial (HFC) network expansion: We are hastening the roll-out of our high-speed HFC fixed network while complementing our organic build-out with small, targeted acquisitions. In 2016, we expanded our HFC network to pass an additional 777,000 homes. In 2017 we've nearly doubled this, adding 1.3 million.

- Increasing our commercial efforts to fill the HFC network: As we expand the network, we also deploy commercial resources necessary to begin monetizing our investment. Specifically, the HFC network allows us to sell additional services to existing customers that drive ARPU growth over time.

- Product innovation: We drive customer adoption by expanding our range of digital services and aggregating third-party content, as well as some exclusive local and international content, enabling us to differentiate ourselves from our competitors. For example, we have agreements with local soccer teams, leagues and sports channels in Bolivia, El Salvador, Colombia, Guatemala and Paraguay to air matches exclusively on our pay-TV channels. We are committed to bringing the best content to our customers, and for that we partner with various players in the ecosystem, from studios to Over-the-Top providers (OTTs) and sports industry players.

Expanding B2B

The expansion of our HFC network as well as the development of state-of-the-art datacenters, analytics and Cloud services is also creating new opportunities for us to target B2B customers by offering a more complete suite of Information and Communications Technology (ICT) services.

Our strategy is to selectively evolve our portfolio into ICT-managed services to avoid excessive fragmentation and operational risk, while building the Tigo Business brand and differentiating ourselves through our service model and frontline execution. We believe that the small and medium-size business (SMB) segment represents a particularly attractive opportunity for growth, as SMBs digitize their business and operations using digital communications, and implement Cloud and datacenter solutions in line with what we see in more developed markets.

Digital innovation and customer-centricity

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 Play; and this year's launch of Tigo ONEtv with TiVo. Through Tigo ONEtv, our next-generation user experience platform, we bring a cutting-edge pay-TV entertainment experience for our customers, with advanced personalization and recommendations, seamless integration of content across linear, on-demand, and robust multiscreen capabilities. We also provide a superior digital user experience through our

Tigo Shop App for prepaid, Mi Tigo App for post-paid, and MFS.

Our focus remains firmly set on driving the adoption and enjoyment of these digital channels by our customers.

Total channel active users (m)

2017	5.1
2016	3.8

Year-over-year growth 35%

We are evolving our strong commercial distribution network to operate digitally, which we believe will improve both customer experience and operational efficiency. To enable a seamless and integrated experience across sales and care touchpoints, we are implementing a business transformation that interlinks user experience, digital innovation, business processes, and our back-end information and Communications Technology systems.

We have also adopted and deployed a net promoter score (NPS) program, designed to strengthen our customer-centric culture.

Measuring progress against strategy…

Monetize mobile data

Financial*

19.6%

Organic revenue growth[1]

2017	**1,336**
2016	1,101

Revenue (US$m)

Operational

3.5m

4G smartphone data users additions[3]

Build cable

Financial*

7.6%

Organic revenue growth[2]

2017	**1,126**
2016	1,032

Revenue (US$m)

Operational

253,300

HFC homes connected net additions[4]

Grow B2B

Financial*

4.0%

Organic revenue growth

2017	**936**
2016	887

Revenue (US$m)

Operational

36,000

Total SMBs customers increase[5]

17.2%

SMBs customer base YoY growth %

*These financial and operational KPIs focus on the Latin America business which represents the majority of Millicom's business in 2017 (90% of total revenue), excluding Africa which has a different business and operational profile

Corporate Responsibility

Employees who have acknowledged the Code of Conduct

96%

Read more on compliance. See pages 172-174

Children reached by Child Online Protection Training[6]

188,615

Read more on Child rightws and online protection. See pages 169-171

Women in senior management

33%

Read more on diversity. See pages 179-181

Strategic suppliers who signed the Supplier Code of Conduct

89%

Read more on responsible supply chain management. See pages 184-186

† Service revenue is Group revenue related to the provision of ongoing services excluding Telephone and equipment sales.

1 Mobile Data revenue is Group revenue related to the provision of data to residential customers.
2 Home revenue is Group revenue related to the provision of residential services such as broadband internet, TV and fix telephony.
3 Active subscribers with a smartphone and using Data in 4G network. Only residential users are included.
4 Homes passed that has at least one connected Revenue Generating Unit (RGU).
5 Number of unique accounts between 0-50 FTE and with both fixed and mobile services. Small and Medium size Business (SMB) = clients with less than 50 Full Time Employees (FTE).
6 Cumulative since 2016.