

30 YEARS

BUILDING
OUR FUTURE

Connected with Purpose



Our Purpose

We build the

Digital Highways

that connect people, improve lives
and develop our communities

→ The Digital Lifestyle®

Every day, Millicom is transforming the way customers and communities communicate online.

We build mobile and fixed networks to improve access for everyone to digital communications.

The expansion of our networks and the adoption of a digital lifestyle in emerging markets, significantly supports access to education, work and health.

The result is a customized ecosystem of digital platforms and content that defines what we call **The Digital Lifestyle®**.

So our customers can work, play, create and share in a connected fashion, simply and efficiently, whenever and wherever they like.





Millicom is a leading provider of fixed and mobile telecommunications services in Latin America and Africa

- Millicom sets the pace when it comes to providing high-speed broadband and innovation around **The Digital Lifestyle® services through its principal brand TIGO.**
- Millicom is headquartered in Luxembourg with a United States corporate office in Miami.
- Through the **TIGO** and **Tigo Business** brands, Millicom provides a wide range of digital services, including broadband, mobile, cable TV, voice and SMS, Mobile Financial Services, cloud and business solutions.
- Millicom serves customers in nine Latin American markets: **Bolivia, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Paraguay.**
- Millicom shares trade on NASDAQ US and Stockholm: **TIGO ticker.**



Millicom by the numbers

- In 2020, Millicom Group served a record of **55 million mobile customers**
- **4G customers** account for over 40% of our Latam mobile customers
- Cable footprint of **+12 million homes** passed
- **+4.5 million customer relationships**
- **More than 21,000 employees** worldwide
- Revenue of **\$6.2 billion in 2020**

Our TIGO brand in the markets

Our TIGO brand is #1 in many of the businesses and markets where we operate



2020, a year of resiliency and commitment



Although the hardships of an unprecedented global pandemic tested our resilience as a company in 2020, this also reinforced our deep commitment to Millicom's purpose: **To build the digital highways that connect people, improve lives and develop our communities.**

More than at any other time in Millicom's 30-year history, in 2020 our customers relied on us to keep them digitally connected while they were forced to be physically apart.

More focused than ever during COVID:



Keeping our employees
safe, engaged, and
motivated with purpose



Keeping our communities
connected

Five core principles guided our decision-making:

- 1 Protecting our employees' safety and well-being
- 2 Preserving our employees' jobs and income
- 3 Delivering continuous and consistent service to customers
- 4 Preserving our cash flow and reducing debt
- 5 Fulfilling our purpose through the power of our Sangre Tigo cultural values and practices



tigo HÉROES

In 2020, when the spread of COVID-19 locked down the physical world, digital connectivity became essential. Members of society providing critical services relied on TIGO to provide connectivity. Teachers and students, home and remote workers, families separated by quarantine, overburdened hospitals, and government agencies could count on TIGO to be there for them.

TIGO stayed committed to its purpose and pledged to keep all users connected. Many members of our team remained on the "front lines" and continued their critical work of installing, maintaining, and servicing our network, and of addressing customer needs during this time of crisis. These are our Tigo Heroes.

Learn more about our [Tigo Heroes](#) – video [\[LINK\]](#); page [\[LINK\]](#)

Our values

SANGRE TIGO RUNS IN OUR VEINS

We are proud of our company and our history.
We are innovators.
We are fast, and we go the extra mile.
We are passionate.
We care for our communities.

We are ONE TIGO

We have one purpose, and we make an impact.
We are inclusive and united.
Together we win.
We value our differences.
We manage Tigo assets as if they were our own.

WE MAKE IT HAPPEN THE RIGHT WAY

We lead by example, and we do what we preach.
We never compromise our integrity.
We are transparent and accountable.
We find solutions and deliver results.
We see challenges as opportunities.

WE GIVE 1000% FOR OUR CUSTOMERS

Our customers are at the center of everything we do.
We are direct, honest, and open.
We always do it right, from the first time.
We make decisions based on data insights.
We think, act and live digital.

Sangre tigo

→ Our strategy



Monetize Data

Build Cable

Drive Convergence

Accelerate B2B

Go Digital

Provide
Best
Customer
Experience

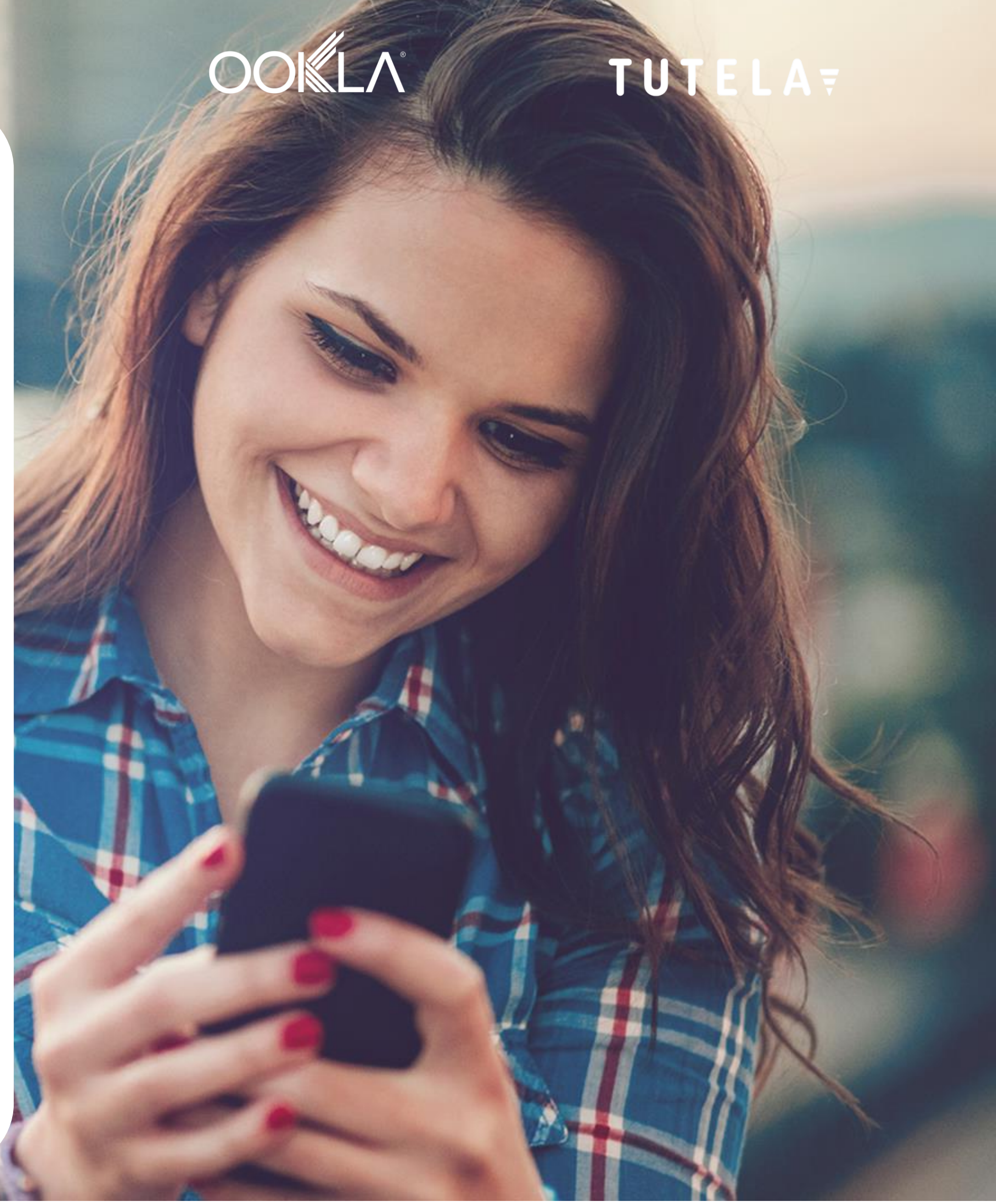




→ Mobile

- Millicom has been developing mobile networks for 30 years. During this time the digital landscape in our markets has changed beyond recognition. Customer penetration rates and 4G coverage have potential for further growth, fueled by increased availability of affordable smartphones.
- During 2020, our networks received recognitions in several of our markets for speed and overall quality*.
- Our mobile data strategy is based on three pillars: 4G/LTE continued expansion; increased and easy Smartphone adoption; and stimulating data usage.
- As responsible leaders in our markets, we are at the forefront of developing trends and are driving positive change in our communities.
- As 4G adoption grows, we are already laying the foundation for 5G.

*Based on analysis by Ookla® of Speedtest Intelligence® data in Q1-Q2 2020 and/or Q3-Q4 2020

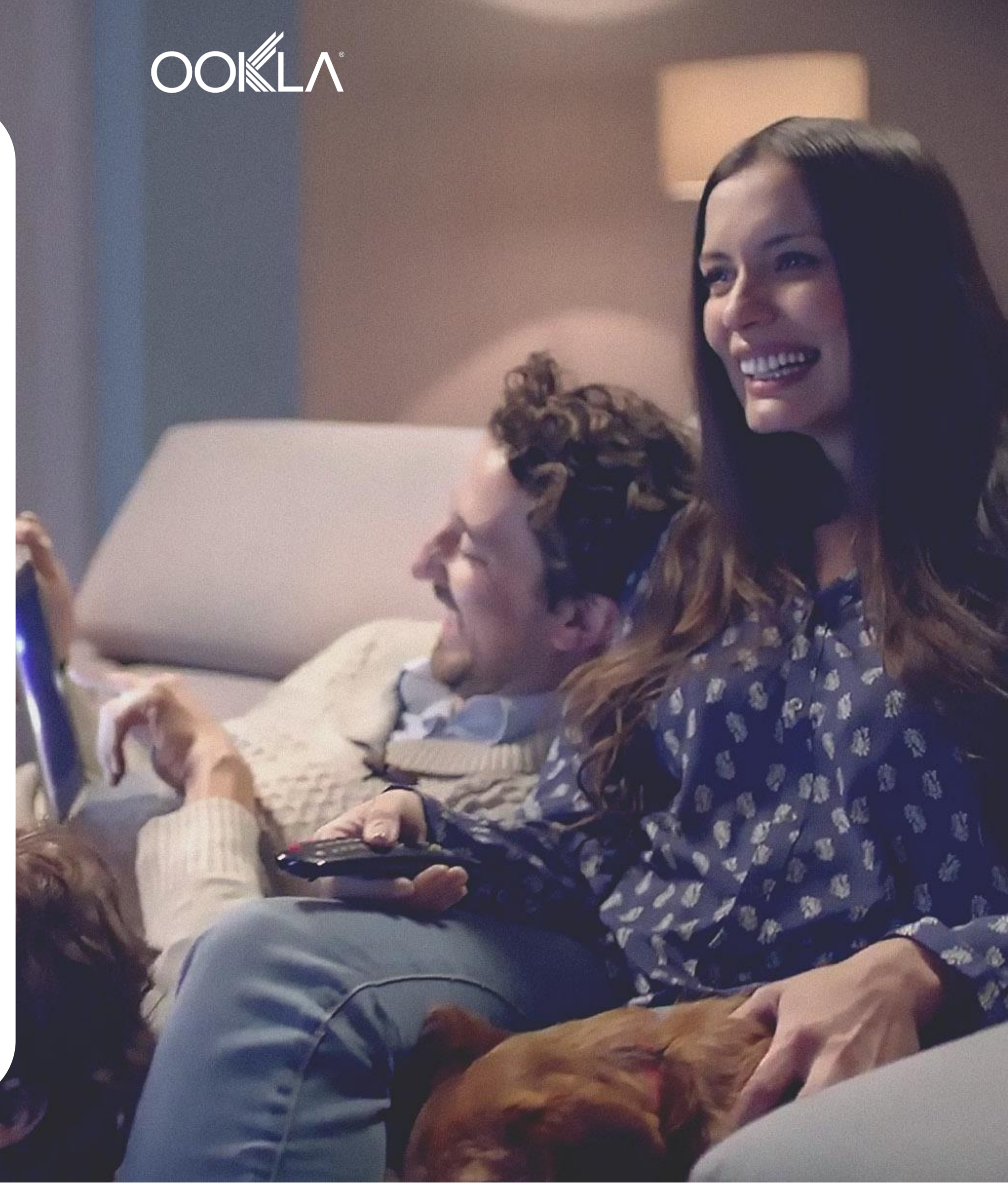


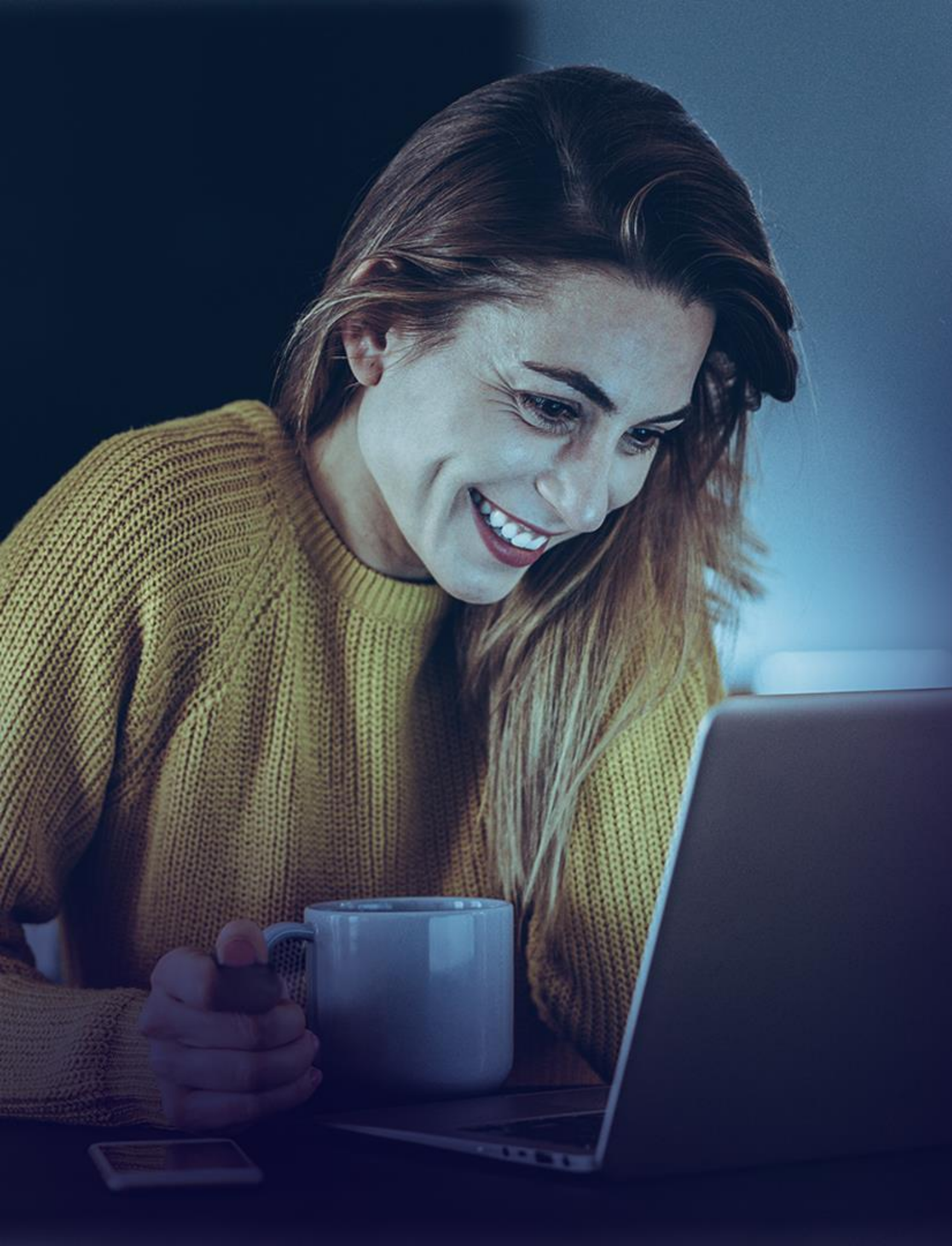
→ Home



- Consumers are demanding reliable fast broadband and Pay-TV services.
- During 2020, we received recognitions in several of our markets for our network speeds and overall quality*.
- We are rapidly building hi-speed digital highways, so our customers can enjoy a seamless experience along the way.
- We are focusing our digital innovation on customer-facing developments and partnerships that allow us to offer a content supermarket to drive user adoption of high-speed data services such as video consumption.
- Tigo Sports and Tigo ONEtv are preferred products by customers in our markets as they bring tailored content to them.

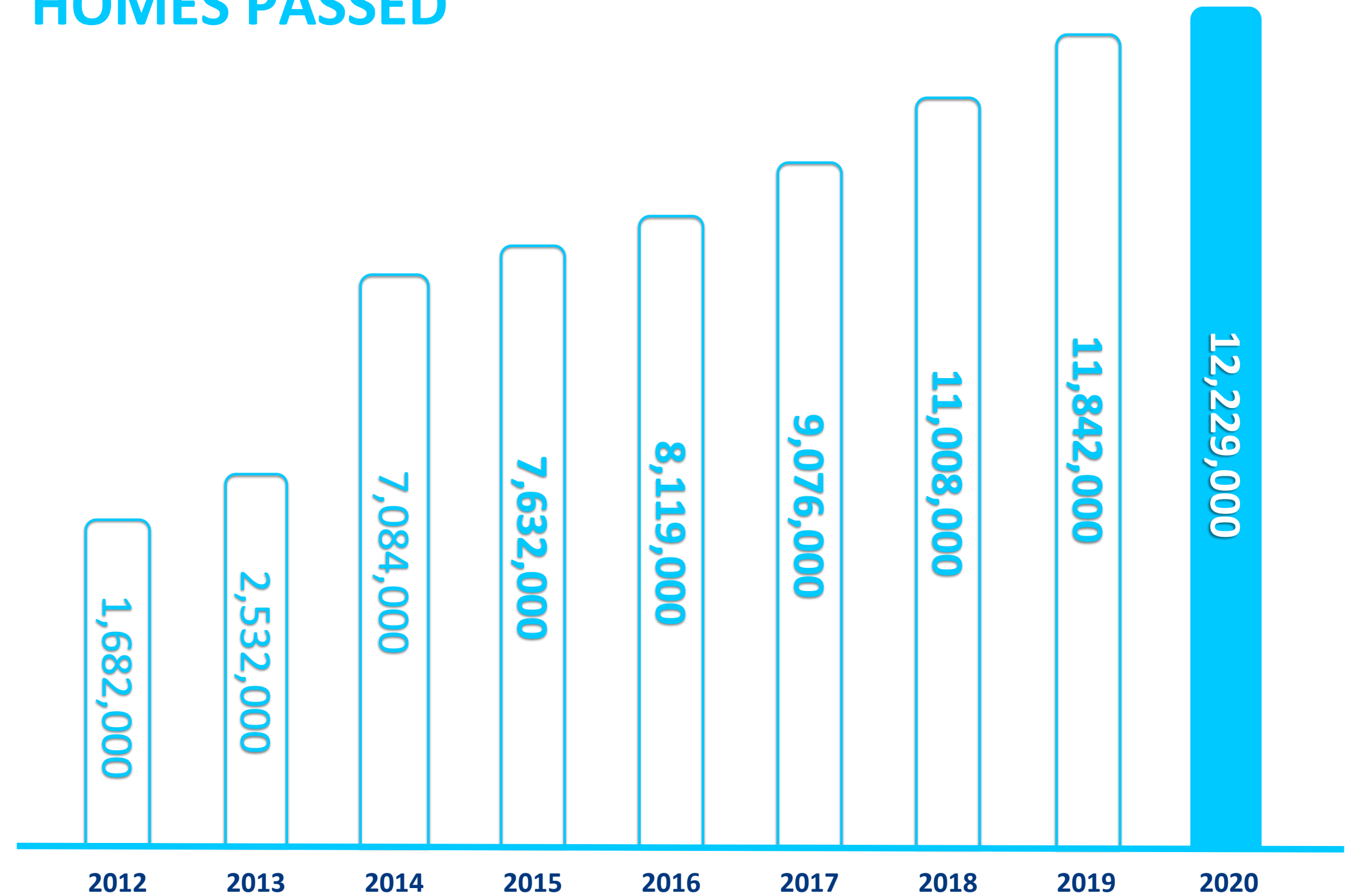
*Based on analysis by Ookla® of Speedtest Intelligence® data in Q1-Q2 2020 and/or Q3-Q4 2020





→ Our Home footprint expansion

HOMES PASSED



→ Tigo Business



Our **Tigo Business** brand serves +300,000 customers from the existing one million SMBs registered today in Latam.

We offer corporations access to:

- Our **12 world-class datacenters** for greater data protection, access to high-speed availability with resiliency, integrity and service efficiency
- Our own regional network infrastructure
- Dedicated staff
- IoT, cloud services, virtual desktops, big data and analytics services

Our **Tigo Business Forums** have become one of the most in-demand programs of their kind in Latam.

Tigo Business has closed landmark agreements with Walmart Central America and Amazon Web Services



→ Customer-Centricity

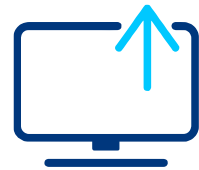


We recognize that **customer satisfaction** drives long term revenue growth.

- We have adopted and deployed a **net promoter score** (NPS) program, designed to strengthen our customer-centric culture.
- We have incorporated NPS in our management incentive compensation system.
- We continue to expand our use of digital tools to delight our customers throughout their journey.



→ Ten Millicom Facts



1. We are one of the fastest growing cable networks in the world; in 2020 we reached +12m homes passed in Latin America and a total of 4.5 million home customer relationships.



2. Our TIGO operations have been ranked among the Top 25 Best Multinational Workplaces in Latin America, across all industries, for three years. In 2021, Tigo in Central America obtained #6 GPTW ranking.



3. In 2020, we worked closely with the government of Paraguay to use our Tigo Money product to disburse COVID-related subsidies to half a million families. Today, there are +5 million Tigo Money users in Latam.



4. Through our reverse logistics and E-waste recycling program, in 2020 we avoided 1,770 tons of CO2 emissions; we saved 1.2 million cubic meters of water, and diverted 1,098 tons of plastic waste from landfill.



5. We're paving the way for 5G technology by investing in expanding our 4G networks and by partnering with key players like VMware and Affirmed Networks.

**Great
Place
To
Work®**

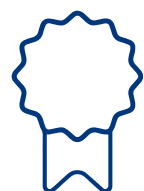
→ Ten Millicom Facts



6. Millicom has invested in 12 world-class datacenters throughout Latam, which are also 40% more efficient in the use of energy.



7. Tigo is a major soccer league sponsor in five key Latin American markets and owns exclusive broadcasting rights through Tigo Sports.



8. We are ranked 1st or 2nd in eight of our nine markets where we provide mobile telecommunications in Latin America.



9. In 2020, we added 2.3 million mobile customers to reach nearly 55 million on an underlying basis, a new record. This includes 18.2 4G data customers in Latin America.



10. Tigo ONEtv, our convergent, personalized TV-everywhere platform, has been rolled out throughout our markets.

→ Our Journey

1991

President Jaime Paz Zamora places Bolivia's first mobile call

1992

Paraguay and El Salvador launch their first mobile network services

Telecel (later Tigo) becomes first mobile operator in Paraguay

1997

Pre-paid SIM cards launched in ten markets, first in Latin America, no contract needed

CPP (Calling Party Pays) products launched

70 million Internet users worldwide, according to the International Data Corporation (IDC)

1999

Wireless Personal Communication Service (PCS) phone systems introduced, providing faster mobile Internet access

2000

Tigo Paraguay launches Internet Service Provider brand Telesurf, for faster wireless Internet access

2004

Millicom's commercial Tigo brand is launched; inspired by an abbreviation of the Spanish word "contigo" ("with you")

2005

Enhanced Data GSM Environment technology launched to speed up data services

Tigo revolutionizes mobile service affordability with charge-per-second and mini-charge products

2006

Millicom is the second best performing stock on the NASDAQ

2007

Growth in data services for BlackBerry and WiMAX
iPhone launched thanks to ARM 11 chip

Paraguay's fiber optic network goes nationwide
Micro recargas (micro recharges) from \$500 pesos

Millicom shares listed on Nasdaq Global Select Market

"Triple A" strategy in place: Affordability, Accessibility and Availability

2008

3G and 3.5G networks launch in key Tigo markets

Acquisition of Amnet in Central America adds residential cable network services to Tigo portfolio

Mobile money platform Tigo Cash launches in Paraguay

2009

Open-band phones launched to market

Devolvato campaign rewards customers with minutes to the value of their purchased phone

Broadband penetration in Latin America at 4.9%

Paraguay has access to international Internet backbone

2010

USSD communications protocol for more responsive messaging services

First Tigo Fest (multi-artist concert)

2011

HSPA+ (3G tech known as Evolved High Speed Packet Access) in Colombia

Smartphone purchase prices fall below US\$100

"Paquetigos" voice and SMS customized packages

High Definition tv channels on-air in Costa Rica

New fibre optic cable connects Bolivia to international networks

Tigo Mobile Financial Services (MFS) launch in El Salvador

Navega acquisition expands fixed line B2B services

2012

Unlimited music streaming service (Tigo Music)

Colombia concession contract renewed for ten years

International remittance services in Guatemala

Tigo launches Mobile Financial Services (MFS) in Guatemala and Honduras

Tigo TV soccer coverage in HD

2013

4G LTE network in Colombia / shared spectrum with Empresa de Telecomunicaciones de Bogota



Tigo Money launched in Bolivia

B2B services unveiled via new Tigo Online platform

2014

TigoUne merger completed in Colombia

Tigo Star broadband and cable network launched

First Tigo Business Forum hosted in Guatemala

FIFA World Cup App launched

Direct to Home satellite technology launched in Bolivia

4G LTE launched in Honduras and Bolivia

Tigo Sports Paraguay launched

LatAm's first Child Online Protection workshop, hosted in Paraguay

2015

Exclusive social media partnerships announced

Tigo Guatemala introduces 4G

Tigo Sports App launches in key markets

Tigo Shop App launch

Tigo passes 60 million mobile customers, operating in 15 markets

2016

506k Homes Passed added to fixed-line network (4 new cities)

Tigo Play launch in Guatemala

NETFLIX partnership and residential services bundles

All you can App launch in El Salvador

First Tigo Business Forum exclusive for SMBs

First state-of-the-art Tier 3 data center

Tigo Paraguay launches Telemedicina

Tigo El Salvador's "connecting schools" program wins LatAm region CEMEFI award for best practice in public / private sector alliance

Millicom's 25th anniversary film The Digital Torch wins global PR award for Best Employee Communications

2017

Tigo launches fully convergent, next-generation TV service ONEtv

Titanium Tier 3 datacentre opens in Colombia

Tigo HFC cable network in LatAm adds 1.3 million homes passed. New record!



Tigo Sports unveils new central broadcasting center and recording studios in Asuncion, Paraguay

Tigo Guatemala launches App by App

Millicom operations sign GSMA's Connected Women Commitment initiative

Tigo LatAm operations partner with Crianza Tecnologica as part of Child Online Protection program

Tigo ranks for the first time among top 20 multinational companies across all industries to work for in Latin America, in Great Place to Work (GPTW) awards

Tigo Paraguay (3.6 million customers) celebrates 25 years of service

Business Impact on Child Rights assessment tool co-developed by Millicom / UNICEF for wider use within the mobile network industry

2018

Acquisition/merger with CableOnda



Cable Onda

Tigo Paraguay becomes first provider in Latin America to gain GSMA mobile money certification.

One of the top 25 multinational companies to work for in Latin America.

Millicom acquires Spectrum in Paraguay

Study underscores Millicom's socioeconomic impact on Latin America

Millicom supports Unicef's efforts to protect children's rights in Latin America

Millicom completes sale of Tigo Senegal operation

Millicom to sell its Rwanda business to Bharti airtel

2019

Stock relisted in US Nasdaq TIGO

TIGO
Nasdaq Listed

Millicom announces acquisition of three mobile assets in Central America

Millicom completes sale of Tigo Chad

MIC becomes a 100% Free Float company

2020

CEO shares global pandemic COVID-19 plan

CR programs go digital amidst the COVID-19 global

2020 Great Place To Work 13th place recognition for the 3rd time



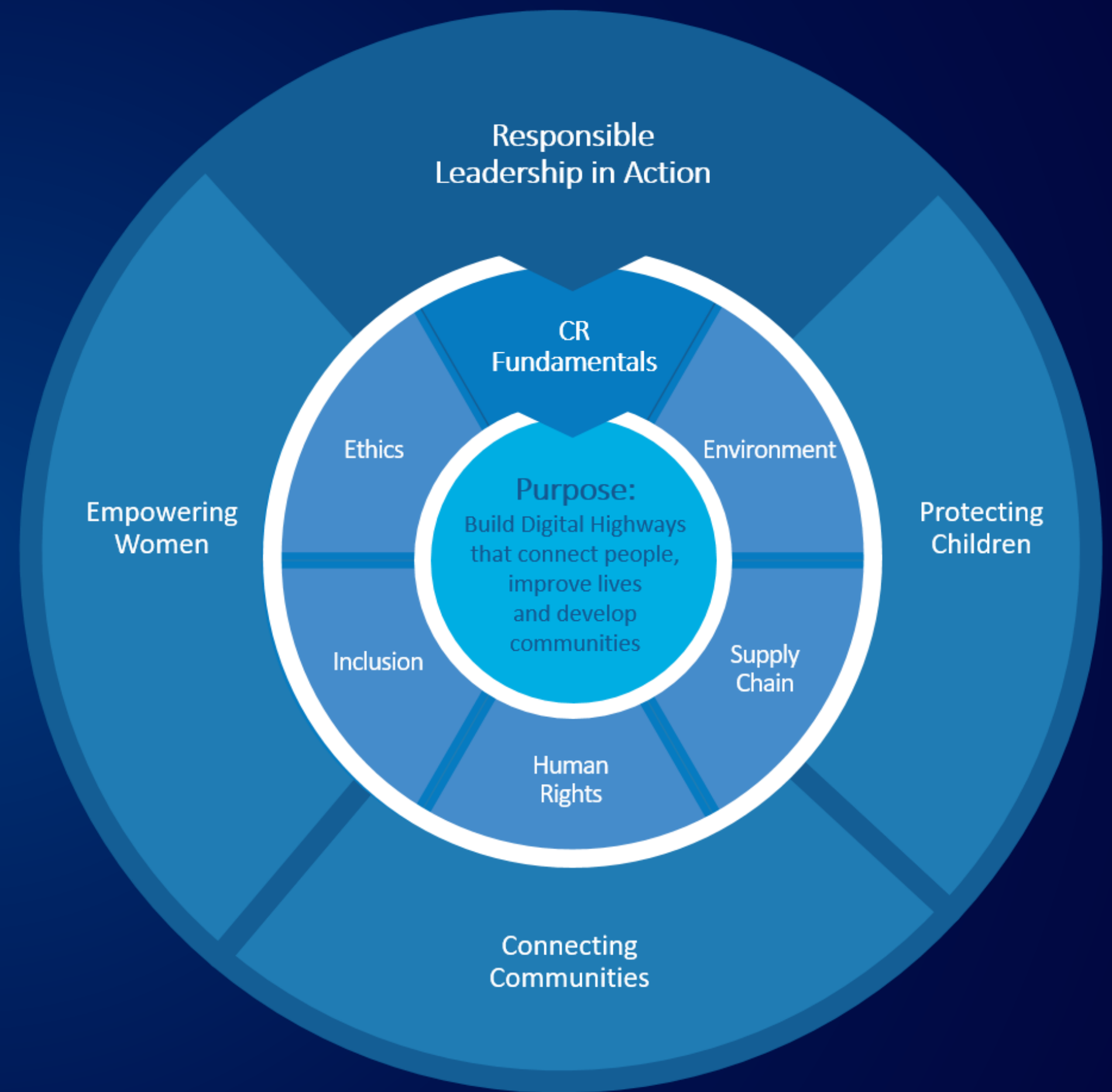
→ Corporate Responsibility is BUILT in our Business Purpose

Building digital highways is fundamental to the socio-economic progress of the countries where we operate. It also fuels the ambitious strategy and goals that we have set for corporate responsibility (CR).

With our purpose at its center, our CR Framework defines our commitment to conduct our core business in a responsible way, to drive digital connectivity and become agents of positive change in our markets.

Our CR Framework incorporates two core elements:

- **Corporate Responsibility Fundamentals** [\[LINK\]](#)
- **Responsible Leadership in Action** [\[LINK\]](#)



ESG Alignment

We believe our actions, such as **sustainable investments** linked to **socio-economic and environmental targets**, move communities forward while sustaining our future success.



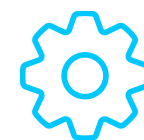
Corporate Responsibility Fundamentals

- Responsible supply chain management
- Upholding highest levels of ethics and governance
- Paying taxes and maintaining responsible government relations
- Transparency, reporting and disclosure



Digital Highways and Connectivity

- Providing access, and enabling social and economic value
- Protecting privacy, security, and freedom of expression
- Realizing children's rights online
- Promoting responsible use of technology
- Climate change resilience



Managing Impacts

- Reducing carbon emissions
- Reducing environmental impacts of water, waste and materials
- Mitigating community impacts of land use, noise and EMF



Human Capital

- Promoting diversity and inclusion
- Employee recruitment, growth, and development
- Employee and contractor health and wellness
- Providing good jobs

Showing our strong commitment to ESG



^{*1} - For more information please see our annual reports: <https://www.millicom.com/2020annualreport>



Helping teachers during the pandemic

137,000

Teachers trained in digital tools for providing online classes during 2020.

This benefited a potential of **2.6M** students in Bolivia and Paraguay.

80,000

Teachers we committed to train per year as part of an ESG linked revolving credit facility entered in October of 2020 until 2023 under the Maestr@s Conectad@s program.



Ethics & Compliance

“By fostering a culture of ethics and compliance from the top, across all our lines of business, we help everyone make the right decisions, and our business becomes more agile, responsive, and competitive.”

– CEO Mauricio Ramos

Integrity Starts with You



Why Do Ethics & Compliance Matter?

At Millicom we are committed to the highest level of ethics and compliance. Our commitment to compliance begins with each and every one of our employees.

Do Business the Right Way



Code of Conduct

- [Employees](#) are expected to act with integrity at all times and Do Business the Right Way. Integrity means more than just complying with the law; it means acting in an ethical manner.
- [Supplier Code of Conduct](#) articulates the ethical, social, environmental standards we apply for ourselves and want all of our suppliers to adhere to.

I Am Compliance



How Do We Do Ethics & Compliance?

In order to assist our employees and the external parties we interact with, the Compliance function is organized around three pillars:

- Prevent
- Detect, and
- Respond

We Care



Speak Up

- Millicom Ethics Line



Our CEO: Mauricio Ramos

“The events of 2020 further validated our intrinsic purpose and strategic vision. We stayed true to the values that have fueled our success for three decades and positioned ourselves to continue leading digital adoption across our markets.”

Mauricio Ramos joined Millicom in April 2015 as Chief Executive Officer (CEO) and was elected as an Executive Director of Millicom’s Board in June 2020.

Mauricio is an active member of various boards of directors of corporations, educational institutions, and business associations. He is a member of the Board of Directors of Charter Communications (U.S.) since joining in 2016. In 2021 he was elected as Chair of the U.S. Chamber’s U.S.-Colombia Business Council (USCBC). Among his other non-executive roles, in 2021 he also joined the Broadband Commission for Sustainable Development as a Commissioner, and the INCAE business school Presidential Advisory Council. He is also the Chair of the Digital Communications Industry Community of the World Economic Forum.

Before joining Millicom, he was President of Liberty Global’s Latin American division, a position he held from 2006 until February 2015.

He is a dual Colombian and U.S. citizen who received a degree in Economics, a degree in Law, and a postgraduate degree in Financial Law from Universidad de Los Andes in Bogota.



U.S. Chamber of Commerce



The logo features a large white '30' with the word 'YEARS' in blue capital letters inside the zero. A blue swoosh underline is positioned beneath the '30'.

30
YEARS


BUILDING
OUR FUTURE

Millicom celebrates 30 years bringing connectivity where it is most needed. Because building networks creates possibilities and innovation bets on growth.

“I’m proud to honor our beautiful past and to commit to continue building those digital highways that will continue to pave a better and brighter and a more digital future for all the communities we proudly serve”.

Mauricio Ramos

Learn more: [\[LINK\]](#)



We would like to take this opportunity to honor our colleagues lost to the pandemic over the past several months.

We feel for their families who have lost loved ones and we will be forever grateful for the contribution they gave to Millicom and their colleagues. They will never be forgotten and will always be a part of the Tigo family.

tigo



Thank you!

For more information, inquiries should be sent to press@millicom.com.

We appreciate your interest in Millicom.