

Management's Discussion and Analysis of **Financial Condition** and **Results of Operations**

Set forth below are our consolidated results for the years ended December 31, 2025, and 2024. As required by regulations issued by *Comisión Nacional Bancaria y de Valores*, or the Mexican Bank and Securities Commission, for listed companies in Mexico, our financial information is presented in accordance with the International Financial Reporting Standards ("IFRS Accounting Standards") as issued by the International Accounting Standards Board ("IASB") for financial reporting purposes. The financial information set forth below should be read in conjunction with our audited consolidated financial statements as of and for the years ended December 31, 2025, and 2024, included in this annual report.

On October 27, 2022, our Board of Directors approved a proposal to spin-off most of the businesses of our former Other Businesses segment (the "Spun-off Businesses"), which was approved by our shareholders at the meeting held on April 26, 2023.

This proposal was carried out through a spin-off, which became effective on January 31, 2024, creating Ollamani, which holds the Spun-off Businesses and has the same shareholding structure as the Company. Ollamani began trading separately from the Company on the Mexican Stock Exchange on February 20, 2024.

Our consolidated financial statements as of and for the year ended December 31, 2024, have been prepared to present the discontinued operations following the spin-off. Accordingly, our consolidated statement of income for any comparative prior period presented has been re-presented from that originally reported by the Company, to present in such period the results from discontinued operations of the Spun-off Businesses.

Beginning in the fourth quarter of 2025, we present the operating results of our Cable and Sky businesses as a single reportable segment, Telecom, with three categories of revenues: Residential, Satellite, and Enterprise. This change in segment reporting is a result of organizational changes that integrated the operations of our Cable and Sky businesses into one single business, and that the chief operating decision maker analyzes the results of our operation, makes decisions and assigns resources to it as a single business. The changes identified included: (i) the designation of a chief executive officer and a chief financial officer of our Cable and Sky businesses as a single business; and (ii) a restructuring and integration process of our Cable and Sky businesses, that was substantially concluded in the fourth quarter of 2025, which resulted in a consolidated operating cost structure between these two businesses, following the implementation of cost efficiencies and synergies across several operating and administrative areas. Through September 30, 2025, the operating results of our Cable and Sky businesses were presented as separate reportable segments. As a result of this change in our segment reporting, the operations previously reported under our former Cable and Sky segments are now classified into a single reportable segment for any comparative period presented.

Year ended December 31,

(Millions of Mexican Pesos) ¹	2025	2024
Revenues	Ps. 58,878.2	Ps. 62,260.9
Cost of sales	(36,394.8)	(41,117.1)
Selling expenses	(7,721.8)	(8,815.2)
Administrative expenses	(9,522.9)	(10,592.6)
Other expense, net	(1,013.8)	(4,554.9)
Operating income (loss)	4,224.9	(2,818.9)
Finance expense, net	(4,140.3)	(4,695.1)
Share of loss of associates and joint ventures, net	(1,088.1)	(182.6)
Income tax expense	(7,931.5)	(688.6)
Net loss from continuing operations	(8,935.0)	(8,385.2)
Income from discontinued operations, net	-	56.8
Net loss	(8,935.0)	(8,328.4)
(Income) loss attributable to non-controlling interests	(233.3)	62.9
Net loss attributable to stockholders of the Company	Ps. (9,168.3)	Ps. (8,265.5)

¹ Certain data set forth in the table above may vary from the corresponding data set forth in our consolidated statements of income for the years ended December 31, 2025 and 2024 included in this annual report due to differences in rounding.

Results of Operations

The following table sets forth the reconciliation between operating segment income and the consolidated operating income according to IFRS Accounting standards, for the years ended December 31, 2025, and 2024:

Year ended December 31,

(Millions of Mexican Pesos) ¹	2025	2024
Revenues	Ps. 58,878.2	Ps. 62,260.9
Cost of sales ²	(22,089.2)	(24,761.5)
Selling expenses ²	(7,578.7)	(8,654.8)
Administrative expenses ²	(6,362.2)	(5,841.7)
Intercompany operations	173.8	155.0
Operating segment income	23,021.9	23,157.9
Corporate expenses	(448.9)	(756.0)
Intercompany operations	(173.8)	(155.0)
Depreciation and amortization	(17,160.5)	(20,510.9)
Other expense, net	(1,013.8)	(4,554.9)
Operating income (loss)	Ps. 4,224.9	Ps. (2,818.9)

¹ Certain data set forth in the table above may vary from the corresponding data set forth in our consolidated statements of income for the years ended December 31, 2025 and 2024 included in this annual report due to differences in rounding.

² Excluding corporate expenses and depreciation and amortization.

Results by Business Segment

The following table presents full year consolidated results ended December 31, 2025 and 2024, for each of our revenue lines and our single business segment, in millions of Mexican pesos:

(Millions of Mexican Pesos)	Year ended December 31,		
	2025	2024	% Contribution to 2025 Revenues
Revenues			
Residential	Ps. 42,181.6	Ps. 42,960.4	71.6%
Satellite	12,397.0	15,034.7	21.1
Enterprise	4,299.6	4,265.8	7.3
Telecom Revenues	Ps. 58,878.2	Ps. 62,260.9	100.0%
Operating segment income ¹	Ps. 23,021.9	Ps. 23,157.9	
Corporate expenses ¹	(448.9)	(756.0)	
Intercompany Operations	(173.8)	(155.0)	
Depreciation and amortization ¹	(17,160.5)	(20,510.9)	
Other expense, net	(1,013.8)	(4,554.9)	
Operating income (loss) ²	Ps. 4,224.9	Ps. (2,818.9)	

¹ The operating segment income data set forth in this annual report does not reflect corporate expenses nor depreciation and amortization in any year presented but are presented separately to facilitate the discussion of segment results.

² Operating income (loss) reflects corporate expenses, intercompany operations, depreciation and amortization, and other expense, net, in the years presented. See Note 26 to our consolidated year-end financial statements.





Results of Operations

Revenues

The following table presents full year consolidated results ended December 31, 2025, and 2024, for each of our revenue lines and our single business segment, in millions of Mexican pesos.

(Millions of Mexican Pesos)	2025	%	2024	%	Change %
Residential	Ps. 42,181.6	71.6	Ps. 42,960.4	69.0	(1.8)
Satellite	12,397.0	21.1	15,034.7	24.1	(17.5)
Enterprise	4,299.6	7.3	4,265.8	6.9	0.8
Telecom Revenues	Ps. 58,878.2	100	Ps. 62,260.9	100	(5.4)

Revenues decreased by 5.4% to Ps.58,878.2 million in 2025 compared with Ps.62,260.9 million in 2024. This decrease was mainly due to the revenue decline in Satellite Services.

Residential Revenues

Residential revenues represented 71.6% and 69.0% of our segment revenues for the years ended December 31, 2025, and 2024, respectively, and decreased by Ps.778.8 million, or 1.8%, to Ps.42,181.6 million for

the year ended December 31, 2025, from Ps.42,960.4 million for the year ended December 31, 2024.

Total revenue generating units, or RGUs, of about 15.5 million for the year ended December 31, 2025. Total net additions for the year ended December 31, 2025, increased of 335.2 thousand RGUs, primarily driven by increase of 318.9 thousand mobile RGUs, 169.4 thousand voice RGUs, and 46.9 thousand broadband RGUs. On the other hand, we lost 199.9 thousand video RGUs.



The following table sets forth the breakdown of RGUs per service type for our Residential Services as of December 31, 2025 and 2024.

	2025	2024
Video	3,646,569	3,846,518
Broadband	5,673,123	5,626,206
Voice	5,552,313	5,382,949
Mobile	652,860	333,973
RGUs	15,524,865	15,189,646

Satellite Revenues

Satellite revenues represented 21.1% and 24.1% of revenues for the years ended December 31, 2025, and 2024, respectively, and decreased by Ps.2,637.7 million, or 17.5%, to Ps.12,397.0 million for the year ended December 31, 2025, from Ps.15,034.7 million for the year ended December 31, 2024.

Total disconnections for the year ended December 31, 2025, were approximately 1.3 million RGUs, driven mainly by decreases of 1.2 million video RGUs and 125.5 broadband RGUs. In addition, we lost 5.9 thousand mobile RGUs.

The following table presents the breakdown of RGUs by service type for Satellite Services as of December 31, 2025 and 2024.

	2025	2024
Video	3,516,196	4,696,038
Broadband	225,376	350,885
Voice	149	197
Mobile	9,631	15,501
RGUs	3,751,352	5,062,621

Enterprise Revenues

Enterprise revenues represented 7.3% and 6.9% of revenues for the years ended December 31, 2025, and 2024, respectively, and increased by Ps.33.8 million, or 0.8%, to Ps.4,299.6 million for the year ended December 31, 2025, from Ps.4,265.8 million for the year ended December 31, 2024.

Cost of Sales

Cost of sales decreased by Ps.2,672.3 million, or 10.8%, to Ps.22,089.2 million for the year ended December 31, 2025, from Ps.24,761.5 million for the year ended December 31, 2024. The decrease mainly reflects lower programming costs, personnel costs, leases and service costs, and signal costs, offset by and increase in network maintenance and interconnection costs.

Selling Expenses

Selling expenses decreased by Ps.1,076.1 million, or 12.4%, to Ps.7,578.7 million for the year ended December 31, 2025, from Ps.8,654.8 million for the year ended December 31, 2024. The decrease reflects lower personnel costs, and advertising and promotion costs.

Administrative and Corporate Expenses

Administrative and corporate expenses increased by Ps.213.4 million, or 3.2%, to Ps.6,811.1 million for the year ended December 31, 2025, from Ps.6,597.7 million for the year ended December 31, 2024. The increase main-

ly reflects higher personnel and fee expenses, offset by a decrease in leases and services costs, as well as maintenance costs.

Corporate expenses decreased by Ps.307.1 million, or 40.6%, to Ps.448.9 million in 2025, from Ps.756.0 million in 2024. The decrease primarily reflected a decline in share-based compensation expense, which was partially offset by an increase in other corporate expense.

Share-based compensation expense in 2025 and 2024 was to Ps.373.5 million and Ps.488.8 million, respectively, and was accounted for as corporate expense. Share-based compensation expense is measured at fair value at the time the equity benefits are conditionally sold to officers and employees and is recognized over the vesting period.

Operating Segment Income

Operating segment income decreased by Ps.136.0 million, or 0.6% to Ps.23,021.9 million, compared to Ps.23,157.9 million in 2024. The margin reached 39.1%, a year-over-year increase of approximately 190 basis points.

Depreciation and Amortization

Depreciation and amortization expense decreased by Ps.3,350.4 million, or 16.3%, to Ps.17,160.5 million for the year ended December 31, 2025, from Ps.20,510.9 million for the year ended December 31, 2024.





Other Expense, Net

Other expense, net, decreased by Ps.3,541.1 million, or 77.7%, to Ps.1,013.8 million for the year ended December 31, 2025, from Ps.4,554.9 million for the year ended December 31, 2024. This decrease reflected primarily: (i) the absence in 2025 of impairment adjustments recognized in the fourth quarter of 2024 in connection with goodwill, intangible assets and other long-lived assets in our Telecom segment; (ii) the absence in 2025 of a write-off made in 2024 of unrecoverable indirect taxes; (iii) the absence in 2025 of provisions made in 2024 for legal expenses; (iv) the absence in 2025 of surcharges recognized in 2024 for payments of income taxes from prior years; (v) lower non-recurring severance expenses in connection with headcount reductions; and (vi) an insurance claim recovery.

These favorable variances were partially offset primarily by the absence in 2025 of a non-cash gain on the sale of property to certain companies in our former Other Businesses segment that we recognized on January 31, 2024, in connection with the spin-off that we carried out on that date.

Operating Income or Loss

Operating Income or Loss amounted to an income to Ps.4,224.9 million for the year ended December 31, 2025, from operating loss to Ps.2,818.9 million for the year ended December 31, 2024. This change primarily reflected a decrease in cost of sales and selling expenses, as well as a decrease in depreciation and amortization and other expense, net and was partially offset by a decrease in revenue.

Non-Operating Results

Finance Expense, Net

Finance expense, net, significantly impacts our consolidated financial statements in periods of currency fluctuations. Under IFRS Accounting Standards, finance income or expense, net, reflects:

- interest expense;
- interest income;
- foreign exchange gain or loss attributable to monetary assets and liabilities denominated in foreign currencies; and
- other finance income or expense, net, including gains or losses from derivative instruments.

Our foreign exchange position is affected by our assets or liabilities denominated in foreign currencies, primarily U.S. dollars. We record a foreign exchange gain or loss if the exchange rate of the Mexican peso to the other currencies in which our monetary assets or liabilities are denominated varies.

Finance expense, net, decreased by Ps.554.8 million, or 11.8%, to Ps.4,140.3 million for the year ended December 31, 2025, from Ps.4,695.1 million for the year ended December 31, 2024. This decrease reflected (i) a Ps.466.9 million decrease in interest expense, primarily in connection with a lower average principal amount of debt, and a lower average U.S. dollar exchange rate for the year ended December 31, 2025; and (ii) a Ps.1,236.4 million favorable change in foreign exchange gain or loss, net, resulting primarily from a 13.7% appreciation of the Mexican peso against the U.S. dollar on a lower average U.S. dollar-denominated net liability position for the year ended December 31, 2025, compared with a 23.2% depreciation of the Mexican peso against the U.S. dollar on an average U.S. dollar-denominated net liability position for the year ended December 31, 2024. These favorable vari-



ances were partially offset by (i) a Ps.677.1 million decrease in interest income, explained primarily by lower interest rates applicable to our cash equivalents in Mexican pesos and U.S. dollars in 2025, and a lower average U.S. dollar exchange rate applicable to our interest income from U.S. dollar cash equivalents for the year ended December 31, 2025; and (ii) a Ps.471.4 million decrease in other finance income, net, resulting from a lower gain in fair value of our derivatives contracts for the year ended December 31, 2025.

Share of Loss of Associates and Joint Ventures, Net

This line item reflects our equity participation in the operating results and net assets of unconsolidated businesses in which we maintain an interest, but which we do not control. We recognize equity in losses of associates and joint ventures up to the amount of our initial investment, subsequent capital contributions and long-term loans, or beyond that amount when we have made guaranteed commitments in respect of obligations incurred by associates and joint ventures.

Share of loss of associates and joint ventures, net, increased by Ps.905.5 million, to Ps.1,088.1 million for the year ended December 31, 2025, from Ps.182.6 million for the year ended December 31, 2024. This increase reflected a higher share of loss of TelevisaUnivision, Inc. (“TelevisaUnivision”) for the year ended December 31, 2025.

Share of loss of associates and joint ventures, net, for the year ended December 31, 2025, included primarily our share of loss of TelevisaUnivision. During 2025, TelevisaUnivision recognized non-recurring non-cash charges to income, primarily in connection with write-offs of program rights, which resulted in our share of loss of TelevisaUnivision for that year.

Income Taxes

Income taxes increased by Ps.7,242.9 million, to Ps.7,931.5 million for the year ended December 31, 2025, from Ps.688.6 million for the year ended December 31, 2024. This increase reflected primarily (i) a non-cash write-off of deferred income tax assets in the amount of Ps.3,569.3 million, derived from capital losses that were not used at their maturity; (ii) a non-cash write-off of deferred income tax assets in the amount of Ps.2,947.6 million, recognized in the fourth quarter of 2025 in connection with the impairment testing of our satellite operations, and derived from certain deductible temporary differences which are not expected to be utilized with available future taxable income; and (iii) the non-deductible tax effect of our share of loss of associates and joint ventures for the year ended December 31, 2025.

The Mexican corporate income tax rate was 30% in each of the years 2025, 2024 and 2023.

Net Income or Loss Attributable to Non-controlling Interests

Net income or loss attributable to non-controlling interests reflects that portion of operating results attributable to the interests held by third parties in the businesses, which are not wholly-owned by us, primarily in our Telecom segment.

Net income or loss attributable to non-controlling interests changed by Ps.296.2 million to a net income of Ps.233.3 million for the year ended December 31, 2025, compared with a net loss of Ps.62.9 million for the year ended December 31, 2024. This change reflected primarily the net income attributable to non-controlling interests in our Telecom segment for the year ended December 31, 2025.

Net Loss Attributable to Stockholders of the Company

Net loss attributable to stockholders of the Company amounted to Ps.9,168.3 million for the year ended December 31, 2025, from Ps.8,265.5 million for the year ended December 31, 2024. The increase of Ps.902.8 million, reflected:

- I. a Ps.7,242.9 million increase in income taxes, primarily in connection with non-cash write-offs of deferred income tax assets in the aggregate amount of Ps.6,516.9 million derived from both unused capital tax losses that expired on December 31, 2025, and certain deductible temporary differences which are not expected to be utilized with available future taxable income;
- II. a Ps.905.5 million increase in share of loss of associates and joint ventures, net;
- III. a Ps.296.2 million unfavorable change in net income or loss attributable to non-controlling interests; and
- IV. the absence in 2025 of a Ps.56.8 million income from discontinued operations for the one-month period ended January 31, 2024, in connection with the Spin-Off that we carried out on that date.

These favorable variances were partially offset by:

- I. a Ps.3,502.7 million increase in operating income before other expense;
- II. a Ps.3,541.1 million decrease in other expense, net; and
- III. a Ps.554.8 million decrease in finance expense, net.

Capital Expenditures and Investments

During 2025, we:

- made aggregate capital expenditures for property, plant and equipment totaling approximately U.S.\$645.0 million; and
- provided financing to Grupo de Telecomunicaciones de Alta Capacidad, S.A.P.I. de C.V. ("GTAC") in connection with long-term credit facilities and our 33.3% interest in GTAC in the aggregate principal amount of Ps.86.1 million (U.S.\$4.5 million).

During 2024, we:

- made aggregate capital expenditures for property, plant and equipment totaling approximately U.S.\$493.0 million; and
- provided financing to GTAC in connection with long-term credit facilities and our 33.3% interest in GTAC in the aggregate principal amount of Ps.128.9 million (U.S.\$7.0 million).

Indebtedness

As of December 31, 2025, our consolidated long-term portion of principal amount of debt was Ps.83,439.0 million, and our consolidated current portion of principal amount of debt was Ps.3,737.0 million. Additionally, as of December 31, 2025, our consolidated long-term portion of capital lease liabilities amounted to Ps.3,852.1 million, and our consolidated current portion of capital lease liabilities was Ps.1,583.9 million.



The major components of our total consolidated indebtedness as of December 31, 2025, were as follows:

	Principal	Interest Rate	Maturity Date
Debt:			
Senior Notes	Ps. 5,405.0	8.50%	2032
Senior Notes	4,500.0	8.49%	2037
Senior Notes	10,809.9	6.625%	2040
Senior Notes	6,225.7	7.25%	2043
Senior Notes	14,244.0	5.00%	2045
Senior Notes	3,737.0	4.625%	2026
Senior Notes	15,846.8	6.125%	2046
Senior Notes	11,907.6	5.25%	2049
Notes	4,500.0	8.79%	2027
Banks loans	10,000.0	8.76%	2029
Total debt	Ps. 87,176.0		

	Outstanding Balance	Maturity Date
Lease liabilities:		
Satellite transponder lease agreement	Ps. 1,062.5	2027
Telecommunications network lease agreement	514.3	2030
Lease liabilities	3,859.2	2026 to 2051
Total lease liabilities	Ps. 5,436.0	

Our total debt in our consolidated statement of financial position as of December 31, 2025 amounted to Ps.85,994.2 and is presented net of unamortized finance costs in the aggregate amount of Ps.1,181.8 million, and do not include related accrued interest payable in the aggregate amount of Ps.1,425.0 million.

For a further description of this indebtedness, see Note 14 to the consolidated financial statements.

