

Altice International S.à r.l.



MANAGEMENT DISCUSSION AND ANALYSIS

**AS OF AND FOR THE YEAR ENDED
DECEMBER 31, 2025**

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1. BASIS OF PREPARATION

The management discussion and analysis for each of the periods presented is based on the financial information derived from the consolidated financial statements as of and for the year ended December 31, 2025.

Please refer to the Glossary in section 13 for a definition of the key financial terms discussed and analysed in this document.

Disclaimers:

The following discussion and analysis is intended to assist in providing an understanding of the Group's financial condition, changes in financial condition and results of operations and should be read together with the consolidated financial statements as of and for the year ended December 31, 2025, including the accompanying notes. Some of the information in this discussion and analysis includes forward looking statements that involve risks and uncertainties.

Unless the context otherwise requires, when used herein, the terms "Company" and "Group" refer to the business constituting the Group as of December 31, 2025, even though the Group may not have owned such business for the entire duration of the periods presented.

The Group applies International Financial Reporting Standards as endorsed in the EU ("IFRS"). Adjusted EBITDA, and measures derived therefrom, are not defined in IFRS and are "non-IFRS measures". Management believes Adjusted EBITDA is useful to readers of the historical consolidated financial information as it provides a measure of operating results excluding certain items that the Group believes are either outside of its recurring operating activities, or items that are non-cash. Excluding such items enables trends in the Group's operating results and cash flow generation to be more easily observable. The Group uses the non-IFRS measures internally to manage and assess the results of its operations, make decisions with respect to investments and allocation of resources, and assess the performance of management personnel. Such performance measures are also the de facto metrics used by investors and other members of the financial community to value other companies operating in the Group's industry, and thus are a basis for comparability between the Group and its peers. Further, Adjusted EBITDA, working capital and total capital expenditures, as used herein, are not necessarily comparable to similarly titled measures of other companies. Furthermore, Adjusted EBITDA, working capital and total capital expenditures have limitations as analytical tools and should not be considered in isolation from, or as an alternative to, net income or loss, operating profit, cash flow or other combined income or cash flow data prepared in accordance with IFRS.

Following the agreement between Altice Teads S.A. and Outbrain Inc. ("Outbrain") signed on August 1, 2024 (please refer to note 3.1.1 to the consolidated financial statements as of and for the year ended December 31, 2025), the disposal of Teads was considered highly probable and as a consequence, the assets and liabilities of Teads in the consolidated financial statements were classified as held for sale as of December 31, 2024, as per the provisions of IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* (please refer to note 3.4 to the consolidated financial statements as of and for the year ended December 31, 2025). In addition, Teads' contribution was treated as a discontinued operation as specified in IFRS 5 and all the statement of income line items were revised to remove the impact of Teads and its contribution to the net result was presented in the line "Discontinued operation" in the statement of income (please refer to note 3.5 to the consolidated financial statements as of and for the year ended December 31, 2025).

In addition, on November 28, 2025, the parent company of Altice Caribbean S. à r.l. (the entity holding substantially all of the operations in the Dominican Republic) ("Altice Caribbean") was merged into a direct subsidiary of Altice Group Lux S.à r.l. ("Altice Group Lux"). As a consequence, the contribution of the Dominican Republic segment was classified as a discontinued operation in accordance with IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* (please refer to notes 3.1.6, 3.5 and 32 to the consolidated financial statements as of and for the year ended December 31, 2025).

2. PRINCIPAL ACTIVITIES OF THE GROUP

2.1. Overview of the Group's business

Altice International S.à r.l. (the "Company") is a private limited liability company ("*société à responsabilité limitée*") incorporated in Luxembourg, headquartered at 16, rue Eugène Ruppert, L-2453 Luxembourg, Grand Duchy of Luxembourg. The Company is the parent company of a consolidated group (the "Group").

The Company is a wholly-owned subsidiary of Altice Luxembourg S.A. ("Altice Luxembourg"). The controlling shareholder of Altice Luxembourg is Next Alt S.à r.l., which is itself controlled by Mr. Patrick Drahi. As of December 31, 2025, Next Alt S.à r.l. indirectly held 92.07% of the share capital of the Company.

The Group is a convergent leader in telecoms and operates in Portugal, Israel and the Dominican Republic (until its exit from the Group on November 28, 2025 (please refer to note 3.1.6 to the consolidated financial statements as of and for the year ended December 31, 2025)).

2.2. Products, services and brands

Through its various Group companies, the Group provides fixed services and mobile telephony services to residential and business customers in all the geographies in which it operates. In addition, the Group offers a variety of wholesale and other services across its footprint. The Group also invests in specific content to supplement and enrich the services the Group provides. The Group's fixed services (high-quality pay-TV, broadband Internet and fixed-line telephony) are mainly provided over its proprietary fibre- and cable-based network infrastructure which are either FTTH, FTTB, DOCSIS 3.1 or DOCSIS 3.0 enabled, offering download speeds of between 200 Mbps and 10 Gbps depending on geography. On a blended basis, as of December 31, 2025, the Group's high-speed broadband services passed 9.0 million fibre/cable homes, with 2.6 million fibre/cable unique customers. The Group offers xDSL/DSL/DTH services, with 2.4 million residential fixed unique customers as of December 31, 2025. The Group also offers mobile services in the geographies in which it operates, through 2G, 3G, 4G Long-Term-Evolution ("LTE") technology and 5G. On a blended basis, as of December 31, 2025, the Group had 6.5 million residential mobile subscribers (of which 4.5 million were postpaid subscribers).

The Group is focused on the convergence of fixed and mobile services by cross-selling and up-selling its offerings to further increase its multi-play penetration. The Group's fibre and mobile technologies enable it to offer premium digital services, attractive interactive features (e.g., 'MEO Go!' offering in Portugal) and local content (e.g., through its 'HOT 3' channel in Israel) to its customers. The Group has leveraged its network advantage to drive its multi-play strategy and offer an attractive combination of content, speed and functionality. The Group offers to its residential customers bundled double- and triple-play fixed services, which comprises paying for a combination of TV, broadband Internet access and fixed-line telephony services together with customer premise equipment at what the Group believes are attractive prices. The Group believes the demand for its multi-play packages is primarily driven by the inherent quality of the various products included within them, which the Group believes are among the best available in the markets in which it operates. Although the Group is convinced its products offer the best value for money and cost-savings for customers when purchased as part of multi-play packages, the Group also offers most of these services on a stand-alone basis in most of its geographies. In some markets, such as Portugal, the Group offers quad-play bundles including both fixed and mobile services.

The Group is focused on strategically developing content to complement its fixed and mobile services with high-quality content offerings on its own networks and to external partners. The Group continues to broadcast and distribute various sports events in selected countries, including the Portuguese Liga in Portugal.

The Group markets its products and services under multiple brands, including but not limited to the following brands: 'HOT' in Israel; 'MEO', 'MOCHE' and "UZO" in Portugal; and, in each case, several associated trademarks.

2.3. Activities

The Group tracks the performance of its business by geography and further analyses its revenue by activity. The Group has identified the following activities: residential services and business services.

2.3.1. Residential services

2.3.1.1. Fixed residential services

The Group offers a variety of fixed residential services, primarily as part of multi-play packages, with available offerings depending on the bandwidth capacity of its cable and fibre networks in a particular geography, which consist of FTTH, hybrid fibre coaxial (“HFC”) and copper line (“xDSL”).

The Group has a high-quality fibre- and cable-based network infrastructure across the geographies in which it operates. The Group has already rolled-out and secured plugs in FTTH in Portugal and, through IBC, will accelerate fibre rollout in Israel. As of December 31, 2025, IBC had homes passed of 2,391 thousand compared to 1,969 thousand as of December 31, 2024. The Group’s fixed services (high-quality pay-TV, broadband Internet and fixed-line telephony) are mainly provided over its proprietary fibre- and cable-based network infrastructure which are either FTTH, FTTB, DOCSIS 3.1 or DOCSIS 3.0 enabled.

The Group provides broadband Internet access and fixed-line telephony services across its fibre (and in certain areas xDSL) and cable footprint. Large portions of its networks that are FTTH-enabled or DOCSIS 3.1 enabled can offer download speeds of up to 10 Gbps with limited network and customer premise equipment upgrades given the existing technological capability of its networks. This technological capability can be realized with relatively low levels of capital expenditure and will enable it to better meet the needs of its residential customers who demand higher download speeds. Across Portugal, the Group is upgrading its networks for next-generation FTTH technology which will deliver more download speeds in the mid-term as well as reducing operating costs of running and maintaining its networks and services. As of December 31, 2025, the Group provides broadband Internet to 2.6 million residential fixed customers across its geographies.

The Group’s fixed-line telephony services are based on either PacketCable or Voice-over-Internet-Protocol (“VoIP”) technologies. The Group offers a wide range of telephony packages and its triple-play offers tend to include flat-rate telephony packages with a significant number of minutes of use included in the price. The Group provides national and international connectivity to its customers either through its own interconnection capabilities or through its partners. The Group continues to phase out stand-alone telephony packages as its strategy is to offer fixed-line telephony as an add-on product in its multi-play packages.

In its fixed residential business, the Group believes advanced customer premise equipment is playing an increasingly crucial role as it enhances customer experience by facilitating access to a wide range of user-friendly features, offers a reliable channel for selling add-on and on-demand services, allows for multi-screen television viewing and broadband Internet usage by multiple parties. Furthermore, when set-top boxes, modems and other customer premise equipment are combined in one box, it allows cable operators to significantly reduce customer service expenses.

The Group is focused on strategically developing content to complement its fixed and mobile services with exclusive or high-quality content offerings. The Group produces and broadcasts a diverse range of content including live broadcasts of sports events and other sports- and lifestyle-related programs as well as the sports programming for which the Group has acquired broadcasting rights, including the Portuguese Liga in Portugal.

Across its geographies, the Group offers digital television services which include basic and premium programming, and, in most markets, incremental product and service offerings such as Video on Demand (“VoD”), and, in some cases, exclusive content. The Group’s pay-TV offerings include content and channels purchased from a variety of local and foreign producers and the Group continues to focus on broadcasting high-quality content over all of its networks as well as producing its own original content.

2.3.1.2. Mobile residential services

The Group owns and operates mobile infrastructure in all of its geographies. Depending on geography and network technology deployed, the Group offers 2G, 3G, 4G, 4G-LTE or 5G services in each market in which it operates, on a variety of plans, from ‘no frills’ offers with no commitment or handset, to premium mobile telephony offers with varying voice and data limits, if any, at attractive prices. In Portugal, the 5G spectrum auction concluded on October 27, 2021. MEO-Serviços de Comunicações e Multimédia, S.A. obtained 104MHz as part of the allocation of 5G frequencies, spread throughout the 700 MHz, 900 MHz and 3.6 GHz bands and started offering 5G services to the customers in 2022. In Israel, the 5G spectrum auction concluded during the third quarter of 2020 and HOT was awarded a license to operate the new network. HOT launched 5G services in Israel in the first quarter of 2021.

As of December 31, 2025, the Group offered mobile services to 6.5 million residential customers on a blended basis, across the geographies where it is active. Previously, due to local regulation in Israel, the Group offered its mobile services either on a stand-alone basis or in a bundle with an internet service provider (“ISP”) or international call

services. According to a regulatory amendment as of February 2021, the Group is entitled to include its mobile services in its other multi-services packages, subject to the approval of the Ministry of Communications for such packages.

2.3.2. Business services

2.3.2.1. Fixed business services

The Group offers focused fixed business services to large, medium, small and very small business customers in Portugal. In Israel, the Group's business services primarily consist of enhanced versions of the Group's residential products, which are adapted to meet the needs of its business customers.

2.3.2.2. Mobile business services

The Group offers focused mobile business services to large, medium, small and very small business customers in all its geographies. The Group's mobile business services products often include professional telephony services (such as business directory services, fleet management customer areas, usage alerts and financial management solutions) with devices chosen to respond to the needs of professionals and 24-hour on-site exchange service.

2.3.2.3. Wholesale services

The Group offers wholesale services across its geographies, including interconnection services to other operators, and sells wholesale fibre, cable and xDSL services as well as wholesale mobile services to other telecommunications operators who resell such services under their own brands.

2.3.2.4. R&D services

The Group has implemented, in Portugal, the 'Altice Labs' initiative, which is the Group's state-of-the-art research and development centre that aims to centralize and streamline innovative technological solutions development for the entire Group ("Altice Labs").

2.3.2.5. Other services

The Group offers several other services, depending on geography, such as bulk services to housing associations and multiple-dwelling unit managers, cloud storage such as on-demand IaaS services, computer security services and storage and backup solutions, technical services related to the network and other activities that are not related to the core fixed or mobile businesses. In various jurisdictions in which the Group operates, it also generates revenue from selling advertising time to national, regional and local customers. In addition, the Group provides electricity services in Portugal and Israel.

2.4. Marketing and sales

The Group's marketing divisions use a combination of individual and segmented promotions and general brand marketing to attract and retain customers. It markets its business services to institutional customers and businesses such as large corporates, governmental and administrative agencies, small- and medium-sized businesses, nursing homes, hospitals and hotels. The Group's primary marketing channels are media advertising including commercial television, telemarketing, e-marketing, door-to-door marketing, billboards, newspaper advertising and targeted mail solicitation. The Group's marketing strategy is based on increasing the penetration of multi-play services within its subscriber base, increasing distribution of television-based value-added services and ensuring a high level of customer satisfaction in order to maintain a low churn rate. The Group's marketing and sales efforts are always geared towards demonstrating the high-quality and speed of its networks.

The Group uses a broad range of distribution channels to sell its products and services throughout its operations, including retail outlets owned and run by the Group, retail outlets owned and run by third parties, dedicated sales booths, counters and other types of shops, door-to-door sales agents, inbound and outbound telesales and its websites.

2.5. Customers

2.5.1. Customer contracts and billing

The Group typically enters into standard form contracts with its residential customers. The Group reviews the standard rates of its services on an ongoing basis. In certain geographies, in addition to the monthly fees the Group charges, customers generally pay an installation fee upon connection or re-connection to the Group's fibre/cable network. The

terms and conditions of the Group's contracts, including duration, termination rights, the ability to charge early exit fees, and the ability to increase prices during the life of the contract, differ across the Group's operations primarily due to the different regulatory regimes it is subject to in each of the jurisdictions in which it operates.

The Group monitors payments and the debt collection process internally. The Group performs credit evaluation of its residential and business customers and undertakes a wide range of bad debt management activities to control its bad debt levels, including direct collections executed by its employees, direct collections executed in co-operation with third party collection agencies, and pursuit of legal remedies in certain cases.

2.5.2. Customer service

The Group's customer service strategy is to increase customer satisfaction and decrease churn with high product quality. The Group has continued to improve its customers' experience, including enhanced customer relationship management systems, which have allowed the Group to better manage new customers, identify customers at risk of churning, handle complex customer issues, offer special retention offers to potential churners and repayment plans to insolvent customers. The Group aimed to integrate operations and centralize functions in order to optimize processes and to correlate sales incentives to churn, net promoter score ("NPS") and average revenue per user ("ARPU") as opposed to more traditional criteria of new sales, in order to refocus the organization away from churn retention to churn prevention. The Group has remained disciplined and focused on further improving customer service in all markets. This has resulted in churn reduction across mobile and fixed products over the last years.

2.6. Competition

In each of the geographies and industries in which the Group operates, the Group faces significant competition and competitive pressures. Certain markets, such as Portugal, are mature markets, with a limited number of new customers entering the market. Moreover, the Group's products and services are subject to increasing competition from alternative new technologies or improvements in existing technologies.

With respect to its residential activities, the Group faces competition from telephone companies and other providers of DSL, VDSL2 and fibre network connections. With respect to pay TV services, the Group is faced with growing competition from alternative methods for broadcasting television services other than through traditional cable networks. For example, online content aggregators which broadcast over the top ("OTT") programs on a broadband network, such as internet competitors Amazon, Apple, Google, Disney+ and Netflix, are expected to grow stronger in the future. Connected or 'smart' TVs facilitate the use of these services. With respect to the fixed-line and mobile telephony markets, the Group has experienced a shift from fixed-line telephony to mobile telephony and faces intensive competition from established telephone companies, mobile virtual network operators ("MVNOs") and providers of new technologies such as VoIP.

In the competitive B2B data services market, price pressure has been strong. Conversely, the use of data transmission services has significantly increased. The Group is currently facing competition from software providers and other IT providers of data and network solutions, and the line between them and the suppliers of data infrastructure and solutions, like the Group, has become increasingly blurred. Partnerships between IT providers and infrastructure providers are becoming more and more common and are an additional source of competition but also an opportunity for growth. Being able to face the competition efficiently depends in part on the density of the network, and certain of the Group's competitors in the markets in which it operates have a broader and denser network. In recent years, the B2B market has experienced a structural change marked by a move from traditional switched voice services to VoIP services.

The following is an overview of the competitive landscape in certain key geographies in which the Group operates:

Portugal: In the Pay TV (subscription TV signal distribution service), fixed broadband, fixed telephony, and mobile markets, the Group faces competition from Vodafone, NOS, and DIGI/NOWO Group. NOWO is still operating through an MVNO agreement with MEO, although in a fast migration to the Digi network. MEO maintains the telecommunications market leadership, in all services (television, mobile, fixed broadband and fixed voice) in 2025. Through FastFiber, the Portuguese operation continues expanding its proprietary fixed fibre infrastructure, competing with Vodafone and NOS, and other fiber providers as IP Telecom, Colt, REN or Lyntia. In the business services market, MEO faces significant pressure from competitors in traditional connectivity services, but remains resilient, and continues to be the leading brand. In addition, MEO continues to expand its offering with innovative Information and Communication Technologies services ("ICT services"), ensuring sustained leadership and growth.

Israel: In the broadband market, the Group competes primarily with Bezeq, which provides high speed broadband Internet access over DSL and over a fibre optic network and holds the highest market share in broadband Internet infrastructure access in Israel. In the pay-TV market, the Group's main competitor is D.B.S. Satellite Services (1998) Ltd, a subsidiary of Bezeq, which provides satellite technology-based television services under the brand "YES". Bezeq is also the Group's main competitor in the fixed-line telephony market as the largest provider of fixed-line telephony services. Cellcom and Partner also provide Internet services, voice over broadband services and broadcasting offers to OTT subscribers. In addition, Keshet, the owner of the main broadcast channel, launched an OTT service through a joint-venture subsidiary.

HOT Mobile competes with several principal mobile network operators, including Cellcom (including Golan Telecom), Partner, Pelephone and MVNOs. In the recent past years, the deployment of 5G networks has been promoted and HOT Mobile also offers 5G plans to its customers. The telecom market in Israel is fragmented with a high level of promotional activity in the market. This includes competition with TV "sparse bundles" with aggressively priced residential offers. HOT remains a strong brand in the market, supported by its superior fixed network infrastructure and its advanced fibre-based offers, rich content packages, and superior customer service.

In the past few years, the deployment of fibre optics has been accelerated around the country and several companies provide fibre-based telecom services, including Bezeq and Partner as well as HOT and Cellcom which both use IBC's fibre network to provide FTTH services. Currently, HOT offers the fastest surfing speed in Israel for residential customers providing various rates up to 5,000 Mbps (download).

3. STRATEGY AND PERFORMANCE

3.1. Objectives

The Group's key objective is to improve its operating and financial performance by increasing operational efficiencies of its existing businesses and driving growth through reinvestment in its proprietary infrastructure. Furthermore, the Group aims to deliver to its customers the best quality services and the best content on proprietary state-of-the-art mobile and fixed infrastructure, by investing in best-in-class technology, insourcing its historical suppliers in the area of technical services and call centres in order to better control quality, and developing a tailor-made approach, based on the analysis of data collected from its customers, in order to service them in an individualized manner, propose them targeted offers, dedicated content and custom-made advertising and provide them with a unique and sophisticated customer experience. The Group seeks to support sustainable shareholder value over time through disciplined operational and financial management, underpinned by selective investments aimed at enhancing the customer experience while maintaining cost awareness.

The Group has contributed to long-term value creation in the past financial years, through multiple factors, and has delivered sustained investment at an accelerated pace into upgrading its fixed and mobile networks for better quality services to improve the customer experience and drive future growth. In addition, the Group has successfully executed on the monetization of part of the Group companies' infrastructure at attractive valuations in prior years. The Group continues to prioritise maintaining financial resilience through a range of operational and strategic measures.

3.2. Strategy of the Group

At the core of the Group's strategy is continued emphasis on customer engagement, disciplined revenue development, operational efficiency and a balanced focus on profitability and cash generation. By managing its telecom assets with heightened selectivity and prioritising areas of underlying momentum, the Group aims to progress toward a leverage profile aligned with its long-term ambitions. The Group operates from a distinctive asset base that is fully convergent, fibre-rich, active across both residential and business segments, and holds strong market positions with broad national reach. The principal areas of strategic focus include:

- optimizing the operational and financial performance in each market with a particular focus on customer services;
- continuing to invest in best-in-class infrastructure commensurate with the Group's market position; and
- exploring opportunities to realise value from certain Group entities or underlying infrastructure where conditions are favourable.

4. GROUP FINANCIAL REVIEW

4.1. General

The following discussion and analysis is intended to assist in providing an understanding of the Group's financial condition, changes in financial condition and results of operations and should be read together with the consolidated financial statements as of and for the year ended December 31, 2025, including the accompanying notes.

The below table sets forth the Group's consolidated statement of income for the years ended December 31, 2025 and December 31, 2024.

Consolidated Statement of Income (€m)	Year ended	Year ended
	December 31, 2025	December 31, 2024 (Revised*)
Revenues	3,844.7	3,906.1
Purchasing and subcontracting costs	(1,223.0)	(1,225.7)
Other operating expenses	(643.4)	(637.8)
Staff costs and employee benefits	(586.7)	(594.9)
Depreciation, amortization and impairment	(916.1)	(983.0)
Other (expenses) and income	17.8	(51.2)
Operating profit/(loss)	493.3	413.5
Interest relative to gross financial debt	(631.5)	(699.9)
Realized and unrealized (losses) / gains on derivative instruments linked to financial debt	(225.7)	170.7
Other financial expenses	(533.5)	(533.3)
Finance income	949.3	418.2
Net result on extinguishment and remeasurement of financial liabilities	-	-
Finance costs, net	(441.4)	(644.3)
Share of earnings/(loss) of associates and joint ventures	0.6	(11.1)
Profit/(loss) before income tax	52.5	(241.9)
Income tax benefit/(expense)	(104.4)	(87.2)
Profit/(loss) for the period from continuing operations	(51.9)	(329.1)
Discontinued operations¹		
Profit/(loss) after tax for the period from discontinued operations	587.2	119.6
Profit/(loss) for the period	535.3	(209.5)
<i>Attributable to equity holders of the parent</i>	458.4	(279.6)
<i>Attributable to non-controlling interests</i>	76.9	70.1

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

The Group has 3 operating segments for which the results of operations of the business will be discussed:

- **Portugal:** The Group owns, the largest telecom operator in Portugal, MEO-Serviços de Comunicações e Multimédia, S.A., through MEO Portugal, S.A. (collectively with their respective subsidiaries, "MEO"). MEO provides fixed residential, mobile residential and business services clients using mainly the MEO brand, amongst others. This segment also includes the Altice Technical Services entities in Portugal and Unisono Group which is engaged in the provision of outsourced customer experience management, consulting and digital transformation services mainly in Spain.
- **Israel:** Fixed and mobile services are provided using the HOT telecom, HOT mobile and HOT net brands to residential and business services clients. HOT also produces award winning exclusive content that it distributes using its fixed network, as well as content application called Next and OTT services through Next Plus. This segment also includes the Altice Technical Services entity in Israel.
- **Others:** Corporate entities are reported under "Others".

4.2. Significant events affecting historical results for the year ended December 31, 2025

A summary of the significant events that had a material impact on the consolidated financial statements as of and for the year ended December 31, 2025 is given below:

4.2.1. Acquisitions and disposals

4.2.1.1. Disposal of Teads

On August 1, 2024, the Company announced that Outbrain Inc. (“Outbrain”), a leading technology platform that drives business results by engaging people across Open Internet, has entered into a definitive agreement to acquire the global media platform Teads. Following the agreement between Altice Teads S.A. and Outbrain, the disposal of Teads was considered highly probable as of December 31, 2024 and as a consequence, the assets and liabilities of Teads were classified as held for sale as per the provisions of IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* (please refer to note 3.4 to the consolidated financial statements as of and for the year ended December 31, 2025).

In addition, Teads’ contribution was treated as a discontinued operation as specified in IFRS 5 and all the statement of income line items were revised to remove the impact of Teads and its contribution to the net result was presented in the line “Discontinued operations” in the consolidated statement of income (please refer to note 3.5 to the consolidated financial statements as of and for the year ended December 31, 2025).

The transaction closed on February 3, 2025. Outbrain acquired Teads for a consideration consisting of \$625 million (€602.4 million) in cash (subject to customary closing adjustments) and 43.75 million shares of Outbrain common stock representing a value of \$255.1 million (€245.7 million) based on Outbrain’s closing share price of \$5.83 per share as of the closing date. The transaction resulted in the Company acquiring ownership in Outbrain of approximately 47% of Outbrain’s issued and outstanding common stock. Following the closing of the transaction, the Group lost control over Teads. As a result of the completion of the transaction, during the first quarter of 2025, the Company recorded a capital gain of €524.9 million in the line “Discontinued operations” in the consolidated statement of income. Further, at the transaction date, the stake in Outbrain was accounted for under the equity method following the presumption of significant influence under the provisions of *IAS 28 Investments in Associates and Joint Venture*.

In considering the governance post-closing of Outbrain as well as its shareholding and agreements entered into by the Group, the Group concluded that based on the governance conditions set in the shareholders agreement, the limited representation at the board of directors, the absence of participation in board committees and the level and timing of information made available to the Group, together with the manner in which strategic and operational decisions are developed within the Outbrain’s governance structure, the Group does not have the practical ability to influence the financial and operating policy decisions of Outbrain, even though the Group holds an equity interest that would normally give rise to a presumption of significant influence under the provisions of *IAS 28*.

Accordingly, the stake in Outbrain was recorded as a financial asset in the consolidated financial statements as of and for the year ended December 31, 2025 and the Board of Managers has elected to designate this stake as an equity instrument at fair value through OCI (“FVTOCI”).

The Outbrain shares were recorded at the closing date of the transaction for an amount of €245.7 million. As of December 31, 2025, the shares were recorded in the line non-current financial asset (please refer to note 10.1.4) for an amount of €26.2 million. The decrease in fair value was recorded in shareholder's equity for an amount of €219.4 million during the year ended December 31, 2025.

On June 9, 2025, Outbrain changed its corporate name to Teads Holding Co..

4.2.1.2. Disposal of copper network in Portugal

In March 2025, MEO received a consideration of €58.3 million (plus VAT) following an agreement for the disposal of copper cables to be extracted from the portion of its copper network no longer in use. The amount received corresponds to 90% of the value of the copper cables. The remaining 10% shall be received between 2026 and 2031 based on the delivery schedule of the copper cables. The consideration received was recognized in non-current and current liabilities for an amount of €56.4 million and the capital gain will be recorded upon delivery of the copper cables.

4.2.1.3. Disposal of IBC Israel Broadband (IBC)

On June 12, 2025, HOT signed a purchase and sale agreement with a consortium of Israeli financial institutions for the disposal of its 23.3% stake in IBC.

The transaction closed on October 31, 2025 and the consideration received amounted to €133.5 million (520 million of shekels). During the year ended December 31, 2025, the Company recorded a capital gain of €133.7 million, recognized in the consolidated income statement caption "Other expense and income" (please refer to note 4.3.2).

4.2.1.4. Disposal of Intelcia

On November 24, 2025, the Group signed an agreement with Intelcia Holding (a company wholly owned by the current Intelcia's management), with a view to selling its 65% stake in Intelcia.

Intelcia is engaged in the provision of outsourced customer experience management, consulting and digital transformation services. The Group will continue to be a key customer of Intelcia in all regions.

The transaction, which will be subject to regulatory approvals, is expected to be completed in the first semester of 2026.

During the fourth quarter of 2025, the assets and related liabilities were classified as held for sale based on IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* (please refer to note 3.4 to the consolidated financial statements as of and for the year ended December 31, 2025). As a consequence of the classification as held of sale, an impairment was recognised for an amount of €20.4 million in the consolidated income statement caption "Other expense and income" (please refer to note 4.3.2 to the consolidated financial statements as of and for the year ended December 31, 2025).

4.2.1.5. Disposal of Portugal Telecom Data Center

On November 25, 2025, the Company's subsidiary MEO signed an agreement with Asterion Industrial Partners, with a view to selling 100% of the share capital and voting rights of the company Portugal Telecom Data Center S.A. ("PT Data Center"), a subsidiary of MEO, operating a data center facility in Covilhã, with an installed capacity of 6.8 MW.

MEO will enter into a long-term master service agreement with PT Data Center, as the company's anchor tenant. The envisaged transaction values PT Data Center at an enterprise value of €120 million.

The transaction, which will be subject to regulatory approvals, is expected to be completed in the first semester of 2026.

During the fourth quarter of 2025, the assets and related liabilities were classified as held for sale based on IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations* (please refer to note 3.4 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information).

The Group expects an estimated capital gain of approximately €110 million that will be recorded in 2026.

4.2.1.6. Merger of the parent company of Altice Caribbean into a direct subsidiary of Altice Group Lux

On November 28, 2025, the parent company of Altice Caribbean (the entity holding substantially all of the operations in the Dominican Republic, which constitute an operating segment under IFRS 8 *Operating Segments*) was merged into a direct subsidiary of Altice Group Lux. Since that date, Altice Caribbean and its subsidiaries are no longer part of the Group. As a consequence, based on the provisions of IFRS 5 *Non-Current Assets Held for Sale and Discontinued Operations*, the Dominican Republic segment was treated as a discontinued operation and all the statement of income line items were revised to remove the impact of the Dominican Republic and its contribution to the net result was presented in the line "Discontinued operations" in the consolidated statement of income (please refer to notes 3.5 and 32 to the consolidated financial statements as of and for the year ended December 31, 2025).

The merger of the parent company of Altice Caribbean into a direct subsidiary of Altice Group Lux was treated as a common control transaction, as Altice Caribbean is under the control of Next Alt, the ultimate company controlled by Patrick Drahi before and after the transaction. Therefore, the merger (without issuance of shares) was recorded at book value through shareholders' equity, resulting in a decrease by €827.9 million of the equity during the fourth quarter of 2025.

4.2.2. Other significant events

4.2.2.1. Altice International – Corporate measures

On November 28, 2025, the Company announced a series of proactive measures which strengthen its liquidity position and enhance long-term financial stability and flexibility:

- the Company has launched a strategic review of its asset portfolio. This review will assess potential disposal options over the coming years, with the objective of enhancing financial flexibility and supporting its broader capital structure initiatives;
- in connection with the financing (as described below) and other measures, the Company has designated Altice Portugal S.A. (the entity holding substantially all of its operations in Portugal) ("Altice Portugal") and Altice Caribbean (the entity holding substantially all of its operations in the Dominican Republic) (and their respective subsidiaries) as "unrestricted subsidiaries" under each of the instruments governing the indebtedness of the Company. Following this measure, the Company provides, in note 33 to the consolidated financial statements as of and for the year ended December 31, 2025, financial information related to the Company and its restricted subsidiaries, as defined under the financial documentation relating to the senior secured notes and term loans issued by Altice Financing S.A. ("Altice Financing") and Altice Finco S.A. ("Altice Finco") ("Financial Documentation");
- a subsidiary of Altice Portugal completed a private financing transaction, raising €750 million (€772.5 million before transaction costs) to be used for general corporate purposes, including general working capital and funding of upcoming payments on its existing indebtedness (please refer to note 17.2.1.2 to the consolidated financial statements as of and for the year ended December 31, 2025);
- the Company has also reserved €2.0 billion of incremental new debt capacity at Altice Portugal. This additional capacity is intended to further enhance liquidity and support the strategic review and any subsequent disposal processes, ensuring they can be executed in a manner that maximizes value; and
- Altice Caribbean is now held by a direct subsidiary of Altice Group Lux and hence is no longer consolidated within the Group (please refer to note 3.1.6 to the consolidated financial statements as of and for the year ended December 31, 2025).

4.2.2.2. FastFiber earnout

On December 12, 2019, Altice Portugal entered into an agreement with Morgan Stanley Infrastructure Partners regarding the sale of a 49.99% interest in the Portuguese fibre business to be carved-out into a dedicated wholesale vehicle, FastFiber (formerly known as Altice Portugal FTTH), comprising of the fibre passive infrastructure assets and rights, related contracts and underlying agreements, thereby creating a nationwide fibre wholesaler in Portugal. On April 17, 2020, the transaction was closed and the Group received €1,576.0 million of proceeds from this transaction. The agreement includes some earn-out provisional payment.

In January 2026, given the clear view of the outlook for the 2026 year's services to be provided by FastFiber to MEO, Altice Portugal and FastFiber's minority shareholder recognized there was no longer any reason to keep the 2026 earn-out provisional payment open and accordingly agreed to the conditions for the termination of the earn-out arrangements. These conditions contemplate a payment by the minority shareholder of FastFiber (as the buyer) to Altice Portugal (as the seller) of an earn-out amount of €152.0 million, payable no later than 31 December 2026. For the year ended December 31, 2025, a portion of the earnout of €57 million was recognized in shareholders' equity.

4.2.2.3. Drawing and repayment of the Altice Financing Revolving Credit Facility

During the year ended December 31, 2025, the Group repaid €221.0 million of the Altice Financing Revolving Credit Facility ("RCF") (cumulative drawdown of €537.7 million and repayment of €758.7 million). The RCF is subject to a maintenance covenant requiring that leverage does not exceed 5.25x. This covenant is tested only if drawings exceed 40% of the relevant RCF commitments. As a result, the effective amount available for drawing under the RCF may be lower than total commitments. As of December 31, 2025, the maximum amount that could be drawn under the maintenance covenant is €217.0 million (please refer to note 17.7 to the consolidated financial statements as of and for the year ended December 31, 2025).

4.2.2.4. Altice Portugal private financing transaction

On November 28, 2025, a subsidiary of Altice Portugal completed a private financing transaction for an amount of €772.5 million due in 2029, priced with an annual interest rate of 12% for the first 18 months period. The proceeds were used to increase cash on the balance sheet of the Company.

4.2.2.5. Repayment of Altice Financing senior secured loan

In January 2025, the Altice Financing senior secured notes (€600.0 million) were repaid using the cash held on the escrow account.

4.2.2.6. War in Israel

On October 7, 2023, the State of Israel suffered a surprise terror attack, which led to the declaration of the "Iron Swords" War. Since October 2023, the State of Israel has been in a state of war on various fronts. On February 28, 2026, a joint operation by the State of Israel and the United States, named "Roar of Lion", was launched against Iranian government targets. The war is ongoing as of the issuance date of these consolidated financial statements. The evolution of the situation is uncertain and closely followed. Based on its current assessment, the Group expects a limited negative effect on the results of its operations in Israel in future periods due to the war.

The Group has taken this situation into account in its estimates, notably those related to the non-current and current assets valuation (including goodwill) and did not record any impairment during the year ended December 31, 2025 (please refer to note 5.2 to the consolidated financial statements as of and for the year ended December 31, 2025).

4.3. Significant events affecting historical results for the year ended December 31, 2024

A summary of the significant events that had a material impact on the consolidated financial statements as of and for the year ended December 31, 2024 is given below:

4.3.1. Acquisitions and disposals

4.3.1.1. Disposal of the Geodesia business

On November 26, 2024, the Group signed an agreement for the disposal of the Geodesia construction activities in Germany to a related party of the Group. The transaction closed on December 18, 2024. For the year ended December 31, 2024, the Group recorded a capital loss for an amount of €2.4 million in the consolidated statement of income. The assets and liabilities disposed were mainly related to working capital items (please refer to note 12.1 to the consolidated financial statements as of and for the year ended December 31, 2025).

4.3.2. Other significant events

4.3.2.1. Drawing and repayment of the Altice Financing Revolving Credit Facility

During the year ended December 31, 2024, the Group drew €38.0 million of the Altice Financing Revolving Credit Facility (cumulative drawdown of €631.0 million and repayment of €593.0 million).

4.3.2.2. Private placement transaction

On February 27, 2024, the Company announced that Altice Financing entered into a purchase agreement with certain investors pursuant to which it issued \$375 million aggregate principal amount of senior secured notes due 2027 in a private placement transaction. The new Senior Secured Notes, maturing in July 2027, priced with a yield of 9.63%. The transaction closed on March 15, 2024.

5. REVENUE

5.1. Group

For the year ended December 31, 2025, the Group generated total revenue of €3,844.7 million, a 1.6% decrease compared to €3,906.1 million for the year ended December 31, 2024.

The tables below elaborate on the Group's revenue by lines of activity in the various reportable segments in which the Group operates for years ended December 31, 2025 and December 31, 2024, respectively:

For the year ended December 31, 2025 (€m)	Portugal	Israel	Others	Total
Fixed	871.0	496.3	-	1,367.3
Mobile	480.8	201.4	-	682.2
Residential service	1,351.8	697.7	-	2,049.5
Residential equipment	156.1	76.4	-	232.5
Total Residential	1,507.9	774.1	-	2,282.0
Business services	1,302.9	282.5	-	1,585.4
Total standalone revenues	2,810.8	1,056.6	-	3,867.4
Intersegment elimination	(22.7)	-	-	(22.7)
Total consolidated	2,788.1	1,056.6	-	3,844.7

For the year ended December 31, 2024 (Revised*) (€m)	Portugal	Israel	Others	Total
Fixed	777.7	471.3	-	1,249.0
Mobile	505.5	216.3	-	721.8
Residential service	1,283.2	687.6	-	1,970.8
Residential equipment	153.0	82.0	-	235.0
Total Residential	1,436.2	769.6	-	2,205.8
Business services	1,475.0	248.3	-	1,723.3
Total standalone revenues	2,911.2	1,017.9	-	3,929.1
Intersegment elimination	(23.0)	-	-	(23.0)
Total consolidated	2,888.2	1,017.9	-	3,906.1

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

Group revenue decreased for the year ended December 31, 2025 compared to the year ended December 31, 2024. There was a slight increase in revenue in Israel which was offset by a slight decrease in Portugal.

There was a positive impact of the foreign currency rate for the Israeli Shekel. On a year-to-date basis, the Israeli Shekel average exchange rate increased by 2.7% compared to the Euro.

5.2. Operating segments

Portugal: For the year ended December 31, 2025, Portugal generated revenue of €2,810.8 million, a 3.5% decrease compared to €2,911.2 million for the year ended December 31, 2024.

Revenue from Portugal's fixed residential service increased by 12.0% from €777.7 million for the year ended December 31, 2024, to €871.0 million for the year ended December 31, 2025. The increase in fixed services revenues is mainly explained by the contribution of convergent packages and the diversification of the portfolio of products and services, in particular the positive contribution of MEO Energia, the renewable energy product.

Portugal's mobile residential service business reported a decrease of 4.9% from €505.5 million for the year ended December 31, 2024, to €480.8 million for the year ended December 31, 2025. The decrease in mobile revenues reflected increased commercial promotional activity in offers.

Portugal reported a residential equipment revenue increase of 2.0% from €153.0 million for the year ended December 31, 2024, to €156.1 million for the year ended December 31, 2025.

Revenue from Portugal's business services decreased by 11.7% from €1,475.0 million for the year ended December 31, 2024, to €1,302.9 million for the year ended December 31, 2025. This decrease is explained mainly by lower

equipment sales from Altice Labs and the impact of the disposal of the Geodesia business (construction activities in Germany). These effects were partially offset by higher non-telecom revenues, mainly ICT and BPO (Business Process Outsourcing) services, and also the positive performance of the equipment sales.

Israel: For the year ended December 31, 2025, Israel generated revenue of €1,056.6 million, an increase of 3.8% compared to €1,017.9 million for the year ended December 31, 2024. On a local currency basis, revenue decreased by 3.5%.

Fixed residential service revenue increased by 5.3% on a local currency basis as HOT recently entered into the energy supply market, enabling consumers to switch their electricity supply from the Israel Electric Corporation (IEC) to HOT Energy. Pricing competition remained elevated within the core fixed segment during 2025.

Mobile residential service revenue decreased by 6.9% on a local currency basis, driven by phasing out of interconnection revenues and a decrease in roaming activity due to the reduction of incoming and outgoing tourism. Business service revenue increased by 13.8% on a local currency basis, mainly explained by the increase in revenue related to the deployment of homes passed delivered to IBC.

6. ADJUSTED EBITDA

6.1. Group

For the year ended December 31, 2025 (€m)	Portugal	Israel	Others	Inter- segment elimination	Total
Revenues	2,810.8	1,056.6	-	(22.7)	3,844.7
Purchasing and subcontracting costs	(849.3)	(391.5)	-	17.8	(1,223.0)
Other operating expenses	(408.5)	(233.0)	(2.8)	0.9	(643.4)
Staff costs and employee benefit expenses	(503.6)	(83.5)	-	0.4	(586.7)
Total	1,049.4	348.6	(2.8)	(3.6)	1,391.6
Rental expense operating lease ¹	(102.0)	(38.3)	-	-	(140.3)
Adjusted EBITDA	947.4	310.3	(2.8)	(3.6)	1,251.3
Depreciation, amortisation and impairment	(581.7)	(334.4)	-	-	(916.1)
Other expenses and income	(75.7)	120.3	(26.9)	0.1	17.8
Rental expense operating lease ¹	102.0	38.3	-	-	140.3
Operating profit/(loss)	392.0	134.5	(29.7)	(3.5)	493.3

For the year ended December 31, 2024 (Revised*) (€m)	Portugal	Israel	Others	Inter- segment elimination	Total
Revenues	2,911.2	1,017.9	-	(23.0)	3,906.1
Purchasing and subcontracting costs	(885.3)	(356.9)	-	16.5	(1,225.7)
Other operating expenses	(431.5)	(205.2)	(3.8)	2.7	(637.8)
Staff costs and employee benefit expenses	(505.9)	(89.3)	-	0.3	(594.9)
Total	1,088.5	366.5	(3.8)	(3.5)	1,447.7
Rental expense operating lease ¹	(96.9)	(37.5)	-	-	(134.4)
Adjusted EBITDA	991.6	329.0	(3.8)	(3.5)	1,313.3
Depreciation, amortisation and impairment	(650.2)	(332.8)	-	-	(983.0)
Other expenses and income	(43.2)	(7.5)	(1.3)	0.8	(51.2)
Rental expense operating lease ¹	96.9	37.5	-	-	134.4
Operating profit/(loss)	395.1	26.2	(4.1)	(2.7)	413.5

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

¹ This line corresponds to the operating lease expenses which impacts are included in Adjusted EBITDA following the definition stated in note 4.2.2.1 to the consolidated financial statements as of and for the year ended December 31, 2025.

For the year ended December 31, 2025, the Group's Adjusted EBITDA amounted to €1,251.3 million, a decrease of 4.7% compared to €1,313.3 million for the year ended December 31, 2024. This decrease is mainly attributed to a decrease in Group revenue explained above and less favourable fixed revenue mix in Portugal and in Israel.

6.2. Operating segments

Portugal: For the year ended December 31, 2025, the Adjusted EBITDA in Portugal was €947.4 million, a decrease of 4.5% from €991.6 million for the year ended December 31, 2024, mainly reflecting the decrease in Altice Labs' activity.

The decrease in purchasing and subcontracting costs reflects a decrease in raw materials consumption mainly at Altice Labs and following the disposal of the Geodesia business, partially offset by an increase of the direct costs coming from MEO Energia due to the increase in activity.

Israel: For the year ended December 31, 2025, the Adjusted EBITDA in Israel was €310.3 million, a decrease of 5.7% compared to €329.0 million for the year ended December 31, 2024. Adjusted EBITDA on a local currency basis decreased by 8.3% compared to the year ended December 31, 2024, mainly impacted by less favourable fixed revenue mix (with lower fixed gross margin given growing revenue streams such as HOT Energy are lower margin in nature). In addition, operating expenses increased primarily as a result of higher fixed network operating costs.

7. OPERATING PROFIT OF THE GROUP

7.1. Depreciation, amortization and impairment

For the year ended December 31, 2025, depreciation, amortization and impairment totalled €916.1 million, a decrease of 6.8% compared to €983.0 million for the year ended December 31, 2024.

7.2. Other expenses and income

For the year ended December 31, 2025, the Group's other expense and income totalled a gain of €17.8 million compared to €51.2 million of other expenses for the year ended December 31, 2024. A detailed breakdown of other expenses and income is provided below:

Other (expenses) and income	For the year ended December 31, 2025	For the year ended December 31, 2024 (Revised*)
(€m)		
Restructuring costs (including termination employee benefit (expenses)/income)	(105.5)	(23.1)
Onerous contracts	11.3	10.6
Disputes and litigation	70.5	1.4
Net gain on sale of interest in assets and associates	132.3	14.3
Deal fees	(21.7)	(2.8)
Management fees	(0.5)	(0.7)
Setup costs for strategic platforms SAAS	(18.0)	(23.6)
Other, net	(50.6)	(27.3)
Other (expenses) and income	17.8	(51.2)

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

7.2.1. Restructuring costs (including termination employee benefit (expenses)/income)

For the year ended December 31, 2025, this includes mainly restructuring costs in Portugal for an amount of €98.8 million related to a new voluntary employee reduction program and termination agreements signed with employees prior to the announcement of such program. With respect to the new voluntary employee reduction program, as of December 31, 2025, the identification of the employees that would be included in the program was concluded and offers were presented to approximately 700 employees. Thus, a liability was recognized under the provisions of IAS 19, for an amount of €78.2 million. With respect to termination agreements signed with employees prior to the announcement of such program (approximately 150), the Group recognized an expense for an amount of €20.6 million during the year ended December 31, 2025. In addition, this includes actuarial losses for an amount of €5.3 million recorded in Portugal from the remeasurement of the termination benefit liabilities.

For the year ended December 31, 2024, this includes mainly restructuring costs in Portugal for an amount of €9.0 million (termination payments to certain employees) and Israel for an amount of €4.1 million related to an employee reduction program implemented during the second quarter of 2024. In addition, this includes actuarial losses recorded in Portugal from the remeasurement of the termination benefits liabilities for an amount of €9.8 million.

7.2.2. Litigation

For the year ended December 31, 2025, the line mainly includes the reversal of the provision for the Portuguese Competition Authority investigation in Portugal (please refer to note 30.1.6 to the consolidated financial statements as of and for the year ended December 31, 2025).

7.2.3. Net gain on sale of interest in assets and associates

For the year ended December 31, 2025, this includes mainly the disposal of IBC in Israel for an amount of €133.7 million (please refer to note 3.1.3 to the consolidated financial statements as of and for the year ended December 31, 2025).

7.2.4. Deal fees

For the year ended December 31, 2025, this line mainly includes the M&A fees related to the disposal of Teads (please refer to note 3.1.1 to the consolidated financial statements as of and for the year ended December 31, 2025) and the fees related to the corporate measures taken by the Company on November 28, 2025 (please refer to note 3.3.1 to the consolidated financial statements as of and for the year ended December 31, 2025).

7.2.5. Setup costs for strategic platforms SAAS

For the years ended December 31, 2025 and December 31, 2024, this mainly includes professional services related to the setup costs for strategic platforms SAAS (Software as a Service) in Portugal. The project started in 2022 and is expected to be implemented until 2026.

7.2.6. Other, net

For the year ended December 31, 2025, this includes mainly the impairment recorded on Intelcia in Portugal for an amount of €20.4 million following the classification as held for sale as of December 31, 2025 (please refer to note 3.1.4 to the consolidated financial statements as of and for the year ended December 31, 2025).

8. RESULT FOR THE GROUP – ITEMS BELOW OPERATING EXPENSES

8.1. Finance income/(costs), net

Net finance costs amounted to €441.4 million for the year ended December 31, 2025 compared to net finance costs of €644.3 million for the year ended December 31, 2024. A detailed breakdown of net finance income / (costs) is provided below:

Finance income/(costs), net	Year ended December 31, 2025	Year ended December 31, 2024 (Revised*)
(€m)		
Interest relative to gross financial debt	(631.5)	(699.9)
Realized and unrealized (losses)/gains on derivative instruments linked to financial debt	(225.7)	170.7
Interest on lease liabilities	(68.5)	(63.5)
Net foreign exchange losses		(228.2)
Impairment of financial assets	(328.3)	(121.7)
Other	(136.7)	(119.9)
Other financial expenses	(533.5)	(533.3)
Interest income	426.4	410.3
Other financial income	8.2	7.9
Net foreign exchange gains	514.7	-
Finance income	949.3	418.2
Net result on extinguishment and remeasurement of financial liabilities	-	-
Finance income/(costs), net	(441.4)	(644.3)

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

8.1.1. Realized and unrealized (losses) gains on derivative instruments

Realized and unrealized losses on derivative instruments of €225.7 million for the year ended December 31, 2025 compared to gains of €170.7 million for the same period in 2024, due to the variation in the mark to market of the swaps of Altice Financing.

8.1.2. Net foreign exchange gains/losses

Net foreign exchange gains of €514.7 million for the year ended December 31, 2025 compared to losses of €228.2 million for the same period in 2024, mainly due to the foreign exchange effect on the long-term debt of Altice Financing.

8.1.3. Impairment of financial assets

Impairment of financial assets for an amount of €328.3 million related to the Expected Credit Loss allowance ("ECL") recorded in the year ended December 31, 2025 on loans and receivables (please refer to note 10.1.2 to the consolidated financial statements as of and for the year ended December 31, 2025) following the downgrade in the credit rating of the counterparties.

8.2. Share of earnings/(losses) of associates

For the year ended December 31, 2025, the Group's share of earnings of associates totalled €0.6 million compared to a loss of €11.1 million for the year ended December 31, 2024, mainly due to the disposal of IBC closed in October 2025 and the disposal of Wananchi Group Holdings limited closed in October 2025.

8.3. Income tax benefit/(expense)

The Group recorded an income tax expense of €104.4 million for the year ended December 31, 2025, compared to €87.2 million for the year ended December 31, 2024.

8.4. Profit/(Loss) for the period

For the year ended December 31, 2025, the profit after tax totalled €535.3 million compared to €209.5 million loss after tax for the year ended December 31, 2024. The increase in the profit after tax is mainly explained by the recognition of the capital gain following the disposals of Teads (please refer to section 4.2.1.1) and IBC (please refer to section 4.2.1.3).

9. CAPITAL EXPENDITURES

9.1. General

The Group has made substantial investments and will continue to make capital expenditures in the geographies in which it operates to expand its footprint and enhance its product and service offerings. The Group expects to finance principal investments described below, to the extent they have not been completed, with cash flow from its operations.

The table below elaborates on the Group's capital expenditures for the year ended December 31, 2025 and December 31, 2024, respectively, for each of the Group's operating segments:

For the year ended December 31, 2025 (€m)	Portugal	Israel ¹	Others	Eliminations	Total
Capital expenditure – accrued	402.7	359.5	-	(1.7)	760.5
Capital expenditure - working capital items ²	15.5	(59.8)	-	10.4	(33.9)
Payments to acquire tangible and intangible assets and contract costs	418.2	299.7	-	8.7	726.6

1. The capital expenditure - accrued for Israel includes an amount of €87.1 million related to the indefeasible right of use ("IRU") signed with IBC.

2. The working capital items includes the payment related to the 5G spectrum license in Portugal for an amount of €8.9 million.

For the year ended December 31, 2024 (Revised*) (€m)	Portugal	Israel ¹	Others	Eliminations	Total
Capital expenditure – accrued	424.4	414.4	-	(3.7)	835.1
Capital expenditure - working capital items ²	30.7	(109.4)	-	5.9	(72.8)
Payments to acquire tangible and intangible assets and contract costs	455.1	305.0	-	2.2	762.3

(*) Please refer to note 32 to the consolidated financial statements as of and for the year ended December 31, 2025 for details about the revised information.

1. The capital expenditure - accrued for Israel includes an amount of €138.5 million related to the indefeasible right of use ("IRU") signed with IBC.

2. The working capital items includes the payment related to the 5G spectrum license in Portugal for an amount of €8.9 million.

9.2. Operating segments

Portugal: For the year ended December 31, 2025, total capital expenditures were €402.7 million, a 5.1% decrease compared to €424.4 million for the year ended December 31, 2024.

Israel: For the year ended December 31, 2025, total capital expenditures were €359.5 million, compared to €414.4 million for the year ended December 31, 2024. On a local currency basis, capital expenditures decreased by 15.6%, which was mainly driven by a decrease in the investment in the indefeasible right of use ("IRU") capacity. Accrued capital expenditure for the year ended December 31, 2025 includes an amount of €87.1 million related to the IRU signed with IBC, with the cash impact spread over a multi-year period compared to €138.5 million for the year ended December 31, 2024.

10. LIQUIDITY, CAPITAL RESOURCES AND CASH FLOW

10.1. Liquidity and capital resources

The Group's principal sources of liquidity are (i) operating cash flow generated by the Group's subsidiaries and (ii) various revolving credit facilities and guarantee facilities that are available to the Group, for any requirements not covered by the operating cash flow generated.

As of December 31, 2025, the Company's restricted group had an aggregate of €543.2 million (equivalent) available borrowings under the Guarantee Facility Agreements, the 2014 Altice Financing Revolving Credit Facility Agreement and the 2015 Altice Financing Revolving Credit Facility Agreement ("RCF"), drawn for an amount of €215.0 million as of December 31, 2025. The RCF is subject to a maintenance covenant requiring that leverage does not exceed 5.25x. This covenant is tested only if drawings exceed 40% of the relevant RCF commitments. As a result, the effective amount available for drawing under the RCF may be lower than total commitments. As of December 31, 2025, the maximum amount that could be drawn under the maintenance covenant is €217.0 million.

The Group expects to use these sources of liquidity to fund operating expenses, working capital requirements, capital expenditures, debt service requirements and other liquidity requirements that may arise from time to time. The Group's ability to generate cash from the Group's operations will depend on the Group's future operating performance, which is in turn dependent, to some extent, on general economic, financial, competitive, market, regulatory and other factors, many of which are beyond the Group's control. As the Group's debt obligations evolve over time, the Group will continue to assess opportunities to manage its maturity profile in a manner consistent with its long-term strategic objectives.

See below an overview of the Group's borrowings and loans from lenders:

(€m)	Amount in million (local currency)	Actual	Coupon / Margin	Maturity
Private Financing Transaction	EUR 773	773	12.000%	2029
Senior Secured Notes	USD 375	320	9.625%	2027
Senior Secured Notes	EUR 1,100	1,100	3.000%	2028
Senior Secured Notes	USD 1,200	1,022	5.000%	2028
Senior Secured Notes	EUR 805	805	4.250%	2029
Senior Secured Notes	USD 2,050	1,747	5.750%	2029
Term Loan	USD 129	110	L+2.75%	2026
Term Loan	EUR 48	48	E+2.75%	2026
Term Loan	EUR 438	438	E+5.00%	2027
Term Loan	USD 1,556	1,326	S+5.00%	2027
Term Loan	EUR 784	784	E+5.00%	2027
Drawn RCF	-	215	E+3.00%	2027
Finance lease liabilities and other debt	-	1	-	-
Swap Adjustment	-	56	-	-
Secured Debt		8,744		
Senior Notes	EUR 675	675	4.750%	2028
Gross Debt		9,419		
Cash and cash equivalents		(738)		
Restricted cash		(54)		
Net Debt		8,627		

The following tables present the maturity profile of the Group's as of December 31, 2025.

Maturity of financial liabilities (€m)	Less than 1 year	Between 1 and 5 years	More than 5 years	December 31, 2025
Loans, debentures and related hedging instruments	192.3	9,135.1	-	9,327.4
Lease liabilities	88.1	194.6	573.6	856.3
Accrued interest	186.7	-	-	186.7
Bank overdraft	-	-	-	-
Other financial liabilities	609.3	3.6	927.9	1,540.8
Interest payments until maturity date ¹	581.9	1,070.4	-	1,652.3
Nominal value of borrowings	1,658.3	10,403.7	1,501.5	13,563.5

1 In accordance with IFRS 7:39, the maturity of financial liabilities includes the future contractual undiscounted interest payments related to the loans and debentures as at December 31, 2025 and December 31, 2024 respectively. These future contractual undiscounted interest payments have been prepared on the following basis:

- o For loans and debentures at variable interest rates, the interest rates which have been used were those applicable at December 31, 2025 and December 31, 2024 respectively;
- o For loans and debentures in foreign currency, the exchange rates which have been used were those applicable at December 31, 2025 and December 31, 2024 respectively;
- o In case the interest payments have been hedged, the cash flows after hedge impact have been reported.

10.2. Cash flow

The following table presents primary components of the Group's cash flows (net) for the years ended December 31, 2025, and December 31, 2024 respectively. Please refer to the consolidated statement of cash flows in the consolidated financial statements as of and for the year ended December 31, 2025, for additional details.

Consolidated Statement of Cash Flows	Year ended December 31, 2025	Year ended December 31, 2024
(€m)		
Profit/(loss) for the period	535.3	(209.5)
<i>Net cash provided by operating activities</i>	<i>1,366.4</i>	<i>1,853.5</i>
<i>Net cash provided by/(used in) investing activities</i>	<i>583.6</i>	<i>(1,348.0)</i>
<i>Net cash from/(used in) financing activities</i>	<i>(1,381.0)</i>	<i>(629.8)</i>
Classification of cash as held for sale at end of the period	(3.9)	(52.7)
Classification of cash as held for sale at beginning of the period	52.7	-
Effects of exchange rate changes on the balance of cash held in foreign currencies	(0.2)	1.0
Net change in cash and cash equivalents	617.6	(176.0)
Cash and cash equivalents at beginning of the period	120.2	296.2
Cash and cash equivalents at end of the period	737.8	120.2

The Group recorded a net increase of €617.6 million in cash and cash equivalents for the year ended December 31, 2025, compared to a net decrease of €176.0 million for the year ended December 31, 2024.

10.2.1. Net cash provided by operating activities

Net cash provided by operating activities was €1,366.4 million for the year ended December 31, 2025, compared to €1,853.5 million for the year ended December 31, 2024. This trend was mainly the result of a negative changes in working capital for the year period ended December 31, 2025, compared to a positive change in working capital for the year ended December 31, 2024 and the disposal of Teads to Outbrain (please refer to section 4.2.1.1) as operating cash flow contribution of Teads higher for the year ended December 31, 2024 compared to the year ended December 31, 2025.

10.2.2. Net cash provided by/(used in) investing activities

Net cash provided by investing activities was €583.6 million for the year ended December 31, 2025, compared to net cash used in investing activities of €1,348.0 million for year ended December 31, 2024.

For the year ended December 31, 2025, the cash provided by investing activities consisted mainly of €726.6 million of payments to acquire tangible and intangible assets and contract costs, €602.4 million of proceeds from the disposal of Teads (please see section 4.2.1.1), €133.5 million of proceeds from the disposal of IBC (please see section 4.2.1.3) and transfers from restricted cash of €598.2 million used for the repayment of the Altice Financing senior secured notes (€600.0 million) (please see section 4.2.2.2).

For the year ended December 31, 2024, the cash used for investing activities consisted mainly of €762.3 million of payments to acquire tangible, intangible assets, and contract costs and advances paid to Group companies for an amount of €412.8 million.

10.2.3. Net cash from/(used in) financing activities

Net cash used in financing activities was €1,381.0 million for the year ended December 31, 2025, compared to net cash used in financing activities of €629.8 million for the year ended December 31, 2024.

For the year ended December 31, 2025, the cash used in financing activities consisted mainly of the issuance and redemptions of debt and resulted in net cash payment of €247.6 million mainly explained by the repayment of the Altice Financing Revolving Credit Facility of €221.0 million (please see section 4.2.2.3), repayment of €600.0 million related to the Altice Financing senior secured notes (please see section 4.2.2.5) and repayment of term loans of €186.9 million, which were offset by the completion by a subsidiary of Altice Portugal of a private financing transaction for an amount of €772.5 million. In addition, the cash used in financing activities included the interest paid on long term gross debt of €543.4 million, lease payment of €143.7 million and €85.8 million dividends paid to non-controlling interests for the year ended December 31, 2025.

For the year ended December 31, 2024, the cash used in financing activities consisted mainly of the issuance and redemptions of debt and resulted in net cash proceeds of €350.4 million mainly as a result of the drawing of the Altice Financing Revolving Credit Facility (please see section 4.2.2.3). In addition, the cash used in financing activities included the interest paid on long term gross debt of €562.3 million, lease payment of €137.2 million and €100.6 million dividends paid to non-controlling interests for the year ended December 31, 2024.

11. KEY OPERATING INDICATORS

The Group uses several key operating measures, such as number of fibre homes passed, fibre unique B2C customers, total fixed B2C unique customers, mobile postpaid B2C subscribers, mobile prepaid B2C subscribers, and total mobile B2C subscribers, to track the financial and operating performance of its business. None of these terms are measures of financial performance under IFRS, nor have these measures been audited or reviewed by an auditor, consultant or expert. These measures are derived from the Group's internal operating and financial systems. As defined by the Company's management, these terms may not be directly comparable to similar terms used by competitors or other companies.

<i>000's unless stated otherwise</i>	Portugal	Israel	Altice International
Fibre homes passed	6,678	2,304	8,982
Fibre unique B2C customers	1,513	932	2,445
Total fixed B2C unique customers	1,677	932	2,609
Mobile postpaid B2C subscribers	3,223	1,280	4,503
Mobile prepaid B2C subscribers	1,739	220	1,959
Total mobile B2C subscribers	4,962	1,500	6,462

Notes to the Key Performance Indicators table

- Portugal fibre homes passed figures include homes where MEO has access through wholesale fibre operators (0.8 million for the fourth quarter of 2025).
- Fibre unique customers represent the number of individual end users who have subscribed for one or more of our fibre / cable-based services (including pay television, broadband or telephony), without regard to how many services to which the end user subscribed. It is calculated on a unique premise basis. For Israel, it refers to the total number of unique customer relationships, including both B2C and B2B.
- Mobile subscribers are equal to the net number of lines or SIM cards that have been activated on the Group's mobile networks and exclude M2M.

12. OTHER DISCLOSURES

12.1. Critical accounting policies, judgments and estimates

For details regarding the Group's critical accounting policies, judgments and estimates, please refer to note 2 to the consolidated financial statements as of and for the year ended December 31, 2025.

12.2. Contractual obligations and commercial commitments

For details regarding the Group's contractual obligations and commercial commitments, please refer to note 29 to the consolidated financial statements as of and for the year ended December 31, 2025.

12.3. Financial information related to the restricted group

For details regarding the financial information related to the restricted group, please refer to note 33 to the consolidated financial statements as of and for the year ended December 31, 2025.

12.4. Post-balance sheet date events

For details regarding the events after the reporting period, please refer to note 34 to the consolidated financial statements as of and for the year ended December 31, 2025.

13. GLOSSARY

Revenue

Revenue consists of income generated from the delivery of fixed-based services to B2C customers, mobile services to B2C customers, equipment sales to residential customers, fixed, mobile and wholesale service and other revenues to B2B customers and media service revenues. Revenue is recognized at the fair value of the consideration received or receivable net of value added tax, returns, rebates and discounts and after eliminating intercompany sales within the Group.

Residential-Fixed services: Revenue from residential fixed-based services consists of revenue from B2C customers for pay TV services, including related services such as VoD, broadband internet, fixed-line telephony and ISP services. This primarily includes (i) recurring subscription revenue for pay TV services, broadband internet and fixed-line telephony (which are recognized in revenue on a straight-line basis over the subscription period), (ii) variable usage fees from VoD and fixed-line telephony calls (which are recognized in revenue when the service is rendered), (iii) installation fees (which are recognized in revenue when the service is rendered if consideration received is lower than the direct costs to acquire the contractual relationship) and (iv) interconnection revenue received for calls that terminate on the Group's cable network.

Residential-Mobile services: Revenue from residential mobile services from B2C customers primarily consists of (i) recurring subscription revenue for postpaid mobile services (which are recognized in revenue on a straight-line basis over the subscription period), (ii) revenue from purchases of prepaid mobile services (which are recognized in revenue when the service is rendered), (iii) variable usage fees for mobile telephony calls (which are recognized in revenue when the service is rendered) and (iv) interconnection revenue received for calls that terminate on the Group's mobile network.

Residential equipment: Revenue from the sale of handsets and fixed equipment (which are recognized on the date of transfer of ownership).

Business services: Revenue from business services primarily consists of (i) revenue from the same services as the above fixed and mobile services and residential equipment, but for the business sector, (ii) revenue from wholesale services derived from renting the Group's network infrastructure, including IRUs and bandwidth capacity on the Group's network, to other telecommunications operators, including MVNOs as well as related maintenance services and (iii) revenue from other services consisting of: (a) data center activities, (b) content production and distribution, (c) advertising, (d) customer services, (e) technical services, (f) construction and (g) other activities that are not related to the Group's core fixed or mobile businesses.

Intersegment eliminations: Intersegment costs, which primarily relate to services rendered by certain centralized Group functions (such as content production and customer service) to the reportable segments of the Group, are eliminated in consolidation.

Purchasing and subcontracting costs

Purchasing and subcontracting costs consist of direct costs associated with the delivery of fixed-based services to the Group's B2C and B2B customers, mobile services to its B2C and B2B customers, wholesale and other services. Purchasing and subcontracting costs consist of the following subcategories:

Fixed-based services: Purchasing and subcontracting costs associated with fixed-based services consist of all direct costs related to the (i) procurement of non-exclusive television content, royalties and licenses to broadcast, (ii) transmission of data services and (iii) interconnection costs related to fixed-line telephony. In addition, it includes costs incurred in providing VoD or other interactive services to subscribers and cost of goods sold of customer premises equipment (such as modems, set-top boxes and decoders).

Mobile services: Purchasing and subcontracting costs associated with mobile services consist primarily of mobile interconnection fees, including roaming charges and cost of goods sold of mobile handsets.

Wholesale: Purchasing and subcontracting costs associated with wholesale primarily consist of costs associated with delivering wholesale services to other operators.

Others: Other purchasing and subcontracting costs consist of (i) cost of renting space for data centers (subject to certain exceptions), (ii) utility costs related to the operation of data centers (such as power and water supply costs), (iii) in

relation to the content activity of the Group, technical costs associated with the delivery of content, such as satellite rental costs, (iv) in the Group's technical services business, the cost of raw materials used in the technical activities related to the construction and maintenance of the network, cables for customer connections, etc., and sub-contractor fees associated with the performance of basic field work and the supervision of such sub-contractors and (v) direct costs related to the Group's call center operations, such as service expenses, telecom consumption subscriptions and energy costs, in the Group's customer services functions.

Intersegment eliminations: Intersegment costs, which primarily relate to services rendered by certain centralized Group functions (such content production and customer service) to the reportable segments of the Group, are eliminated in consolidation.

Other operating expenses

Other operating expenses mainly consist of the following subcategories:

Customer service costs: Customer service costs include all costs related to billing systems, bank commissions, external costs associated with operating call centers, allowances for bad customer debt and recovery costs associated therewith.

Technical and maintenance: Technical and maintenance costs include all costs related to infrastructure rental not under the scope of IFRS 16 *Leases*, equipment, equipment repair, costs of external subcontractors, maintenance of backbone equipment and data center equipment, maintenance and upkeep of the fixed-based and mobile networks, costs of utilities to run network equipment and those costs related to customer installations that are not capitalized (such as service visits, disconnection and reconnection costs).

Business taxes: Business taxes include all costs related to payroll and professional taxes or fees.

General and administrative expenses: General and administrative expenses consist of office maintenance, professional and legal advice, recruitment and placement, welfare and other administrative expenses.

Other sales and marketing expenses: Other sales and marketing expenses consist of advertising and sales promotion expenses, office rent and maintenance not in the scope of IFRS 16 *Leases*, commissions for marketers, external sales and storage and other expenses related to sales and marketing efforts.

Staff costs and employee benefits

Staff costs and employee benefits are comprised of all costs related to wages and salaries, bonuses, social security, pension contributions and other outlays paid to Group employees.

Depreciation, amortization and impairment

Depreciation, amortization and impairment includes depreciation of tangible assets related to production, sales and administrative functions, the amortization of intangible assets and contract costs. Impairment losses include the write-off of any goodwill or tangible and intangible assets that have been recognized on the acquisition of assets based upon a re-evaluation of the cash generating capacity of such assets compared to the initial valuation thereof.

Other expenses and income

Other expenses and income include any one-off or non-recurring income or expenses incurred during the ongoing financial year. This includes deal fees paid to external consultants for merger and acquisition activities, restructuring and other non-recurring costs related to those acquisitions or the business in general, any non-cash operating gains or losses realized on the disposal of tangible and intangible assets and management fees paid to related parties.

Interest relative to gross financial debt

Interest relative to gross financial debt includes interest expenses recognized on third party debt (excluding other long-term liabilities, short term liabilities and other finance leases) incurred by the Group.

Realized and unrealized gains on derivative instruments

Realized and unrealized gains on derivative instruments include variations in the fair value of financial derivative instruments.

Other financial expenses

Other financial expenses include other financial expenses not related to the third-party debt (excluding other long-term liabilities and short-term liabilities, other than lease liabilities under IFRS 16 *Leases*) incurred by the Group, net exchange rate losses and other financial expenses.

Financial income

Financial income consists of gains from the disposal of financial assets, net exchange rate gains, and other financial income.

Share of earnings of associates

Share of earnings of associates consists of the net result arising from activities that are accounted for using the equity method in the consolidation perimeter of the Group.

Income tax expenses

Income tax expenses are comprised of current tax and deferred tax. Taxes on income are recognized in the statement of income except when the underlying transaction is recognized in other comprehensive income, at which point the associated tax effect is also recognized under other comprehensive income or in equity.

Adjusted EBITDA

Following the application of IFRS 16 *Leases*, Adjusted EBITDA is defined as operating income before depreciation, amortization and impairment, other expenses and income (capital gains, non-recurring litigation, restructuring costs) and share-based expenses and after operating lease expenses (i.e., straight-line recognition of the rent expense over the lease term as performed under IAS 17 *Leases for operating leases*) allowing comparability for each of the periods presented.

Adjusted EBITDA is unaudited and is not required by or presented in accordance with IFRS or any other generally accepted accounting standards. The Group believes that this measure is useful to readers of the historical consolidated financial information as it provides them with a measure of the operating results which excludes certain items the Group considers outside of its recurring operating activities or that are non-cash, making trends more easily observable and providing information regarding its operating results that allows investors to better identify trends in the Group's financial performance. Adjusted EBITDA should not be considered as a substitute measure for net income or loss, operating profit, cash flow or other combined income or cash flow data prepared in accordance with IFRS and may not be comparable to similarly titled measures used by other companies. Further, this measure should not be considered as an alternative for operating income as the effects of depreciation, amortization and impairment excluded from this measure do ultimately affect the operating results, which is also presented within the consolidated financial statements as of and for the year ended December 31, 2025, in accordance with IAS 1 *Presentation of Financial Statements*.

Capital expenditures

The Group classifies its capital expenditures in the following categories.

Fixed-based services: the fixed business has fixed Capex requirements that are mainly discretionary (network, platforms, general), and variable Capex requirements related to the connection of new customers and the purchase of customer premises equipment (TV decoder, modem, etc.).

Mobile services: mobile Capex is mainly driven by investment in new mobile sites, upgrade to new mobile technology and licenses to operate; once engaged and operational, there are limited further Capex requirements.

Others: other Capex is mainly related to costs incurred in acquiring content rights.