

y Fundación Televisa ("Fundación")
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rms and builds alliances with com-
s, non-governmental organizations,
Mexico's government and people. Al-
s play a key role in multiplying the
impact of Fundación's work and
funding.



a decade
at the **FOREFRONT**

GRUPO TELEVISA 2010 ANNUAL REPORT

In 2000, Televisa
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Televisa will build
on these milestones

2009
annual report

2006 a great year

In 2006 Cablevisión completed the conversion
of its network from analog to digital format.
This milestone enabled the company to pro-
vide a host of new services and pay-TV offer-



Televisa

2010

In the past decade, Televisa has achieved several milestones that have enabled the Company to create value through the production and distribution of its content and to strengthen its position as a leader in its industry.

Today Televisa is well positioned to identify and quickly respond to opportunities and events in the rapidly growing and ever-changing global media and telecommunications market.

In the coming years, Televisa will build on these milestones to continue benefiting its clients, shareholders, employees, and the communities in which it operates.

COMPANY PROFILE

Grupo Televisa, S.A.B., is the largest media company in the Spanish-speaking world based on its market capitalization and a major participant in the international entertainment business. It has interests in television production and broadcasting, production of pay-television networks, international distribution of television programming, direct-to-home satellite services, cable television and telecommunication services, magazine publishing and distribution, radio production and broadcasting, professional sports and live entertainment, feature-film production and distribution, the operation of a horizontal internet portal, and gaming.

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TELEVISA AT A GLANCE

TELEVISION BROADCASTING

The world's leading producer of Spanish-language television content. Televisa operates four broadcast channels—2, 4, 5, and 9—in Mexico through 258 affiliated stations throughout the country.

Contribution to Sales: 39%

Contribution to OSI:¹ 46%

Produced approximately 59 thousand hours of content in 2010 for free-to-air television

Average weekday primetime audience share 70.5%

PAY-TELEVISION NETWORKS

Produces and distributes 18 pay-TV brands—15 owned and 3 represented. In the U.S., distributes its pay-TV channels through Univision.

Contribution to Sales: 5%

Contribution to OSI:¹ 7%

Produced approximately 16 thousand hours of content in 2010 for pay-TV channels

+26 million pay-TV subscribers

PROGRAMMING EXPORTS

Exports its programs and formats to television networks around the world. In the U.S., distributes its content through Univision under a recently renewed and extended Programming License Agreement (PLA).

Contribution to Sales: 5%

Contribution to OSI:¹ 7%

The PLA, which was extended to at least 2025, increases the royalties Televisa receives. In addition, the PLA now includes Televisa programming for all of Univision's audiovisual media platforms.

58 countries worldwide
(approximate reach)

SKY

Mexico's leading direct-to-home satellite television system; also operates in Central America and the Dominican Republic.

Contribution to Sales: 19%

Contribution to OSI:¹ 22%

Demographic expansion through new packages: MiSky and VeTV.

More than one million subscribers added in 2010.

Subscriber base:
3 million

¹Operating segment income (OSI) is defined as operating income before corporate expenses, depreciation and amortization. For a reconciliation of operating segment income with operating income, see Note 22 to our year-end consolidated financial statements.

CABLE AND TELECOM

Cablevisión, Cablemás, and TVI offer pay-TV, voice, and data services in Mexico City, Monterrey, and several cities in Mexico. Telecom company Bestel provides data and long-distance services in Mexico and the United States.

Contribution to Sales: 20%

Contribution to OSI:¹ 17%

Through its 20-year lease of dark fiber cable from the Mexican Federal Electricity Commission (CFE), the consortium formed by Telefónica, Televisa, and Megacable will offer alternative access to data transmission services.

Cablevisión

Video subscribers: 668,985
Broadband subscribers: 299,157
Voice subscribers: 190,441

Cablemás

Video subscribers: 997,239
Broadband subscribers: 360,049
Voice subscribers: 205,180

TVI

Video subscribers: 301,698
Broadband subscribers: 147,268
Voice subscribers: 106,129

PUBLISHING

The leading Spanish-language magazine publisher; produces 165 titles under 109 brands.

Contribution to Sales: 5%

Contribution to OSI:¹ 2%

Consolidated restructuring process and returned to double-digit Operating Segment Income margin. Also, continued to expand the reach of its titles through digital platforms:

- caras.com.mx
- vanidades.com
- muyinteresante.com.mx
- tuenlinea.com.mx
- esquirelat.com
- Tvynovelas.com

20 countries reached

OTHER BUSINESSES

TIM

Complete digital entertainment through several web portals.

Gaming

Bingo parlors and online lottery business.

Soccer teams

Three of Mexico's professional soccer teams.

Azteca stadium

Mexico's largest stadium.

Radio

Network of 117 owned and affiliated radio stations.

Contribution to Sales: 7%

UNCONSOLIDATED BUSINESSES

La Sexta (40.8%)

Free-to-air channel in Spain, which continues reporting sustained audience share of 6.6% and strong operating performance.

Ocesa

Entretenimiento (40%)

Live-entertainment company in Mexico. 2010 most popular event: Paul McCartney concert.

TO OUR SHAREHOLDERS:

When I became CEO of Televisa in 1997, I found an incredibly successful broadcasting operation with decades of experience producing highly rated content. But at that time, Televisa was facing a very challenging financial situation. The company was highly leveraged and held some non-strategic assets.

From 1997 to 2000, we worked hard to strengthen the competitive position of Televisa and, importantly, its financial position. We shed non-strategic assets, improved our share of the television audience, made our operations more efficient, and significantly reduced our debt.

We continued along this path over the decade that followed. We further strengthened our financial position, diversified our business beyond broadcast television, and solidified our position as the leading producer of Spanish-language content in the world with a number of key strategic partnerships. Along the way, we made successful inroads into the growing telecommunications segment, in particular cable and satellite television. Some of the results of the past decade were:

Strengthening our financial position

- Revenue rose from Ps.19.7 billion¹ in 2001 to Ps.57.9 billion in 2010, reflecting a ten-year compounded annual growth rate (CAGR) of 13 percent.
- Consolidated operating income grew at a CAGR of 16 percent, from Ps.4.1 billion¹ in 2001 to Ps.15.6 billion in 2010.
- Our balance sheet strengthened. At the end of 2010, our net debt was only Ps.12.7 billion, and our net-debt-to-operating-income ratio was 0.8 times. In 2001, that number was 1.8 times.
- Our market capitalization increased 2.3 times from US\$5.5 billion in 2001² to US\$14.4 billion in 2010². Over that same period we returned to our shareholders nearly US\$2.2 billion in dividends.

Diversification beyond broadcast television

Over the past decade we have undertaken significant efforts to diversify the company beyond our legacy broadcast television business while building on and staying connected to the true cornerstone of our success: our content.

The results are already apparent. In 2001, advertising revenue was 71 percent of our total revenue, while in 2010 it was 42 percent of revenue. Mexico's advertising industry has yet to expand as a result of an improving economy and of people's increasing purchasing power. But in the meantime, we

have diversified beyond advertising and positioned Televisa as a relevant and growing participant in telecommunications, an industry that currently totals US\$24³ billion—five times the size of Mexico's media industry.

In the process of finding new and faster-growing sources of revenue, we have made many successful investments but also a few challenging ones. One is our gaming business, which has been confronted by legislative changes that have significantly increased taxes on gaming revenues. Nonetheless, we see value in our license and will continue to explore ways to profitably exploit it. And while La Sexta has succeeded operationally and delivers ratings above our initial expectations, it currently faces an economic crisis in Spain that has dampened its financial results.

There is no doubt, however, that—throughout the entire process—we have taken important steps that have expanded the reach of our brand and our content, multiplying the value of both. In the pages that follow we mention ten key milestones, but these are only some of many milestones that have positioned Televisa to continue succeeding in the coming years.

Building strong alliances

While diversifying our businesses we worked hard to improve our operations. Our strategic alliances—in particular our partnerships with two of the most important media companies in the US Hispanic market—are a key component of our ability to grow our audience with exciting and enduring programming, and to maximize the value that we derive from it. In 2008, for example, we partnered with Telemundo for the exclusive rights to distribute its content in Mexico for ten years, and we have an option to extend this agreement for an additional five years.

In 2010 we strengthened our relationship with Univision through an agreement that brings significant upside potential for both companies. We extended our program license agreement with Univision to at least 2025. The agreement increases the royalties from Univision and includes the purchase of a five percent equity interest and the issuance of debentures convertible into an additional 30 percent equity stake of Univision in the future, subject to existing laws and

¹ Mexican pesos in real terms as of December 31, 2001, as reported.

² As of December 31.

³ Source: Pyramid Research 2010E.

regulations. We also have the option to acquire an additional five percent equity stake in Univision. This agreement positions Televisa to participate in the most underutilized and fastest-growing media market in the United States. We will work with Univision in order for them to optimize the exploitation of our content in the United States.

Cable and telecom: positioning for the long-term

We continued to advance our cable and telecom strategy, which began in earnest with our acquisitions of Bestel and stakes in TVI and Cablemás over the past four years. In addition, as part of a consortium, in 2010 we won the auction to exploit dark fiber owned by the Mexican Federal Electricity Commission (CFE). This is a significant step in our effort to become a relevant participant in Mexico's fast-growing telecom market. We are confident that our investments in these businesses are laying the groundwork for Televisa to benefit from a rapidly changing and growing industry.

Together, our activities have laid a solid foundation for years of operational and financial success. Today, our operations, brands, and balance sheet are very strong. We are the primary producer of audiovisual content in the Spanish language and a very relevant producer of linear channels for pay-television platforms. Through our multiple investments, Televisa is an important pay-television provider in Mexico and has one of the largest telecom infrastructures in the country. We are a company known for using our reach to contribute to the health, education, and cultural development of the communities that we serve. And we consistently maintain relatively low levels of debt and long maturities on our indebtedness.

Even as we look back on a very successful decade, our eyes are fixed firmly on the future. Ever mindful of both challenges and opportunities, our vision is to:

- remain the world's foremost producer of Spanish-language content;
- increase the reach of our linear pay-television channels around the world;
- continue to play a role in the consolidation of Mexico's cable industry;
- participate in the opportunities presented by the growing wireless data industry; and
- continue to capitalize on the emergence of new platforms that, through audience segmentation, present a highly fragmented yet largely untapped advertising client base.

We live in a multiplatform world, in which television content is viewed not only over televisions, but also on many other devices. Increasingly, people are viewing television content on the go. We are investing to ensure that our content reaches our audiences wherever they may be and on whatever device they prefer. We have made significant progress. For ex-



We further strengthened our financial position, diversified our business beyond broadcast television, and solidified our position as the leading producer of Spanish-language content in the world with a number of key strategic partnerships.

ample, since 2007, all of our content is produced with an eye toward the multiplatform opportunities for distribution. This, together with the digitalization of a large portion of our library of content, means that we now have more than 50 thousand hours of content available for digital audiovisual distribution.

The media and telecom environment is rapidly changing. We are confident that the steps we have taken during the last decade leave us well positioned to capitalize on the changes that are sure to come. We never tire of highlighting that our biggest competitive edge is the fact that we produce the majority of the content that we transmit, the same content that has delivered close to 70 percent of the audience for many years now. We produce it and therefore have the ability to make it available in the platforms chosen by our audiences.

I want to thank our dedicated employees, management team, and board of directors for their hard work and our audiences and customers for their continuing loyalty. To our shareholders I want to extend my appreciation for your continued confidence in our vision and our long-term prospects. We look forward to rewarding you well into the future.

A handwritten signature in black ink, appearing to read 'E. Azcárraga J.' with a stylized flourish at the end.

Emilio Azcárraga Jean
Chairman of the Board and Chief Executive Officer

FINANCIAL HIGHLIGHTS

In millions of Mexican pesos, except per-CPO amounts and shares outstanding.

		2009		2010	Var. %
Consolidated net sales	Ps.	52,353	Ps.	57,857	10.5
Operating segment income ¹		20,745		23,063	11.2
Segment margin		38.8%		39.0%	
Operating income		15,157		15,583	2.8
Margin		29.0%		26.9%	
Controlling interest net income		6,007		7,683	27.9
Earnings per CPO		2.14		2.75	
Shares outstanding at year-end (in millions)		327,231		325,023	
Cash and cash equivalents at year-end	Ps.	29,942	Ps.	20,943	(30.1)
Temporary investments at year-end		8,902		10,447	17.4
Long-term investments at year-end		3,996		3,858	(3.5)
Total debt at year-end		43,416		47,965	10.5
Net debt position at year-end		576		12,717	2,107.8

¹ Operating segment income (OSI) is defined as operating income before corporate expenses, depreciation and amortization. For a reconciliation of operating segment income with operating income, see Note 22 to our year-end consolidated financial statements.

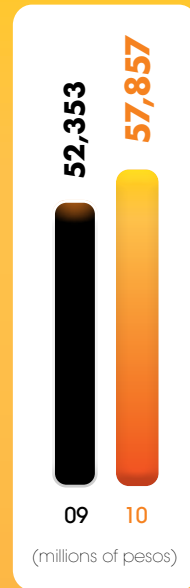
Segment Net Sales



- TV Broadcasting
- Cable and Telecom
- Sky
- Other Businesses
- Publishing
- Programming Exports
- Pay-Television Networks

Breakdown

39%
20%
19%
7%
5%
5%
5%



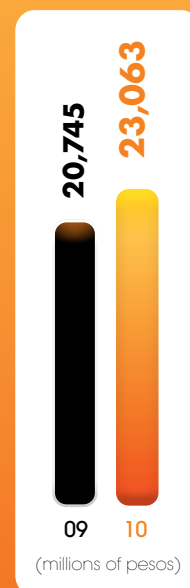
Operating Segment Income



- TV Broadcasting
- Sky
- Cable and Telecom
- Programming Exports
- Pay-Television Networks
- Publishing

Breakdown

46%
22%
17%
7%
7%
2%



Other Businesses reported a negative contribution to OSI of Ps.184mm during the year 2010.

2001

THE LAUNCH OF FUNDACIÓN TELEVISIA

The first Televisa foundation was established in 1975 as Fundación Cultural Televisa and focused primarily on cultural initiatives. It closed in the late 1990s while Televisa underwent financial restructuring. Toward the end of 2000, Emilio Azcarraga Jean, Televisa's chairman and CEO, led an effort to reopen the foundation and to focus on social efforts, in particular education, nutrition, health, and housing, while continuing to promote Mexican culture.

Today, Fundación Televisa ("Fundación") reaches millions through Televisa's media platforms and builds alliances with companies, non-governmental organizations, and Mexico's government and people. Alliances play a key role in multiplying the social impact of Fundación's work and base funding. Through these alliances the effective dollar-for-dollar match for Fundación's programs over the past ten years has been 8.39 to 1. In 2010 alone, the match was 17.7 to 1 —that's US\$17.70 for every dollar that the foundation contributes itself.

Over the years Fundación has worked hard to reach its goals and can now share with pride many of its success stories. For example, in 2006 Fundación launched *Bécalos*, a scholarship program, in partnership with the Mexican Bank Association. By leveraging these alliances and Fundación's access to media, *Bécalos* has raised more than US\$110 million and provided more than 113,000 scholarships since 2005. These include 65,813 awards for teachers and school principals; 26,808 for high school students; and 21,011 bachelor awards, primarily for studies in engineering, science, and technology.

Over the last decade, Fundación has improved the nutrition and health of more than 44,000 children in the poorest regions of Mexico.

Access to housing has also been at the top of Fundación's agenda. As of year-end 2010, Fundación had built 22,000 homes through an alliance structure similar to that of *Bécalos*. If compared with commercial homebuilders, Fundación and its allies would be the fifth-largest housing developer in Mexico.

But its mission goes beyond education, health, and housing. Fundación's relationship with Televisa enables it to raise awareness of social issues and expand the impact of its campaigns. Televisa contributes with advertising space for Fundación to promote and increase public action on health, such as breast cancer, and on environmental issues, such as energy and water conservation.

$$\begin{array}{r} 6,349.00 \\ - 1,128.00 \\ \hline 5,221.00 \end{array}$$

394,627

Growing number of beneficiaries

The launch of Fundación in 2001 was only the beginning. The number of people directly benefiting from Fundación's programs has risen each year, from 100,339 in 2001 to 633,403 in 2010. Fundación will continue to invest resources in education and health while maintaining its commitment to the promotion of Mexican culture at home and abroad.

113,000 m

255
- 128

127



Solid financial position

Even after our recent US\$1.2 billion investment in Univision, our balance sheet remains strong. As of December 31, 2010, our consolidated net-debt position was approximately Ps.12.7 billion, and the average maturity of our debt was 14.3 years. In the years to come, we will continue to focus on maintaining the health of our balance sheet.





2002

TELEVISA ISSUES US\$300 MILLION, 30-YEAR, INVESTMENT-GRADE BOND

In the late 1990s Televisa initiated the arduous but necessary process of repairing its finances and strengthening its balance sheet. Later, in 2000, Televisa successfully refinanced its debt, reducing borrowing costs, extending maturities, and replacing a portion of its US-dollar-denominated indebtedness with inflation-adjusted indebtedness. As a result of these steps, Televisa significantly improved its capital structure and reduced its currency risk. That same year, Moody's gave Televisa's debt an investment-grade rating.

Because of the earlier work it had undertaken to refinance its debt and improve its financial structure, on March 11, 2002, Televisa was able to become the first Mexican company to issue a 30-year bond. The offering consisted of US\$300 million in Senior Notes at a coupon of 8.50 percent. The proceeds were used to refinance a US\$276 million bridge loan. Televisa was able to complete this transaction thanks to a strong credit profile and the market's confidence in its long-term prospects.

The bond received three awards, including one from *Latin Finance*. Shortly after the bond was issued, Fitch and Standard & Poor's gave Televisa's debt an investment-grade rating. These ratings made Televisa one of the first Mexican companies to receive investment-grade ratings from all three agencies, even before Mexican sovereign debt was given an investment-grade rating. The bond offering was also significant because, up to its issuance, Mexican companies had no access to financing with maturities of this length.

Since then, Televisa has continued to focus on improving the strength of its balance sheet. In November 2009, Televisa issued a US\$600 million bond at a spread over U.S. Treasuries of only 245 basis points, the second-smallest spread of any Mexican issuer at the time. A year later, in October 2010, Televisa issued a Ps.10 billion bond with a coupon of 7.38 percent due in 2020 and a spread of only 135 basis points over Mexican Government Bonds. It was, at that time, the largest corporate fixed-rate debt issuance in the history of the Mexican market.



Solid and profitable growth

As of December 31, 2010, Televisa reached a market capitalization of US\$14.4 billion. As it looks forward to the next decade, Televisa will continue to focus on delivering solid, profitable growth and on maintaining a consistent and open channel of communication with the market in order to remain a relevant holding for the investor community.



2003

TELEVISA CELEBRATES 10 YEARS ON THE NYSE

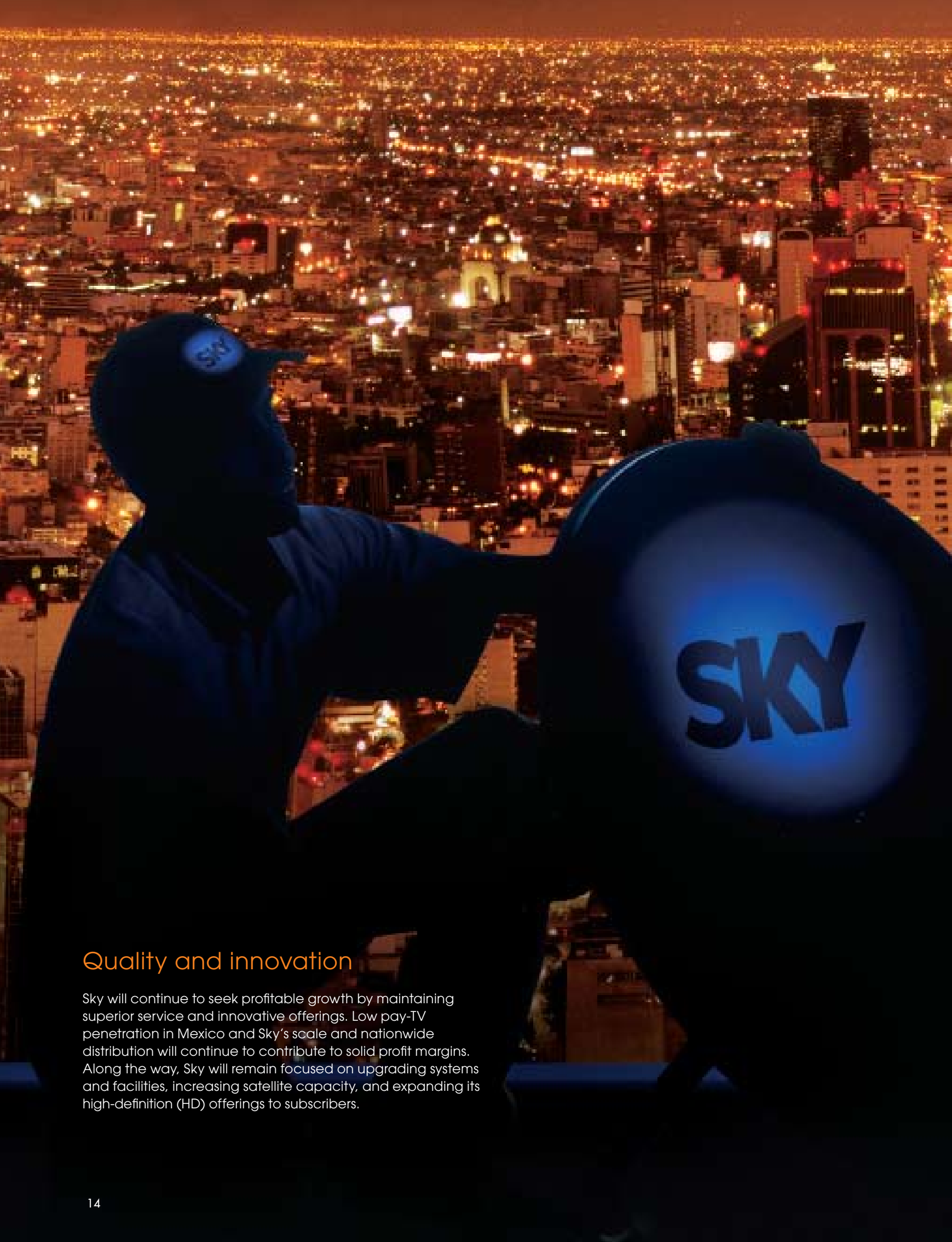
Televisa was first traded on the Mexican stock exchange (BMV) in 1991. In June of 1993 the company's GDS (Global Depositary Shares) began trading on the New York Stock Exchange (NYSE), and in 2003 the company celebrated the tenth anniversary of its listing.

During the fourth quarter of 2003, Televisa was the fifth-largest Latin American GDS holding for institutional investors and the third most liquid among Mexican companies. Televisa's average daily volume on the NYSE was more than 450,000 shares, and the average daily value traded was more than US\$18 million.

Since its listing, Televisa has focused on maintaining an ongoing dialogue with the investor community—one that distinguishes itself for being an honest, open, and straightforward channel of communication. Televisa has always taken very seriously its fiduciary duty to all company shareholders and recognizes the importance of understanding the expectations of the investor community.

In 2010, Televisa was the third most-liquid GDS holding among Mexican companies listed on the NYSE and the sixth most-liquid on the Mexican stock exchange. During 2010, the average daily volume on the NYSE was more than 2 million shares, or approximately US\$50 million, representing more than 70 percent of the Company's total trading volume.

Listing on the NYSE allowed Televisa to access capital in order to fuel growth while improving efficiency and management standards. Among other measures, Televisa took the necessary steps to strengthen corporate governance and meet the expectations of its shareholder base.



Quality and innovation

Sky will continue to seek profitable growth by maintaining superior service and innovative offerings. Low pay-TV penetration in Mexico and Sky's scale and nationwide distribution will continue to contribute to solid profit margins. Along the way, Sky will remain focused on upgrading systems and facilities, increasing satellite capacity, and expanding its high-definition (HD) offerings to subscribers.



2004

SKY CONSOLIDATES ITS POSITION AS THE LEADING DTH PROVIDER IN MEXICO

Sky began operations in 1997 and quickly became a very successful pay-TV provider in Mexico. From an early stage, it positioned itself as the pay-TV provider of choice for the same reasons that Sky is successful today: superior customer service, international sports content, and attractive pay-TV packages.

In 2004, Sky's competitor decided to exit the Mexican market and reached an agreement with Televisa to migrate its subscribers to Sky. That same year, Televisa began the consolidation of Sky into its financial statements.

Since then, Sky's subscriber base has grown at a compounded annual rate of 20 percent, from close to 600 thousand in 2000 to more than 3 million at year-end 2010. Much of the initial growth in Sky originated from a strategy that targeted the high-end and middle-market segments. Sky continues to serve this customer base with attractive premium packages and value-added services.

Most recently, in the second quarter of 2010, Sky launched its successful HD package, further enhancing its premium pay-TV offerings. The profile of its customer base allows Sky to deliver one of the strongest ARPU, or average revenue per user, in Mexico.

In 2009 Sky entered the lower-income market segment with packages such as MiSky and VeTV. This strategic move allowed Sky to deliver growth of one million subscribers in 2010 alone. Furthermore, Sky was able to expand into this new segment of the market while maintaining strong margins. During 2010, at 45 percent, its Operating Segment Income margin was among the highest in the industry.

In addition to Sky's recent successful inroads into other demographics in Mexico, Sky has developed a solid presence in other Latin American markets. In the aggregate for the Dominican Republic and Central America, Sky closed 2010 with 145 thousand subscribers.

2005

INTERNATIONAL SUCCESS OF TELEVISA'S CONTENT

In 2005 *Rebelde (Rebel)*, a Telenovela that portrayed the life of teenagers at a private boarding school in Mexico, became an international sensation. The success of *Rebelde* demonstrated Televisa's ability to produce content that has universal appeal and can deliver value to all of Televisa's business segments.

Televisa first aired *Rebelde* in October of 2004. The characters were also members of the band RBD, which, together with *Rebelde*, quickly captured the imagination of youth throughout Mexico, Latin America, the United States, and many other countries around the world.

Rebelde aired on Channel 2 in Mexico for three seasons through July 2006 for a total of 750 half-hour episodes. The Telenovela's tremendous success spurred the production of additional content that crossed all of Televisa's platforms. These other platforms included DVDs, pay-TV content, music production, nearly 240 live concerts, RBD magazine, SMS, ring tones, and licensing agreements for merchandising. *Rebelde*, the Mexican adaptation of Cris Morena's original script, was not only a multiplatform success; it was also a global phenomena. Eventually, *Rebelde* was successfully transmitted in 65 countries.

The popularity of *Rebelde* has endured: the program was aired in 2009 and 2010 via pay-TV platforms and on Televisa's all-Telenovela channel, *TLnovela*. Today, *Rebelde* continues to draw an important audience.

During 2005, *Rebelde* was just one success of many for Televisa's Programming Exports business. That same year, other international hits included the reality series *Bailando por un Sueño*, of which we sold the format in Italy, France, and Peru, among others. Also, the Telenovela *Rubí* was televised in the United States, 16 countries in Latin America, the Philippines, Malaysia, Israel, and Eastern Europe, among other countries.

Beyond selling its content worldwide, in 2008 Televisa began exporting some of its most successful program formats through collaborative arrangements with producers in China, Brazil, and afterwards with France. These arrangements enabled Televisa to participate in high-potential advertising markets around the world. Televisa is successfully adapting its content to the languages and nuances particular to each culture and in formats new to those markets.





Maximizing the value of our content

In the years to come, Televisa will continue to focus on finding creative ways to maximize the value of its content and expertise and will seek new markets, new formats, and new business models.



At the forefront of technology

Today Cablevisión is one of several cable assets that, together, have transformed Televisa into a relevant player in Mexico's cable and telecom industry. In 2010, Cablevisión served a total of 1.2 million revenue-generating units (RGUs) in Mexico City. Of that number 669 thousand were video, 299 thousand broadband, and 190 thousand voice subscribers.

With this and other efforts Cablevisión is working to remain at the forefront of technology and to strengthen its competitive position in this fast-growing industry.



2006

CABLEVISIÓN DIGITALIZES ITS NETWORK

In 2006 Cablevisión completed the conversion of its network from analog to digital format. This milestone enabled the company to provide a host of new services and pay-TV offerings, tapping its full potential in Mexico City and laying the groundwork to become one of the most technologically advanced players in Mexico's cable and telecom market.

Two years earlier, Cablevisión had begun the process of converting its analog-format cable infrastructure to a fully digitalized network. The conversion positioned Cablevisión to combat what was then an intractable problem in Mexico: piracy. The conversion brought an immediate jump in the number of video subscribers, which grew on average 10 percent annually during the three-year digitalization period.

More significant was the fact that the conversion, built with an investment of US\$133 million, allowed the company to offer high-value-added services such as HD TV and video-on-demand.

During recent years, Cablevisión's triple-play services have fueled the Company's growth in Mexico's cable and telecom market. In 2007, Cablevisión launched its first triple-play package, effectively transforming the company from a pay-TV provider into a telecommunications company.

In 2009 Cablevisión began a US\$240-million project to deploy "fiber to the curb," and in doing so to bring more and better services to the home. These include higher capacity and download speeds for high-speed internet, video-programming such as digital video recording, and HD TV.



2007

TELEVISA CELEBRATES 50 YEARS OF THE TELENOVELA

In 2007 Televisa celebrated 50 years of producing its popular Telenovelas, captivating audiences throughout the Spanish-speaking world and beyond.

The novela as a media format was first transmitted by radio in 1932. The first Telenovela produced in Mexico, *Senda Prohibida*, was broadcast in 1958. Since then, Televisa has produced more than 800 Telenovelas, and today the Telenovela remains one of our most successful formats.

Unlike soap operas, which can run for decades, Telenovelas begin with a defined story line, are broadcast on a daily basis, and have an average run of 120 episodes. Televisa is able to produce approximately ten to 15 Telenovelas every year, aided by an extensive library of scripts and a tremendous pool of talent, most of which is developed in-house.

The appeal of the Telenovela continues to grow in Mexico and abroad. As a matter of fact, three of the five most successful Telenovelas ever were launched in the past five years. During 2007, for example, *Destilando Amor* achieved an average audience share of 46.8 percent and, during its final episode, garnered an impressive 61.1 percent audience share. Televisa repeatedly replicates successes such as these in the United States. That same year, *Destilando Amor* reached an audience of 12.7 million viewers and powered Univision to the nation's number-one ranking among all adults in the coveted 18-34 and 18-49 demographics. Additionally, the final episode of *Destilando Amor*, transmitted by Univision, was the most-watched finale of any Telenovela in Univision's history¹.

Key to the success of Televisa is the consistency in the quality and appeal of the content that it produces. In 2006, the final episode of *La Fea Más Bella* garnered 43 rating points and an audience share of more than 62 percent. And last year, the final episode of *Soy tu Dueña* was the highest-rated show in Mexico, with 30.4 rating points. In all, during 2010, Televisa produced and transmitted all of the top-ten Telenovelas in Mexico, including the final episode of *Hasta que el Dinero nos Separe*, which garnered 28.4 rating points.

The company's skill in the production of Telenovelas has complemented Televisa's success in the production of other popular formats, such as news and sports programs, reality shows, and series.

¹ Among key demographics including all viewers 2 plus and adults 18 to 49. Source: Univision fourth-quarter 2007 earnings conference call transcript.



A flip clock with four digits showing the year 2008. The digits are white on a black background, and the clock is framed in orange.

2008

INVESTMENT IN CABLEMÁS ADVANCES TELEVISA'S CABLE AND TELECOM STRATEGY

In 2006, Televisa invested US\$258 million in long-term notes convertible into a 49 percent interest in Cablemás, the second-largest cable company in Mexico.¹ In 2008 Televisa made an additional investment in Cablemás, and COFECO, Mexico's competition commission, approved the conversion of those notes into equity. Televisa's resulting 58.3 percent investment in Cablemás was a key step forward in the company's strategy to become a relevant participant in Mexico's cable and telecommunications industry.

Televisa's initial investment in Cablemás was one of the first in a series of steps to expand its presence in the rapidly growing cable and telecom industry. For example, in 2006, Televisa acquired a 50 percent interest in Televisión Internacional (TVI), which operates in Monterrey and other parts of northern Mexico. And in 2007 Televisa took a majority stake in Bestel, a fiber-optic network that provides voice, data, and managed services to domestic and international carriers both in Mexico and the United States. In 2009, Televisa's cable assets Cablevisión, TVI, and Cablemás collaborated with Megacable to offer YOO, a nationally branded, low-cost triple-play offering. And in June 2010, the Mexican Communications and Transportation Ministry awarded to the consortium formed by Televisa, Telefónica, and Megacable a 20-year contract for the lease of a pair of dark-fiber wires held by the Mexican Federal Electricity Commission.

As of today, Televisa has one of the largest telecom infrastructures in the country. Through its cable and telecom assets, it reaches several of the most important cities in Mexico with more than 6 million homes passed and has close to 50 thousand miles of fiber and coaxial cable around the country. In the aggregate, as of December 31, 2010, its three cable investments had more than 1.9 million video subscribers, 502 thousand voice subscribers, and 806 thousand data subscribers. Since the Cablemás investment in 2006, the total number of RGUs has been growing at an average rate of 22 percent per year. For the coming years, Televisa expects this business to remain an important source of growth.

¹ Based on number of subscribers and homes passed.





Attractive growth potential

As Televisa continues to explore opportunities to expand its presence in cable and telecom, it will seek to play a role in the consolidation of cable in Mexico. The Company expects to benefit from economies of scale and the growth potential of this industry, and it will continue to work to improve its offerings, the quality of its service, and the profitability of its business.

Continuous growth

The ongoing growth in pay-TV penetration in Mexico and abroad, the appeal of Televisa's pay-TV channels, and its extensive advertising inventory in this platform will continue to position Televisa Networks as one of the fastest-growing segments in Televisa.





2009

TDN LAUNCH ENHANCES TELEVISA'S PAY-TV OFFERING

Televisa launched Televisa Deportes Network (TDN), its all-sports pay-TV channel, in 2009. The addition of TDN rounded out Televisa's portfolio of pay-TV channels with one of the most important genres in terms of ratings and commercial opportunities.

Immediately upon its launch, TDN became one of the highest-rated sports channels in Mexico.¹ TDN enabled Televisa to build an audience different from viewers of its general entertainment content, and one that is particularly attractive to advertising clients.

The dedication put into making TDN a success is evidence of the importance that Televisa gives to this media platform. Through Televisa Networks, we distribute a total of 18 pay-TV brands (15 owned and 3 represented) in more than 50 countries. Pay television provides Televisa with an opportunity to monetize much of the content that has already been produced and amortized while accessing a revenue stream different from advertising, namely subscription revenue. In addition, through this platform Televisa is able to monetize more effectively its content abroad. Of the more than 26 million subscribers around the world, two thirds of them are outside Mexico.

Today, Televisa's pay-TV channels are top-ranked in many categories. In 2010, the channels Televisa transmitted over pay-TV platforms in Mexico included five of the top-ten general entertainment channels; three of the top-five music/lifestyle channels; and three of the top-five movie channels.

Advertising in this platform is becoming an important source of revenue. Pay-TV channels attract demographics different from those of broadcast television. As such, Televisa is able to gain access to a special set of clients that otherwise would have not advertised in over-the-air television, such as those that seek certain demographics or that target specific geographies. In addition to benefiting from a recurring stream of affiliate revenue, the growth of this platform has effectively allowed Televisa to benefit from the fragmentation of advertisers, expanding its total client base. For Televisa Networks, advertising has grown at a CAGR of 43 percent² since 2005. Today, it represents nearly 20 percent of the total revenues of this business segment.

¹ As measured on platforms carrying both TDN and other sports channels.

² Calculated with information as reported in each time period.

An aerial photograph of a city skyline at sunset. The sun is low on the horizon, casting a warm, golden glow over the buildings and streets. The sky is a mix of blue and orange. The city is densely packed with skyscrapers and smaller buildings. A major highway with multiple lanes is visible in the foreground, with cars driving on it. The overall scene is a vibrant and dynamic representation of a major urban center.

Increasing presence in the Hispanic market

In 2010, Univision royalties accounted for US\$156 million and constituted the majority of Televisa's Programming Exports segment revenue. Under the new agreement, Televisa now benefits from the creation of value in Univision. Televisa invested US\$1.2 billion in Univision for a five percent equity stake and debentures convertible into a 30 percent equity stake of Univision, subject to existing laws and regulations. The agreement also gives Televisa an option to acquire an additional five percent equity stake in Univision. In addition, the two companies signed a program license agreement for Mexico, under which Televisa received the right to broadcast Univision's content in the country.

The agreement expands and deepens the most important alliance in Spanish-language media today. It aligns the interests of both companies and empowers them to work together to enhance their presence and prospects in the growing U.S. Hispanic market.

A graphic of the year 2010 in a stylized, glowing font, set against a dark background with a white border. The numbers are arranged in four boxes: '2', '0', '1', and '0'.

TELEVISA SIGNS LANDMARK AGREEMENT WITH UNIVISION

In December 2010 Televisa made a substantial investment in Univision and expanded and extended its long-term Program License Agreement.

Since 1961, Televisa has successfully exported its content to the United States, initially through Spanish International Network, which in the 1980s changed its name to Univision. Televisa has also participated in the U.S. pay-TV market through TuTV, its joint venture with Univision, since 2002.

This new agreement increases the exposure of Televisa's content to the U.S. Hispanic market, giving Univision the right to carry it across all of its audiovisual platforms.

The U.S. Hispanic market represents an important growth opportunity for Televisa, since a significant number of U.S. companies still do not advertise in this market—even though population is growing at four times the rate of the total U.S. population.

In addition, nearly two-thirds of the country's 50 million Hispanics are of Mexican heritage, and household consumption is 27 percent higher than consumption in Mexico. As a cultural demographic, U.S. Hispanics tend to retain cultural traditions and value systems, which partly explains why Televisa's content travels naturally and successfully to the United States.

This new agreement provides a mutually beneficial platform. For example, the agreement will enable them to capture the growth opportunity presented by offering new advertising alternatives to current and potential clients. The agreement will also extend the portfolio of pay-TV channels distributed in the United States and allow for the digital transmission of Televisa's content.

The agreement expands the royalty base and immediately increases the royalty payment to Televisa from 9.36 percent of television-only revenues to 11.91 percent of all audiovisual revenue. The agreement provides for a further increase, to 16.22 percent, beginning in 2018.

a decade at the FOREFRONT

2001

- **The launch of Fundación Televisa**
- Pricing of US\$300 million 10-year Senior Notes offering with an 8% coupon.
- *Salomé* breaks rating records, delivering 25 rating points.

2003

- **Televisa celebrates 10 years on the NYSE**
- *Niña Amada Mía* breaks rating records, delivering 26 rating points.

2005

- **International success of Televisa's content**
- The DirecTV subscriber migration process is completed, increasing Sky's base to more than 1.25 million.
- Cablevisión begins to offer DVR and HD services.
- A US\$600 million dollar 20-year Senior Notes offering is priced.⁴



2002

- **Televisa issues US\$300 million, 30-year, investment-grade bond**
- Agreement to launch five Pay-TV channels in the U.S.¹
- Cablevisión launches public offering on the Mexican stock exchange².
- Pay-TV Networks subscribers reach more than 10 million.

2004

- **Sky consolidates its position as the leading DTH provider in Mexico**
- The corporate restructuring concludes, and a dividend policy³ is approved.
- *Amor Real* ranks as the most-watched Telenovela of all time among US Hispanics.

2006

- **Cablevisión digitalizes its network**
- *La Fea Más Bella* breaks rating records, delivering 29 rating points.
- Pay-TV Network subscribers reach more than 15 million.
- Televisa acquires a 50% equity stake in TVI.

¹ in partnership with Univision.

² 49% of its capital.

³ Ps.0.35 per CPO annually.

⁴ with a coupon rate of 6.625%.

⁵ at 8.49% and due 2037.

⁶ which represented an approximate 11.3% equity stake.

⁷ US\$500 million aggregate principal amount of Senior Notes due 2018.

⁸ in Mexico and Latin America.

⁹ US\$600 million aggregate principal amount due 2040.

¹⁰ together with Megacable.

¹¹ at 7.38% and due 2020.

¹² formed by Telefónica, Televisa, and Megacable.

¹³ among Total Viewers 2+.

2007

- **Televisa celebrates 50 years of the Telenovela**
- Pricing of Ps.4,500 million aggregate principal amount of Senior Notes,⁵ one of the few 30-year euro-peso deals.
- Cablevisión launches telephony services and acquires Bestel.
- Sky reaches 1.5 million subscribers and initiates operations in Central America and the Dominican Republic.
- Televisa acquires Editorial Atlántida.
- Televisa sells its shares and warrants⁶ in Univision for US\$1,094.37 million.

2009

- **TDN launch enhances Televisa's Pay-TV offering**
- Pricing of Senior Notes⁹ at 6.625%, a 245 bp spread over Mexican treasuries, the second smallest spread of any Mexican issuer.
- Our three cable investments¹⁰ launch YOO, a successful triple-play offering.
- Sky launches VeTV and pays Ps.2.7 billion in dividends.
- Cablevisión initiates "Grand Slam" project, taking fiber-to-the-curb and increasing homes passed, among other objectives.
- Television Broadcasting delivers revenue growth of 0.5%, while Mexican GDP decreases 6%.
- Televisa expresses interest in participating in the mobile telecommunications market.

2006

2007

2008

2009

2010

2008

- **Investment in Cablemás advances Televisa's cable and telecom strategy**
- Pricing of Senior Notes⁷ at 6%, the lowest coupon ever paid for any bond issued by Televisa.
- Televisa becomes exclusive distributor of Telemundo content in all audiovisual platforms.⁸
- Pay-TV Networks subscribers reach more than 20 million.
- Telehit beats MTV in Mexico national ratings and maintains leadership in the years to follow.

2010

- **Televisa signs landmark agreement with Univision**
- Pricing of Ps.10,000 million aggregate principal amount of notes,¹¹ the largest corporate issuance at a fixed rate in the local market, at a historically low interest rate.
- Sky reaches 3 mm subscribers, of which 1 mm are added in 2010; launches IS-16 satellite; and starts to offer HD services.
- Televisa launches ForoTV, a 24-hour news channel.
- Pay-TV Networks subscribers reach more than 25 million.
- The consortium¹² receives a contract for the lease of a pair of dark-fiber wires held by the Mexican Federal Electricity Commission.
- Publishing concludes the restructuring of the business and extends the presence of six brands to digital platforms.
- Televisa produces its 800th Telenovela.
- *Soy tu Dueña* becomes the most-watched Spanish-language Telenovela in US television history¹³.

BOARD OF DIRECTORS *

The independence of Board members will be qualified by the Shareholders meeting pursuant to applicable law.

Emilio Fernando Azcárraga Jean

Chairman of the Board of Directors, President and Chief Executive Officer, and Chairman of the Executive Committee of Grupo Televisa. Member of the Boards of Directors of Banco Nacional de México and Univision Communications.

First elected: December 1990

Alfonso de Angoitia Noriega

Executive Vice President, Member of the Executive Office of the Chairman, and Member of the Executive Committee of Grupo Televisa. Member of the Boards of Directors of Grupo Modelo and Univision Communications. Former Chief Financial Officer of Grupo Televisa.

First elected: April 1998

Pedro Carlos Aspe Armella

Chairman of the Board of Directors and CEO of Protego Asesores. Co-Chairman of Evercore Partners. Member of the Board of Directors of The McGraw-Hill Companies.

First elected: April 2003

Julio Barba Hurtado

Secretary to the Audit & Corporate Practices Committee of Grupo Televisa. Legal advisor to Grupo Televisa.

First elected: December 1990

José Antonio Bastón Patiño

President of Television and Content and Member of the Executive Committee of Grupo Televisa. Alternate Member of the Board of Directors of Univision Communications. Former corporate Vice President of Television, Vice President of operations, and former general director of programming of Grupo Televisa.

First elected: April 1998

Alberto Bailleres González

President of Grupo Bal. President of the Boards of Directors of Industrias Peñoles, Fresnillo PLC, Grupo Nacional Provincial, Grupo Profuturo, GNP Afore, GNP Pensiones, Valores Mexicanos Casa de Bolsa, Grupo Palacio de Hierro and Member of the Boards of Directors of BBVA Bancomer, Fomento Económico Mexicano, Grupo Kuo, Grupo Dine and President of the Board of Directors of Governors of ITAM.

First elected: April 2005

Francisco José Chévez Robelo

Certified Public Accountant. Cofounder of the Mexican tax firm Chevez, Ruiz, Zamarripa y Cia., S.C. Currently a retired partner of that firm. Chairman of the Audit & Corporate Practices Committee of Grupo Televisa.

First elected: April 2003

Manuel Jorge Cutillas Covani

Former President and Chief Executive Officer of Bacardi Limited.

First elected: April 1994

José Antonio Fernández Carbajal

Chairman of the Boards of Directors and Chief Executive Officer of Fomento Económico Mexicano and Coca-Cola FEMSA. Vice Chairman of the Board of Directors of Heineken Holding and Chairman of the Americas Committee of Heineken. Vice Chairman of the Board of Directors of ITESM and Member of the Boards of Directors of Grupo Financiero BBVA Bancomer, Industrias Peñoles, Grupo Bimbo, Concesionaria Vuela Compañía de Aviación, Xignux, US-Mexico Foundation and Cemex.

First elected: April 2007

Carlos Fernández González

Chairman of the Board of Directors and Chief Executive Officer of Grupo Modelo. Member of the Board of Directors of Emerson and Member of the International Counsel Board of Banco Santander.

First elected: July 2000

Bernardo Gómez Martínez

Executive Vice President, Member of the Executive Office of the Chairman, and Member of the Executive Committee of Grupo Televisa. Former president of the Mexican Chamber of Television and Radio Broadcasters and Deputy Director to the president of Grupo Televisa.

First elected: April 1999

Claudio X. González Laporte

Chairman of the Board of Directors of Kimberly-Clark de México. Member of the Boards of Directors of Grupo Alfa, Grupo Carso, Grupo México, Grupo Financiero Inbursa and Mexico Fund. Director Emeritus General Electric. Chairman of the Strategy Committee of the Mexican Business Council.

First elected: April 1997

Roberto Hernández Ramírez

Chairman of the Board of Directors of Banco Nacional de México. Member of the Boards of Directors of Grupo Financiero Banamex Accival, the Nature Conservancy and World Monuments Fund.

First elected: April 1992

Enrique Krauze Kleinbort

Director and Partner of Editorial Clío Libros y Videos

First elected: April 1996

Michael Larson

Chief Investment Officer of Cascade Investment, LLC and the Bill and Melinda Gates Foundation Trust. Member of the Boards of Directors of Hamilton Lane Advisors, LLC, Republic Services, and AutoNation. Chairman of the Board of Directors of Trustees for the Western Asset/Claymore Inflation Linked Securities & Income Fund and the Western Asset/Claymore Inflation-Linked Opportunities & Income Fund.

First elected: April 2009

Germán Larrea Mota Velasco

Chairman of the Board of Directors, President and Chief Executive Officer of Grupo México. Chairman of the Boards of Directors of Southern Copper Corporation and Grupo Ferrovial Mexicano.

First elected: April 1999

Lorenzo Alejandro Mendoza Giménez

CEO and Member of the Board of Directors and Executive Committee of Empresas Polar. Member of the Board of Directors of Junior Achievement, Venezuela-USA Entrepreneurs Council, Group of 50, The Latin America Business Council, Board of Directors of Trustees for the Metropolitana University and the Sloan School of Management (MIT). Member of the WEF, YGL and Ashoka fellow.

First elected: April 2009

Alejandro Quintero Iñiguez

Corporate Vice President of Sales and Marketing and Member of the Executive Committee of Grupo Televisa. Former advisor to former President Ernesto Zedillo. Shareholder of Grupo TV Promo.

First elected: April 1998

Fernando Senderos Mestre

Chairman of the Boards of Directors and President of the Executive Committee of Desc.Dine, and Grupo Kuo. Member of the Boards of Directors of Grupo Carso, Grupo Nacional Provincial, Kimberly Clark de México, and Industrias Peñoles.

First elected: April 1992

Enrique F. Senior Hernández

Managing Director of Allen & Company LLC. Member of the Boards of Directors of Coca-Cola FEMSA, Cinemark, FEMSA and Univision Communications.

First elected: April 2001

* Appointed in our last Shareholders meeting which took place in April 2010.

INVESTOR INFORMATION

Common stock data

CPOs (Certificados de Participación Ordinarios) of Grupo Televisa, S.A.B., comprise 117 shares each (25 Series A Shares, 22 Series B Shares, 35 Series D Shares and 35 Series L Shares), and are listed and admitted for trading on the Mexican Stock Exchange (Bolsa Mexicana de Valores, S.A.B. de C.V.), under the ticker symbol TLEVISA CPO. The GDRs (Global Depositary Receipts), each representing five CPOs, are listed on the New York Stock Exchange and trade under the ticker symbol TV.

Dividend policy

Decisions regarding the payment and amount of dividends are subject to approval by a majority of the Series A Shares and Series B Shares voting together, generally, by recommendation of the board of directors, as well as to the approval of a majority of the Series A Shares voting separately. On March 25, 2004, the Company's board of directors approved a dividend payment policy pursuant to which the Company shall pay an annual ordinary dividend of Ps.0.35 per CPO.

SEC filings

Televisa files and submits annual reports to the US Securities and Exchange Commission. This annual report contains both historical information and forward-looking statements. These forward-looking statements, as well as other forward-looking statements made by the company, or its representatives from time to time, whether orally or in writing, involve risks and uncertainties relating to the company's businesses, operations, and financial condition. A summary of these risks is included in the company's filings with the US Securities and Exchange Commission, and this summary as well as the other filings with and submissions to the US Securities and Exchange Commission, are and will be available through the office of investor relations upon written request.

Investor relations

We ask that investors and analysts direct all inquiries to:

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This annual report is available in both English and Spanish. April 2011.
Este informe anual está disponible tanto en español como en inglés. Abril 2011.

In 2007 Televisa celebrated 50 years of producing its popular Telenovelas, captivating audiences throughout the Spanish-speaking world and beyond.

Televisa launched Televisa Deportes Network (TDN)

As of today, Televisa has one of the largest telecom infrastructures in the country. Through its cable and telecom assets, it reaches several of the most important cities in Mexico with more than 6 million homes passed and has close to 50 thousand miles of fiber and coaxial cable around the country.

www.televisa.com

www.televisair.com

largest media company in Spanish-speaking world

ANNUAL

the coming years"

TELEVISA SIGNS LANDMARK AGREEMENT WITH UNIVISION