

Table 1
Holdings and Revenues of CBS, Inc, and Viacom, Inc.¹
(U.S. \$, Billions)

CBS	1998 Rev.	Viacom	1998 Rev.
Radio (Infinity Broadcasting, 160 stations); Outdoor Advertising (TDI Worldwide)	1.89	Entertainment: Production & distribution of motion pictures & TV programming (Paramount Pictures, Spelling Entertainment, Viacom Productions); UPN Network (50% equity), 19 TV stations, movie theaters, music publishing	4.76
Television (CBS network), 15 TV stations, Internet/Multimedia	4.37	Video Retailing (Blockbuster)	3.89
Cable TV programming (TNN, CMT, regional sports)	0.55	Cable television programming (MTV, Nickelodeon, Showtime Networks)	2.61
Intercompany correction	-0.01	Publishing (Simon & Schuster)	0.57
		Theme Parks (Paramount Parks)	0.42
		Internet	0.01
		Intercompany correction	-0.16
Total	6.81	Total	12.81

1. Holdings as of September 1999. Principal subsidiaries shown in parentheses. For source of data, see CBS Corp., 10-K SEC filing, Aug. 6, 1999, available at (visited Apr. 1, 2000) <[http://www.sec.gov/Archives/edgar/data/ 106413/0000950128-99-000884.txt](http://www.sec.gov/Archives/edgar/data/106413/0000950128-99-000884.txt)>; A. Kuczynski, *Making Media Giant: Responsibilities*; CBS Chief Wanted to Buy or be Bought, N.Y. TIMES, Sept. 8, 1999; Viacom, Inc., 10-K SEC filing, Mar. 31, 1999, available at (visited Mar. 25, 2000) <http://www.sec.gov/Archives/edgar/data/813828/0001005477-99-001528.txt>>.