

CBS CORP  
Form 425  
June 18, 2014

Investor Presentation  
June 2014  
Investor Road Show Presentation  
Filed by: CBS Corporation  
Pursuant to Rule 425 under the  
Securities Act of 1933, as amended  
Subject Company: CBS Corporation  
Commission File No.: 333-196652

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Disclaimer

Non-GAAP Financial Measures

This presentation may include certain non-GAAP measures intended to supplement, not substitute for, comparable GAAP measures found in the Appendix of this presentation. Numbers in this presentation may not sum due to rounding.

Forward-Looking Statements

This presentation may include forward-looking statements within the meaning of the federal securities laws, including the Private Securities

statements by the use of forward-looking terminology such as believes, expects, could, may, might, will, shall or the negative of these words and phrases or similar words or phrases that are predictions of or indicate future events or trends or forward-looking statements by discussions of strategy, plans or intentions. In particular, statements pertaining to our capital resources, plans and intentions. Forward-looking statements involve numerous risks and uncertainties and you should not rely on them as predictions of future results. They may be incorrect or imprecise and we may not be able to realize them. Neither we nor CBS Corporation ( "CBS" ) guarantee that they will happen at all). The following factors, among others, could cause actual results and future events to differ materially from those anticipated and general economic conditions; competition; government regulation; our inability to increase the number of digital advertising spots; our inability to obtain and renew key municipal concessions on favorable terms; decreased government compensation for the removal of lawful permanent residents; health and safety laws and regulations; seasonal variations; future acquisitions and other strategic transactions; time and resource constraints; charges in connection with the separation and incremental costs as a stand-alone public company; dependence on our management; our ability to issue additional shares of stock without stockholder approval; certain provisions of Maryland law may limit the ability of our directors to take action against our directors and officers are limited; we may not realize the expected benefits from the separation of our business; our financial condition; the terms of the credit agreement and the indenture governing our debt restrict our current and future operations; our initiatives in response to changes in our business, the industries in which we operate, the economy and governmental regulation; our indebtedness; hedging transactions; establishing an operating partnership; asset impairment charges for goodwill; diverse risks associated with our use of the CBS mark and logo; our current financial information may not be a reliable indicator of our future results; cash availability; our investments in real estate investment trusts ( "REITs" ), including positions taken by the IRS; our failure to qualify, or remain qualified, to be taxed as a REIT; the reduced tax rates available for some dividends; REIT distribution requirements; availability of external sources of capital; our REIT requirements may cause us to liquidate investments or forgo otherwise attractive opportunities; our ability to contribute certain assets to a REIT; our ability to fail to qualify to be taxed as a REIT; our ability to hedge effectively; paying the cash portion of the earnings and profits as a REIT; cash; failure to meet the REIT income tests as a result of receiving non-qualifying rental income; even if we qualify to be taxed as a REIT, we may recognize gains in the assets held before electing to be treated as a REIT; the IRS may deem the gains from sales of our outdoor advertising assets as operating history as a REIT; a substantial amount of our common stock will enter the market as a result of the exchange offer and our common stock will fluctuate and the final per-share values used in determining the exchange ratio may not be indicative of the value of our stock at a reduced discount or may not receive any discount in the exchange offer; participating CBS stockholders will experience a split-off of fractional shares of our common stock, if any) for shares of CBS Class B common stock that are accepted in the exchange offer; the exchange offer; if the split-off, including the exchange offer, together with certain related transactions, does not qualify as a transaction for tax purposes, CBS stockholders could be subject to significant tax liabilities and, in certain circumstances, we could be required to indemnify our stockholders; matters agreement; we may not be able to engage in desirable strategic or capital-raising transactions following the split-off, and we may not be able to engage in significant strategic or capital-raising transactions; if the exchange offer is not fully subscribed, CBS may continue to control our operations; other factors described in our filings with the Securities and Exchange Commission (the "SEC" ), including but not limited to those described in the SEC on June 11, 2014. All forward-looking statements in this presentation apply as of the date of this presentation or as of the date of any obligation to publicly update or revise any forward-looking statement to reflect changes in underlying assumptions or facts.

#### Additional Information

CBS Outdoor has filed a Registration Statement on Form S-4 (File No. 333-196652) with the SEC. The terms and conditions of the exchange offer are described in the prospectus filed as part of the Schedule TO filed by CBS Corporation with the SEC. The prospectus, which is included in the Registration Statement on Form S-4, describes the separation and related matters. CBS Corporation has delivered the prospectus to its stockholders. **INVESTORS AND SECURITY HOLDERS SHOULD READ THE PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC BY CBS CORPORATION AND CBS OUTDOOR INCORPORATED.** CBS Outdoor or their respective directors or officers or any dealer manager appointed with respect to the exchange offer make no representation or warranty as to the accuracy or completeness of this presentation. This presentation is for informational purposes only and is neither an offer to sell nor an offer to buy any securities, nor is it a recommendation made solely by means of the prospectus. Investors may obtain a free copy of the prospectus and other related documents filed with the SEC and those documents may also be obtained for free, as applicable, from CBS at [www.cbscorporation.com](http://www.cbscorporation.com) or CBS Outdoor at [www.cbsoutdoor.com](http://www.cbsoutdoor.com).

3  
Exchange Offer Summary  
Offer to Exchange  
Up to 97,000,000 shares  
1  
of CBS Outdoor Americas Inc.  
( CBSO ) common stock for outstanding shares of CBS Corp

( CBS ) Class B common stock

Target Discount on CBSO

7% based on average of Volume Weighted Average Prices of  
CBS and CBSO during the Pricing Period (subject to the  
Upper Limit Exchange Ratio)

Upper Limit Exchange Ratio

2.1917 shares of CBSO per share of CBS tendered

(represents a 13% discount to CBSO based on June 10  
closing prices)

Pricing Period

Currently expected to be July 7, 8, and 9

Expiration

Currently expected July 9, 2014 at 12:00 midnight EDT

Exchange / Ticker

NYSE / CBSO, NYSE / CBS (Class B)

Dealer Managers

Goldman Sachs, Morgan Stanley

Minimum Amount

58,200,000 shares of CBSO distributed (60% of shares held  
by CBS as of June 10, 2014)

1

Representing CBS Corporation's entire remaining interest in CBS Outdoor Americas Inc.

4  
Agenda  
CBSO Highlights  
Growth Dynamics  
Company Overview  
Financial Summary

\$  
1,303  
\$  
415  
\$  
60  
Revenue

OIBDA

Capex

Financial Profile

3

5

Highlights

Large Market Focus

Leading presence in the U.S.

Top 25 DMAs

Strong operations in Canada  
and Latin America

Hard-to-Replicate Portfolio of  
Assets

Reinvigorated Organization

Poised for Continued

Growth

3

LTM March 31, 2014. Reflects Adjusted OIBDA. See page 45 for a reconciliation  
of Adjusted OIBDA to Operating Income.

4

As of March 31, 2014.

1

As of 12/31/13.

Source: OAAA 2013 U.S.; Company reports. CBSO includes the US; Clear

Channel represents the Americas including Canada; Lamar and JCDecaux include the U.S.

A Leader in a Fragmented Industry

2

CBSO

19%

Other

36%

CCO

21%

LAMR

21%

JCD

4%

Innovative Marketing Solutions

Provider

20,300 clients

4

Local and national strength

356,000+ displays

1

2

CBSO: A Market **LEADER** in a **GROWTH** Industry



6  
Investment **HIGHLIGHTS**  
Attractive Industry Fundamentals  
Superior and Hard-to-Replicate Real Estate Portfolio  
Multiple  
Levers  
to

Enhance  
Growth

Digital  
Conversion, Yield Management, Select Acquisitions  
Energized Management Team and Sales Force  
Consistent Revenue Growth, High Incremental  
Margins, Powerful Free Cash Flow  
Strong and Efficient Balance Sheet with  
Financial Flexibility  
Growth + Sustainable Dividends

7  
EXECUTING on Stated Business Objectives

8

SOLID First Quarter Results

Notes: All changes refer to the three months ended March 31, 2014 compared to the same prior-year period. <sup>1</sup>Revenue comparison and AFFO are presented on a comparable basis for 2013; please see Non-GAAP Reconciliations in the Appendix of this presentation.

GROWTH  
Dynamics

10  
Outdoor is a **POWERFUL**  
Medium

11  
Historical and Future Top-Line Industry OUTPERFORMANCE  
2013-2016E CAGR  
And Strong Growth Forecast  
1  
Consistent Historical Growth  
1

\$2.6

\$4.9

\$7.9

\$9.1

'90

'00

'13

'16E

3.1%

3.1%

4.7%

4.8%

8.0%

Outdoor as a % of Total U.S. Advertising Spend

U.S.

Outdoor Ad Spend

Digital

17.2%

Outdoor

4.8%

TV

2.9%

Radio

1.0%

Print

(4.8%)

All Media

4.6%

1

Outdoor as a % of Total Non-U.S. Ad Spend

Source: Zenith Optimedia - April 2014.



12  
Growing MEASURABLE Audience

13  
Ignites **SOCIAL**  
& **MOBILE**  
Drives to Search  
Mobile Commerce  
Connects with Social

14  
DRIVING Online Search  
Absolut  
Cocktail Campaign Results  
A significant spike in search for  
ABSOLUT Greyhound  
during

campaign flights  
Stimulated significant interest on  
Twitter  
92% of Absolut-related  
tweets were related to the  
campaign  
Earned media exceeded  
ABSOLUT's expectations  
Absolut Case Study  
OOH Drives Consumer Interest  
1  
Absolut OOH Media  
15 of the Top 25  
markets  
Multiple high profile  
formats  
100  
80  
60  
40  
20  
0  
Dec 2012  
Jan 2013  
Feb 2013  
Mar 2013  
OOH Flight  
OOH Flight  
1

Source: Google Analytics indexed peak total search volume during Absolut's multi-media campaign; Posterscope.

15

Industry Measurement:  
TAB OOH Audience Ratings  
20x60 Bulletin  
Right Read, 400 feet,  
Head-On  
Weekly Impressions:

343,570  
TAB Data on  
Every Billboard

Company Overview

17  
Canada  
Mexico  
South America  
Strategic Locations in Large Markets  
Revenue  
Mix



by  
Product  
1  
Revenue  
Mix  
by  
Geography  
1  
1  
For  
the  
12  
month  
period  
ending  
March  
31,  
2014.

CBSO: Superior and Hard-to-Replicate Assets

Billboard

71%

Transit &

Other 29%

United

States

Canada

Latin

America

88%

6%

7%

18

Strong Presence in Key **STRATEGIC LOCATIONS**

Retail Districts

Transit Centers

High Traffic Areas

Iconic Locations

19  
Business Profile: **UNITED STATES**  
Revenue Mix  
1  
Revenue  
1  
Adjusted OIBDA and Margin

2

1

For the 12 month period ending December 31, 2010-2013 and March 31, 2014.

2

Adjusted OIBDA margin is defined as Adjusted OIBDA divided by revenues and presented in this table for the US segment.

20

We Give our Customers **NATIONAL REACH & LOCAL STRENGTH**

National

Hyper Local

Covers ~ 50% of the

U.S. Population

Top 25 DMA

Presence  
Blue Chip  
Customer Base  
50 U.S. Account  
National Executives  
Sales People in  
38 Regional  
Offices

Local Knowledge  
with 315 Local

Executives  
in Every

Location  
Embedded  
in Local

Communities

Strong, Client

Centric Approach

Regional

Note: Information as of March 31, 2014.

National

Revenue

Local

Revenue

~60%

~40%

21

Business Profile: **U.S. BILLBOARD**

Stable, high margin business. Lease expense 29% of  
2013 billboard revenues

High customer renewal rates

Growing

digital

footprint

-

national

and

local

Highlights

Revenue

Top

Market

Focus

1

1

Revenue

by

geographic

area

for

the

twelve

months

ended

December

31,

2013.



22

Attractive Drivers of **BILLBOARD VALUE**

23  
Business Profile: **U.S. TRANSIT**  
Revenue  
1  
Large  
Market  
Focus

2

Top market strategy  
Makes us Must Buy  
media  
Disciplined  
approach  
to  
contracts 2013  
lease  
expense  
64%  
of  
transit revenues

Contracts typically the greater of revenue share or minimum  
guaranteed payments  
Minimal CapEx requirements

2

Transit  
and  
Other  
revenue  
by  
geographic  
area  
for  
the  
twelve  
months  
ended  
December  
31,  
2013.

Highlights

1

Transit  
&  
Other  
revenue  
for  
the  
twelve  
months  
ending  
December  
31,  
2010-2013  
and  
March  
31,  
2014.

\$  
282  
\$  
305  
\$  
328  
\$  
334  
\$  
340  
'10  
'11  
'12  
'13  
LTM 1Q14  
New York City  
57%  
Other U.S.  
18%  
Washington  
D.C. 11%  
Los Angeles  
14%

24

International Revenues

1

One of the largest in Canada  
and Mexico

Niche, high growth  
position in Brazil,

Argentina, Chile and  
Uruguay  
Revenues and Adjusted  
OIBDA stabilized in the first  
quarter of 2014  
Revenue Mix

4

4

For the twelve months ended March 31, 2014.

Business Profile: **INTERNATIONAL**

Highlights

1

\$ Millions. Last twelve months ending December 31, 2010-2013 and March 31, 2014.

Revenue comparison is on a constant dollar basis. Reported total International revenues  
were:

\$218M

(2010),

\$226M

(2011),

186M

(2012),

and

\$164M

(2013).

2

Reflects

lost

Canadian

contracts

of

\$44M

(2010),

\$37M

(2011)

and

\$7M

(2012);

3

Includes

impact

of

\$6M of political advertising in 2012.

25  
20,300 Customers  
91  
of  
Top  
100  
Advertisers

are  
Customers  
1.6% Maximum Revenue Contribution from  
Single Customer  
Highlights  
Blue Chip Customers  
Highly  
DIVERSIFIED  
Customer  
Base  
US Revenue % by Industry

1  
Source:  
Kantar  
Media  
for  
12  
months  
ended  
March  
31,  
2014.

2  
For  
the  
12  
months  
ended  
March  
31,  
2014.

3  
For  
the  
12  
months  
ended  
December  
31,  
2013.

2  
1  
2  
3



Point Chg.

2007

2008

2009

2010

2011

2012

2013  
'07-'13

Retail

9%

9%

9%

9%

9%

10%

10%

0

Television

5

6

5

7

7

7

8

2

Entertainment

7

6

6

6

6

7

7

0

Health/Pharma

5

5

6

6

7

7

7

3

Restaurants/Fast Food

5

6

7

7

7

7

7

2

Other

8

8

8  
8  
7  
7  
7  
(1)  
Professional Services  
7  
6  
6  
6  
7  
6  
7  
0  
Telephone/Utilities  
9  
8  
8  
7  
7  
7  
6  
(3)  
Auto  
8  
7  
6  
5  
5  
5  
5  
(3)  
Financial Services  
7  
7  
7  
7  
7  
6  
5  
(1)  
Casinos/Lottery  
4  
5  
5  
5  
5  
5  
5

0

Beer/Liquor

5

5

5

5

5

4

5

(1)

Education

2

3

4

4

5

4

4

2

Movies

4

5

4

5

5

5

4

0

Travel/Leisure

5

5

5

5

5

5

4

(1)

Computers/Internet

1

1

1

2

2

3

3

2

Food/Beverage

2

3

4

3  
3  
3  
3  
0  
Government  
1  
1  
1  
1  
1  
1  
1  
2  
1  
Real Estate  
4  
3  
2  
1  
1  
1  
1  
1  
(3)  
Household Products  
1  
1  
1  
1  
1  
1  
1  
1  
0  
Total CBSO  
100%  
100%  
100%  
100%  
100%  
100%  
100%  
100%  
TV, Ent. & Movies  
17%  
17%  
15%  
18%  
19%  
19%  
19%  
3  
26

High Diversification and Customer STABILITY Over Time

Note: Numbers may not sum due to rounding

CBSO US Revenue Mix by Advertising Category

27  
2013

iPhone  
5  
Longstanding Customer  
Multiple formats,

Integral to launch strategy

Customer Case Study: KEY MEDIA for APPLE

2008

iPod

2009

iPod

Touch

2007

iPod

2011

iPad

2

multiple markets



28

Strong focus on pricing

increase Revenue per Display

Optimize inventory management

Improved data to identify opportunities

Network-focused approach

Top DMAs + transit franchises

Improved analytics/audience measurement  
Increased focus on operational efficiencies  
Lease expense rationalization  
Less than 1% of CBSO total billboards are digital

1

Continued strategic, ROI-focused conversions  
Fragmented market ~36% of share held by  
independents

Strategic market opportunities to acquire  
complementary assets at attractive multiples

Drive returns through scalable infrastructure

**Key GROWTH DRIVERS**

Yield Management

Emphasis on Large

National Advertisers

Cost Optimization

Digital Deployment

Acquisitions

As

of

March

31,

2014.

1

29  
The  
Pyramid  
of  
Quality

AUDIENCE,

DMA,  
&  
LOCATION  
Digital Investment  
Strategic Enhancement  
Focus on Yield  
Rationalize  
= Maximize Profit Per Display

30  
Digital Provides Additional **OPPORTUNITIES**  
Benefits to  
Advertisers  
Richer Content  
Interactivity  
with Audience

Location & Day  
Parting  
Deployment  
Flexibility  
Minimizes  
Production  
Costs  
Benefits to  
CBSO  
Enhances  
Value  
Proposition  
Revenue  
Opportunities  
Enhances  
Yield  
Ability to  
Attract New  
Advertisers  
Inventory  
Optimization

31  
Significant Digital **UPSIDE**  
Iconic Locations  
    Premium  
Offerings  
Top DMAs  
Selective & Measured

Deployment  
Maximize Overall Yield  
IRR benefits from lower cost per  
digital billboard  
Strategic  
Approach  
to  
Digital  
Billboards  
Cost  
per  
Digital  
Billboard

As of December 31 2010-2013 and as of March 31, 2014.  
Average CBSO cost as of December 31.

97  
173  
277  
373  
411  
'10  
'11  
'12  
'13  
1Q14  
#  
of  
CBSO  
US  
Digital  
Billboards  
1  
1  
2  
'09  
'13  
2



Financial Summary  
Financial Summary

33  
KEY FINANCIAL Highlights

34  
Consistent **REVENUE**  
Stream  
Stable and Growing Revenue Base  
1  
For  
the

twelve  
months  
ended  
December  
31,  
2010-2013

and  
March  
31,  
2014.

996  
1,052

1,099  
1,130

1,140  
218

226  
186

164  
163

'10  
'11

'12  
'13

LTM 1Q14  
International

US  
\$1,214

\$1,277  
\$1,285

\$1,294  
\$1,303

1

Opportunities

35

Improve Yield Management

Lower Billboard Site Related Expenses

More Profitable Mix of Transit Contracts

Drive Results from Lease Negotiations

Adjusted OIBDA and Margin

1,3

Lease Costs as % of Revenue

2,3

Attractive **MARGIN PROFILE** and **OPERATING LEVERAGE**

\$

415

\$

415

\$

408

\$

414

\$

350

29%

32%

32%

32%

32%

LTM 1Q14

'13

'12

'11

'10

40%

38%

38%

37%

37%

'10

'11

'12

'13

LTM 1Q14

See

page

45

for

a

reconciliation

of

Adjusted

OIBDA

to

Operating

Income.

Adjusted

OIBDA

margin

is

defined  
as  
Adjusted  
OIBDA  
divided  
by  
revenues.

Lease  
costs  
include  
billboard property lease costs and transit franchise costs.

For the twelve months ended December 31, 2010-2013 and March 31, 2014.

1  
3  
2

36

~ 23,000 Leases

~ 18,500 Landlords

Low, generally fixed cost billboard leases

8% of real estate locations owned

Results in long-term relationships

75% Legal Non-conforming



Favorable pricing dynamics  
Highly Diversified  
Attractive Terms  
Built-in Flexibility  
Permit Ownership  
ATTRACTIVE LEASE Portfolio  
Based  
on  
total  
revenues  
CAGR  
December  
31,  
2010

LTM  
March  
31,  
2014.  
Majority of billboard leases have abate and/or  
termination clauses  
Important cost lever  
Through negotiation, lease costs declined 0.1%  
vs. revenue growth of 2.2%  
1  
1

37  
Low  
Ongoing  
Capital  
Intensity  
with  
OPPORTUNITY

to  
INVEST  
Minimal Maintenance CapEx  
Nominal Transit CapEx  
Stringent ROI Thresholds  
Opportunity to invest in Growth CapEx  
Disciplined CapEx  
Capital Expenditures  
1  
CapEx as % of Total Revenue  
1  
3.9%  
3.6%  
4.2%  
4.5%  
4.6%  
1.7%  
1.2%  
1.2%  
1.8%  
1.9%  
'10  
'11  
'12  
'13  
LTM 1Q14  
Total  
Maintenance  
1  
For  
the  
twelve  
months  
ended  
December  
31,  
2010-2013  
and  
March  
31,  
2014.  
20  
15  
16  
24  
25  
27  
30  
38  
35

36

\$

47

\$

46

\$

54

\$

58

\$

60

'10

'11

'12

'13

LTM 1Q14

Growth

Maintenance

Split-Off  
Exchange  
Offer  
Launched  
38  
Transaction  
SUMMARY

and

TIMELINE

Exchange offer expiration date of July 9, 2014

Targeted split-off separation from CBS mid-July, 2014

Earnings & Profits (E&P) purge announced after July 2014 and paid before January 31, 2015

E&P Purge

expected to

be paid by

Jan 31,

2015

Intend to

operate as

a REIT

going

forward

First

quarter

earnings

PLR

received

CBSO

IPO

Targeted

complete

separation

from CBS

CBSO debt

financing

Apr

16

Jan

31

May

8

Mar

28

Mid-

July

Jan

31

2015

2014

Jun

11

39  
Expected **REIT**  
Structure  
International operations  
U.S. mobile  
transit assets  
(i.e., train cars, buses)

Residual cash may be used  
for reinvestment in business  
or for debt repayment

U.S. Billboards

U.S. fixed

transit assets

(i.e., station structures)

100% of taxable income

to be distributed to

shareholders

Qualified REIT Subsidiary ( QRS )

Taxable REIT Subsidiary ( TRS )



40

Balance Sheet Highlights

\$539 million of liquidity

\$114 million cash

\$100 million IPO proceeds on

April 2, 2014 for cash portion  
of E&P purge

\$425 million undrawn  
revolving credit facility  
Long dated and staggered  
maturity profile  
8 year  
average maturity  
Target leverage range  
3.5x-4.0x  
Dividend plans in line with  
REIT structure

100% of QRS taxable income  
distributed to shareholders

Cash balance builds via TRS  
EFFICIENT  
Balance Sheet

1

As of March 31, 2014; except that \$100 million in IPO Proceeds was received on April 2, 2014.

2

As defined in the Credit Agreement governing our senior credit facilities; calculated on total debt.  
Capitalization

1

(\$ in millions)

Cash

\$114

IPO Proceeds for cash E&P Purge

100

\$425M Revolving Credit Facility due 2019

0

Senior Secured Term Loan due 2021

798

5.250% Senior Notes due 2022

400

5.625% Senior Notes due 2024

400

Total Debt

\$1,598

Weighted Average Cost of Debt

4.2%

Consolidated Total Leverage Ratio

2

3.8x

41  
Strong OIBDA Conversion and a Sustainable Dividend  
OIBDA  
AFFO and  
FCF  
1  
DIVIDENDS

1  
Adjusted  
Funds  
From  
Operations  
( AFFO )  
is  
described  
in  
the  
Appendix  
of  
this  
presentation.  
Free  
Cash  
Flow  
( FCF )  
is  
defined  
as  
Net  
Cash  
Flow  
Provided  
by  
Operating  
Activities,  
less  
total  
Capital  
Expenditures,  
from  
the  
Statement  
of  
Cash  
Flows.

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Investment **HIGHLIGHTS**

Attractive Industry Fundamentals

Superior and Hard-to-Replicate Real Estate Portfolio

Multiple Levers to Enhance Growth

Digital

Conversion, Yield Management, Select Acquisitions

Energized Management Team and Sales Force  
Consistent Revenue Growth, High Incremental  
Margins, Powerful Free Cash Flow  
Strong and Efficient Balance Sheet with  
Financial Flexibility  
Growth + Sustainable Dividends

Appendix

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Non-GAAP Reconciliations

Non-GAAP Financial Measures

In addition to the results prepared in accordance with generally accepted accounting principles in the United States ( GAAP ) accompanying tables include non-GAAP measures as described below. We calculate revenues on a constant dollar basis as re exchange rates between periods. We provide constant dollar revenues to understand the underlying growth rate of revenue excl between periods, which are not under management s direct control. Our management believes constant dollar revenues are use



level of growth of our business period to period. We calculate Adjusted OIBDA as operating income before depreciation, amortization, stock-based compensation and restructuring charges. We calculate Adjusted OIBDA margin by dividing Adjusted OIBDA by total revenues. Adjusted OIBDA and Adjusted OIBDA margin are among the primary measures we use for managing our operating performance. Adjusted OIBDA margin, as each is an important indicator of our operational strength and business performance. Our management believes users are best served if the information that is made available to them allows them to align their analysis and evaluation of our operating results along the same lines that our management uses in managing our business. Our management also believes that the presentations of Adjusted OIBDA and Adjusted OIBDA margin, as supplemental measures, provide users with an important perspective on our operating performance. Management's opinion that these supplemental measures provide users with an important perspective on our operating performance is not intended to be compared to other companies that have different financing and capital structures or tax rates. We calculate FFO in accordance with the definition of FFO for Real Estate Investment Trusts ( "REITs"). FFO reflects net income adjusted to exclude gains and losses from the sale of real estate assets, depreciation, amortization of direct lease acquisition costs, as well as the same adjustments for our equity based investments, as applicable. We calculate Adjusted FFO by adjusting FFO for direct lease acquisition costs as such costs are generally amortized over a period ranging from four weeks to one year and therefor are not cash paid for maintenance capital expenditures since these are routine uses of cash that are necessary for our operations. In addition, we adjust FFO for real estate depreciation and amortization, deferred income taxes, stock-based compensation expense, accretion expense, the noncash portion of interest and financing costs. We believe that adjusting for these items provides a better measure of our operating performance. We use FFO and Adjusted FFO for planning and forecasting future periods, and each is an important indicator of our operational strength and business performance. Our management believes users are best served if the information that is made available to them allows them to align their analysis and evaluation of our operating performance with management uses in managing, planning and executing our business strategy. Our management also believes that the presentations of Adjusted FFO, Adjusted FFO per average share, as supplemental measures, are useful in evaluating our business because adjusting results to reflect items that have been excluded highlights trends in our business that may not otherwise be apparent when relying solely on GAAP financial measures. It is management's opinion that these supplemental measures provide users with an important perspective on our operating performance and also make it easier to compare our results to other companies. We calculate Adjusted Weighted Average Shares on an adjusted basis of 120,000,000 shares to give effect to 23,000,000 shares issued on April 2, 2014 and outstanding as of March 31, 2014, for basic and diluted earnings per share ( "EPS"). We also present FFO, AFFO and net income. Our management believes that these presentations are useful in evaluating our business because they allow users to evaluate our per share results for common stock in connection with our initial public offering, which increased our outstanding shares of common stock. We calculate operating income related per adjusted weighted average share amounts, for the three months ended March 31, 2013, on a comparable basis by adjusting operating income for interest incurred in the first quarter of 2013 on the disposition of most of our billboards in Salt Lake City in exchange for billboards in Salt Lake City associated with operating as a stand-alone public company incurred in the first quarter of 2014 and \$12.4 million of interest expense incurred in the first quarter of 2014 on the issuance of our senior notes, which were also incurred in the first quarter of 2014. Our management believes these adjusted operating income amounts they allow users to compare our operating performance for the first quarter of 2013 against the operating performance of the first quarter of 2013 as a result of our separation from CBS. Since adjusted weighted average shares, Adjusted OIBDA, Adjusted OIBDA margin, FFO, AFFO, constant dollar revenues and, on a comparable basis for 2013, operating income, net income, Adjusted OIBDA, FFO and AFFO are not measures calculated in accordance with GAAP, they should not be considered in isolation of, or as a substitute for, weighted average shares, operating income, net income and revenues, and the related weighted average per share amounts, the most directly comparable measures of our operating performance. These measures, as we calculate them, may not be comparable to similarly titled measures employed by other companies. These measures represent funds available for discretionary use and are not necessarily a measure of our ability to fund our cash needs.

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Non-GAAP Reconciliations  
Last Twelve  
Months  
(LTM) Ended:  
(in \$ millions)  
2010

2011  
2012  
2013  
1Q13  
2Q13  
3Q13  
4Q13  
1Q14  
1Q14  
Total Revenues  
\$1,214.1  
\$1,277.1  
\$1,284.6  
\$1,294.0  
\$279.2  
\$332.7  
\$338.2  
\$343.9  
\$287.9  
\$1,302.7  
Operating Income  
126.5  
  
192.4  
  
201.2  
  
238.8  
  
34.7  
  
62.8  
  
64.6  
  
76.7  
  
26.7  
  
230.8  
  
Depreciation  
107.6  
  
109.0  
  
105.9  
  
104.5

26.0

25.9

26.4

26.2

26.1

104.6

Amortization

106.6

102.9

90.9

91.3

22.9

22.7

22.6

23.1

21.9

90.3

Net (Gain) Loss on Dispositions

1.1

2.0

2.2

(27.3)

(9.8)

0.1

(0.1)

(17.5)

(0.9)

(18.4)

Restructuring Charges

3.9

3.0

2.5

-

-

-

-

-

-

-

Stock Based Compensation

4.3

5.0

5.7

7.5

1.6

1.6

2.6

1.7

1.8

7.7

Adjusted OIBDA

350.0

414.3

408.4

414.8

75.4

113.1

116.1

110.2

75.6

415.0

Adjusted OIBDA Margin

28.8%

32.4%

31.8%

32.1%

27.0%

34.0%

34.3%

32.0%

26.3%

31.9%

Capital Expenditures

47.2

45.6

53.6

58.2

6.0

8.9

12.8

30.5

8.2

60.4

Twelve Months Ended December 31:

Three Months Ended:

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Non-GAAP Reconciliations

(a) No restructuring charges were incurred for the three months ended March 31, 2013 and 2014.

Three Months Ended March 31,

2013

(in millions)

U.S.



International  
Corporate  
Consolidated  
Revenues

\$  
245.2  
\$  
34.0  
\$

\$  
279.2

Operating income (loss)

\$  
48.2  
\$  
(6.6)  
\$  
(6.9)  
\$  
34.7

Net gains on dispositions

(9.9  
)  
0.1

(9.8  
)

Depreciation and amortization

41.8  
7.1

48.9

Stock-based compensation

1.6  
1.6

Adjusted OIBDA

(a)  
80.1  
0.6  
(5.3)  
75.4

Incremental stand-alone costs

(1.7  
)

(2.1)  
(3.8)

)  
Adjusted OIBDA, on a comparable basis  
\$  
78.4  
\$  
0.6  
\$  
(7.4)  
\$  
71.6  
Adjusted OIBDA margin  
32.7  
%  
1.8  
%  
\*  
27.0  
%  
Adjusted OIBDA margin, on a comparable basis  
32.0  
%  
1.8  
%  
\*  
25.6  
%  
Capital expenditures  
\$  
5.3  
\$  
0.7  
\$  
  
\$  
6.0  
Three Months Ended March 31,  
2014  
(in millions)  
U.S.  
International  
Corporate  
Consolidated  
Revenues  
\$  
255.0  
\$  
32.9  
\$  
  
\$

287.9  
Operating income (loss)  
\$  
40.0  
\$  
(5.7)  
\$  
(7.6)  
\$  
26.7  
Net gains on dispositions  
(0.8  
)  
(0.1)  
  
(0.9  
)  
Depreciation and amortization  
41.1  
6.9  
  
48.0  
Stock-based compensation  
  
1.8  
1.8  
Adjusted OIBDA  
(a)  
\$  
80.3  
\$  
1.1  
\$  
(5.8)  
\$  
75.6  
Adjusted OIBDA margin  
31.5  
%  
3.3  
%  
\*  
26.3  
%  
Capital expenditures  
\$  
7.0  
\$  
1.2

\$

\$

8.2

\* calculation is not meaningful.

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Non-GAAP Reconciliations  
Three Months Ended March 31,  
2013  
2014  
(in millions, except per share amounts)  
Reported

Net Gain on  
Dispositions

(a)  
Stand

-  
Alone  
Costs

(b)  
Interest  
Expense

(c)  
Comparable to  
2014

Reported  
(f)

Revenues  
\$  
279.2

\$  
279.2

\$  
287.9

Operating  
162.2

162.2

163.5

Selling, general and administrative

43.2

3.8

47.0

50.6

Net gain on dispositions

(9.8)

9.8

(0.9)

Depreciation

26.0

26.0

26.1

Amortization

22.9

22.9

21.9

Operating income

34.7

(9.8)

(3.8)

21.1

26.7

Interest expense

(0.1)

(12.4)

(12.5)

(12.5)

Other expense, net

(0.1)

(0.1)

(0.5)

Income before provision for income taxes  
and equity in earnings of investee  
companies

34.5

(9.8)

(3.8)

(12.4)

8.5

13.7

Provision for income taxes

(14.9)

4.1

1.6

5.4

(3.8)

(5.9)

Equity in earnings in investee companies,  
net of tax

0.3

0.3

0.6

Net income

\$

19.9

\$

(5.7)

\$

(2.2)

\$

(7.0)

\$

5.0

\$

8.4

Net income per common share:

Basic

\$

0.21  
 \$  
 0.05  
 \$  
 0.09  
 Diluted  
 \$  
 0.21  
 \$  
 0.05  
 \$  
 0.09  
 Weighted average shares outstanding  
 (d)  
 :  
 Basic  
 97.0  
 97.0  
 97.0  
 Diluted  
 97.0  
 97.0  
 97.0  
 Net income per adjusted weighted average  
 share  
 \$  
 0.04  
 \$  
 0.07  
 Adjusted weighted average shares  
 (e)  
 120.0  
 120.0  
 Net income, excluding Net gain on  
 dispositions, net of tax, for the three  
 months ended March 31, 2014, is \$7.9  
 million.  
 Adjusted weighted average shares of  
 120.0 million includes shares issued  
 on April 2, 2014, from the IPO in  
 addition to the 97.0 million shares  
 outstanding as of March 31, 2014,  
 for basic and diluted EPS.  
 On March 14, 2014, our board of  
 directors declared a 970,000 to 1 stock  
 split. As a result of the stock split, the 100  
 shares of our common stock then  
 outstanding were converted into  
 97,000,000 shares of our common stock.  
 The effects of the stock split have been



applied retroactively to all reported periods for EPS purposes.

Adjustment to reflect incremental interest expense at 2014 level.

Adjustment to reflect incremental stand-alone costs at 2014 level.

Adjustment to exclude Net gain on dispositions.

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

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Non-GAAP Reconciliations

(a)

Adjustment to reflect incremental costs to operate as a stand-alone company, net of tax, at the same level as 2014.

Three Months Ended

March 31,  
(in millions, except per share amounts)

2013	
2014	
Net income	
\$	
19.9	
8.4	
Depreciation of billboard advertising structures	
24.2	
24.2	
Amortization of real estate related intangible assets	
10.7	
10.7	
Amortization of direct lease acquisition costs	
7.8	
7.0	
Net gain on disposition of billboard advertising structures, net of tax	
(5.7)	
(0.2)	
Adjustment related to equity based investments	
0.2	
0.2	
FFO	
57.1	
50.3	
Incremental stand-alone costs, net of tax	
(a)	
(2.2)	
Incremental interest expense, net of tax	
(b)	
(7.0)	
FFO, 2013 on a comparable basis	
\$	
47.9	
50.3	
FFO	
\$	

57.1  
50.3  
Adjustment for deferred income taxes  
(7.8)  
(6.9)  
Cash paid for direct lease acquisition costs  
(9.4)  
(8.5)  
Maintenance capital expenditures  
(2.0)  
(3.0)  
Other depreciation  
1.8  
1.9  
Other amortization  
4.4  
4.2  
Stock-based compensation  
1.6  
1.8  
Non-cash effect of straight-line rent  
0.2  
(0.2)  
Accretion expense  
0.6  
0.5  
Amortization of deferred financing costs  
0.7  
AFFO  
46.5  
40.8  
Incremental stand-alone costs, net of tax  
(a)  
(2.2)  
  
Incremental interest expense, net of tax  
(b)  
(7.0)  
  
Amortization of deferred financing costs  
0.7  
  
AFFO, 2013 on a comparable basis  
\$  
38.0  
40.8  
FFO, 2013 on a comparable basis, per adjusted weighted average share  
(c)  
\$  
0.40

0.42

AFFO, 2013 on a comparable basis, per adjusted weighted average share

(c)

\$

0.32

0.34

Adjusted weighted average shares

(c)

120.0

120.0

Weighted average shares for basic and diluted EPS

(d)

97.0

97.0

(b)

Adjustment to reflect incremental interest expense, net of tax, at the same level as 2014.

(c)

Adjusted weighted average shares of 120.0 million includes 23.0 million shares issued on April 2, 2014, from the IPO in addition to the 97.0 million shares outstanding as of March 31, 2014, for basic and diluted EPS.

(d)

On March 14, 2014, our board of directors declared a 970,000 to 1 stock split. As a result of the stock split, the 100 shares of our common stock then outstanding were converted into 97,000,000 shares of our common stock. The effects of the stock split have been applied retroactively to all reported periods for EPS purposes.

\$

\$

\$

\$

\$

\$

About CBS Outdoor Americas Inc.

CBS Outdoor Americas Inc. (NYSE: CBSO) is one of the largest lessors of advertising space on out-of-home advertising structures and sites across the U.S., Canada and Latin America. Our portfolio primarily consists of billboard displays, which are predominantly located in densely populated major metropolitan areas and along high-traffic expressways and major commuting routes. In addition, we have a number of exclusive multi-year contracts that allow us to operate advertising displays in municipal transit systems where our customers are able to reach millions of commuters on a daily basis. We have displays in all of the 25 largest markets in the U.S. and over 180 markets in the U.S., Canada and Latin America, including in some of the most heavily trafficked locations, such as the Bay Bridge in San Francisco, Sunset Boulevard in Los Angeles and Grand Central Station and Times Square in New York City.