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Subject Company: Viacom Inc.

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On September 13, 2005, Tom Freston, Co-President and Co-Chief Operating Officer of Viacom Inc., used the below slides in connection with his presentation at the Merrill Lynch Media and Entertainment Conference.

## Searchable text section of graphics shown above

[LOGO]

TOM FRESTON

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## Cautionary Statement Regarding Forward-Looking Statements:

This presentation contains both historical and forward-looking statements. All statements, including business outlook, that are not statements of historical fact are, or may be deemed to be, forward-looking statements within the meaning of section 27A of the Securities Act of 1933 and section 21E of the Securities Exchange Act of 1934. These forward-looking statements involve known and unknown risks, uncertainties and other factors that are difficult to predict and which may cause the actual results, performance or achievements of Viacom to be different from any future results, performance and achievements expressed or implied by these statements. There may be additional risks, uncertainties and factors that Viacom does not currently view as material or that are not necessarily known. The risk factors set forth in Viacom s previous news releases and filings with the Securities and Exchange Commission could affect future results, causing these results to differ materially from those expressed in Viacom s forward-looking statements. The forward-looking statements included in this presentation are made only as of the date of the live presentation, and Viacom does not have any obligation to publicly update any forward-looking statements to reflect subsequent events or circumstances. You should not rely on the continued accuracy of any information contained in the presentation after the date of the live presentation.

This presentation contains information relating to the proposed separation of Viacom into two publicly traded companies. In connection with the proposed transaction, Viacom intends to file a Registration Statement on Form S-4 with the SEC. Investors and security holders are urged to read the Registration Statement and related materials that are filed with the SEC when they become available, because they will contain important information about the proposed transaction. Investors and security holders will be able to obtain copies of these documents, and other documents containing information about Viacom, without charge, at the SEC s website at www.sec.gov.

Any other information relating to the presentation may be found at Viacom s corporate website on the internet at www.viacom.com.

[LOGO]

TOM FRESTON

today s		
[LOGO]		
Cable Networks		
Entertainment		
Television		
Radio		
Outdoor		
Publishing & Parks		
[LOGO]		

the new		
[LOGO]		
Cable Networks		
Entertainment		
[LOGO]		

An Integrated Approach

## [GRAPHIC]

#### Cable Networks

Consumer-Focused Branded Content

[GRAPHIC]

Digital / Interactive

[GRAPHIC]

Filmed Entertainment

## Investment Thesis

#### [LOGO]

Creator of premiere global entertainment brands and content Clear leadership in cable networks worldwide Studio provides revitalization and worldwide expansion opportunity Positioned to capitalize on digital platforms and leverage infrastructure to create new brands Strong EPS and free cash flow generation

## Key Operating Philosophies

#### [GRAPHIC]

Culture of creativity and innovation Obsessive consumer focus strong connection with specialized audiences Methodically evolve brands built on compelling content Extend demographic positions into new markets and platforms Leverage global position Best in class operations / financial discipline

MTVN & BET

[GRAPHIC]

Strong creative heritage

Leadership in key operating metrics

111 channels

430mm households

17 languages

95 websites/broadband networks

18,000 programming hours in library

Strong financial track record

The Leading Worldwide Cable Network Group

Global Reach

[GRAPHIC]

USA - 26 Channels

- **MTV** MTV
- MTV2

MTV Desi

- MTV Espanol
- MTV Hits
- MTV Jams

MTV Puerto Rico

mtvU

#### VH1

VH1

- VH1 Classic
- VH1 Country
- VH1 Megahits

VH1 Soul

VH1 Uno

#### NICKELODEON

#### Nickelodeon

Nick at Nite

Nick GAS

Nicktoons TV

Noggin

#### СМТ

COMEDY CENTRAL

LOGO

SPIKE TV

TV LAND

#### BET

BET

BET GOSPEL

BET HIP-HOP

BET JAZZ

## CANADA

TV LAND

## EUROPE / MIDDLE EAST / AFRICA - 57 Channels

MTV

base (Africa)

Denmark

España

European
France
Germany (MTV2 Pop)
Italia (MTV Brand
New, MTV Hits)
Netherlands
Nordic
Polska (MTV Classic)
Portugal
Romania
Russia
UK / Ireland (MTV base, MTV Dance, MTV Hits, MTV2)

#### VH1

UK (VH2, VH1 Classic)

European

## NICKELODEON

Cyprus

Espana

European

Israel

Italia

Netherlands (Nick Jr.)

Nordic

Portugal

UK (Nick Jr, Nick Replay, Nick Toons TV)

## TMF

Flanders

Netherlands (TMF Pure, NL, Party)

UK

## PARAMOUNT COMEDY

Italia

Spain

UK (1, 2)

## VIVA

Germany (Viva+)

Hungary

Polska

Switzerland

#### GAME ONE

France

Israel

## THE BOX

Netherlands

ASIA / PACIFIC - 20 Channels

## MTV

Australia

China

India
Indonesia
Japan
Korea
Mandarin
Philippines
Southeast Asia
Thailand
VH1
VH1 Australia
Australia
Australia India
Australia India Indonesia
Australia India Indonesia
Australia India Indonesia Thailand

(Nick Jr Australia)

India

Japan

Philippines

## **LATIN AMERICA - 7 Channels**

#### MTV

Brasil

MTV (North)

MTV (South)

## VH1

Latin America

## NICKELODEON

Brasil

Nickelodeon (North)

Nickelodeon (South)

Key Growth Drivers

[GRAPHIC]

Cable Networks

Advertising Growth Programming Success Multiplatform Extensions Secure Distribution International Expansion New Brands & Franchises

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Advertising Continuing to Migrate to Cable

[GRAPHIC]

Beneficiary of more targeted advertising environment Opportunity to exploit value gap versus broadcast Improvements in enabling infrastructure facilitate ad buys Significant opportunity for many of our networks Continued ratings success

Proven Programming Formula Drives Ratings Success

KIDS	TEENS & YOUNG ADULTS	ADULTS
[CHART]	[CHART]	[CHART]

Source: Nielsen, Season to date

Multiplatform Model: MTV Example

Television Channels [LOGO]

VOD [LOGO]

[LOGO]

Internet/Broadband [LOGO]

Wireless [LOGO]

Consumer Products, Games, DVD s [LOGO]

Films [LOGO]

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Secure Distribution and Growth

[GRAPHIC]

Affiliate Agreements [LOGO]

# Expanding Global Footprint

CHANNELS	TERRITORIES	LANGUAGES	HOMES
[CHART]	[CHART]	[CHART]	[CHART]

UK: A Case Study in Scale

BRANDS	CHANNELS	PLATFORMS	AD SHARE	REVENUE
[CHART]	[CHART]	[CHART]	[CHART]	[CHART]

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## Creating New Brands & Franchises

- [LOGO] Gay and lesbian network
- [LOGO] Caribbean music and lifestyle network
- [LOGO] Four U.S. customized ethnic networks
- [LOGO] Wireless platform in Japan

Additional brands in development

# Strong and Rapidly Growing Digital Presence

## Digital / Interactive

MTV	
mtv.com	
mtv.co.uk	
mtv.it	
mtv.de	
mtv.ru	
mtv.nl	
mtv.fr	
mtv2.co.uk	
mtv.es	
mtv.pl	
mtve.com	
mtv.ro	
mtv2.com	
mtv2europe.com	
mtv.com.br	