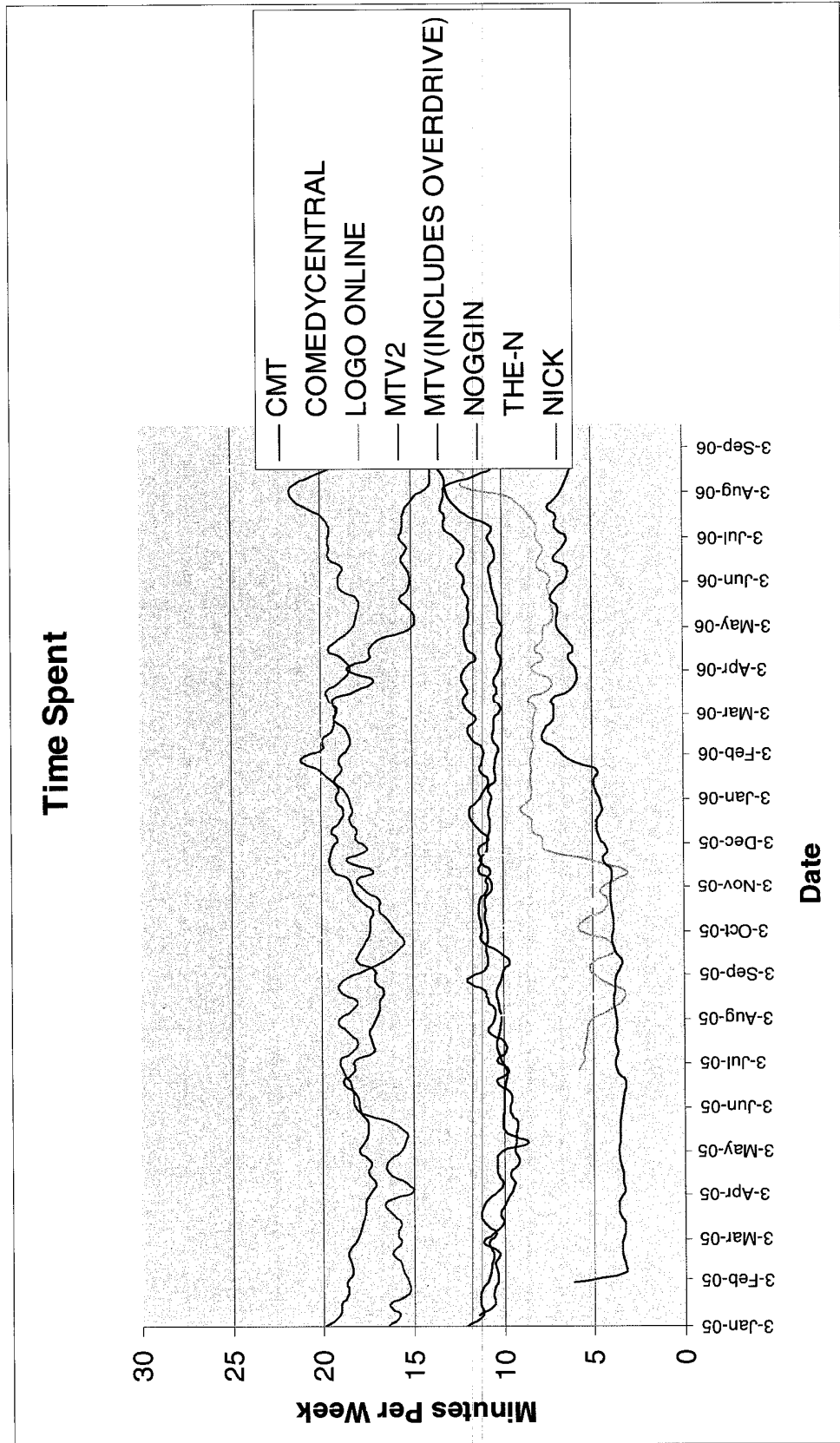


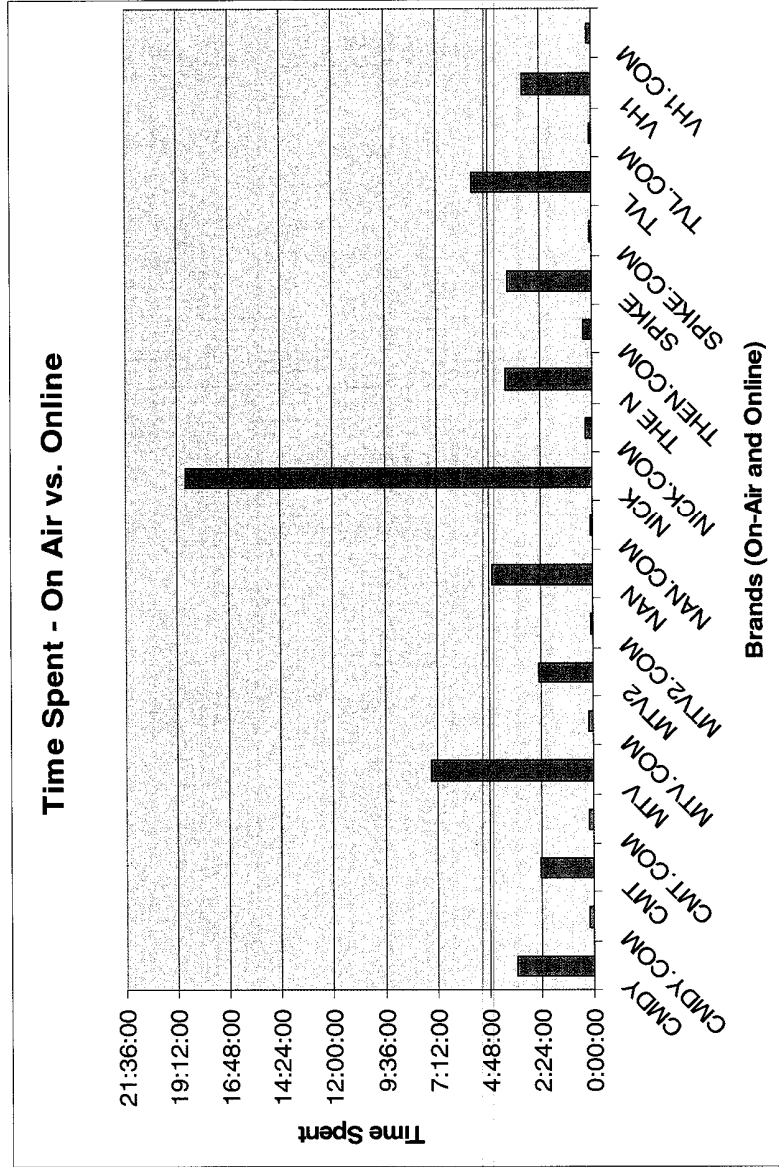
Schapiro Exhibit 215 continued

“More TV” Online HAS NOT Increased Time Spent



We won't get TV-Sized Audiences on Our Sites

Time Spent Online (Per User) is a Fraction of TV Time Spent (Per Viewer)



(Average viewer during ABC.com “test” watched 5 min or less video)

We Don't Make Enough TV

We won't win with Volume

MTVN produces about 50 hours per month of original content (excluding fake news and live events)...












...while YouTube's content library grows by over 2000 hours per day

AND WE HAVE TO RE-THINK WHAT WORKS...

Of YouTube's top 100 viewed clips of all time, nearly ALL are user-generated

Index | This Year | This Month | All Time

Videos 1-20 of 100

Most Viewed	 Evolution of Dance 624K Added 3 months ago From: Justin Bieber Views: 24,425,001 ★★★★★ 3548 ratings	 Performance: Justin Bieber - Music Video 6214 Added 8 months ago From: Justin Bieber Views: 14,511,523 ★★★★★ 4504 ratings	 Real Life: Shimmering 6169 Added 4 months ago From: Justin Bieber Views: 9,450,191 ★★★★★ 13181 ratings	 DJ: 日本著名DJ 6141 Added 1 month ago From: Justin Bieber Views: 7,048,973 ★★★★★ 226 ratings	 Hot Chick 6125 Added 11 months ago From: Justin Bieber Views: 1,923,251 ★★★★★ 23483 ratings
 Music Video: The Monkeys 1118 Added 5 months ago From: Justin Bieber Views: 7,731,834 ★★★★★ 11158 ratings	 Justin Bieber - MOONIE 6225 Added 6 months ago From: Justin Bieber Views: 6,746,990 ★★★★★ 677 ratings	 Justin Bieber - GYM 6184 Added 7 months ago From: Justin Bieber Views: 6,450,191 ★★★★★ 51078 ratings	 Justin Bieber - Uptown Funk 6345 Added 10 months ago From: Justin Bieber Views: 10,000,000 ★★★★★ 23981 ratings	 Justin Bieber - I'm a Slave 4 U 6143 Added 7 months ago From: Justin Bieber Views: 1,923,251 ★★★★★ 5065 ratings	 Justin Bieber - 5 Feet 6241 Added 7 months ago From: Justin Bieber Views: 1,923,251 ★★★★★ 2637 ratings
 Justin Bieber - Don't Let Me Be Misunderstood 6111 Added 8 months ago From: Justin Bieber Views: 6,126,393 ★★★★★ 6000 ratings	 Justin Bieber - Mark Lemons 6111 Added 8 months ago From: Justin Bieber Views: 6,126,393 ★★★★★ 9882 ratings	 Justin Bieber - Handman 6142 Added 8 months ago From: Justin Bieber Views: 6,126,393 ★★★★★ 3522 ratings	 Justin Bieber - Daniel Al The Disco 6304 Added 8 months ago From: Justin Bieber Views: 6,126,393 ★★★★★ 2912 ratings	 Justin Bieber - Uptown Funk 6345 Added 10 months ago From: Justin Bieber Views: 10,000,000 ★★★★★ 23981 ratings	 Justin Bieber - Justin Bieber 6345 Added 10 months ago From: Justin Bieber Views: 10,000,000 ★★★★★ 23981 ratings

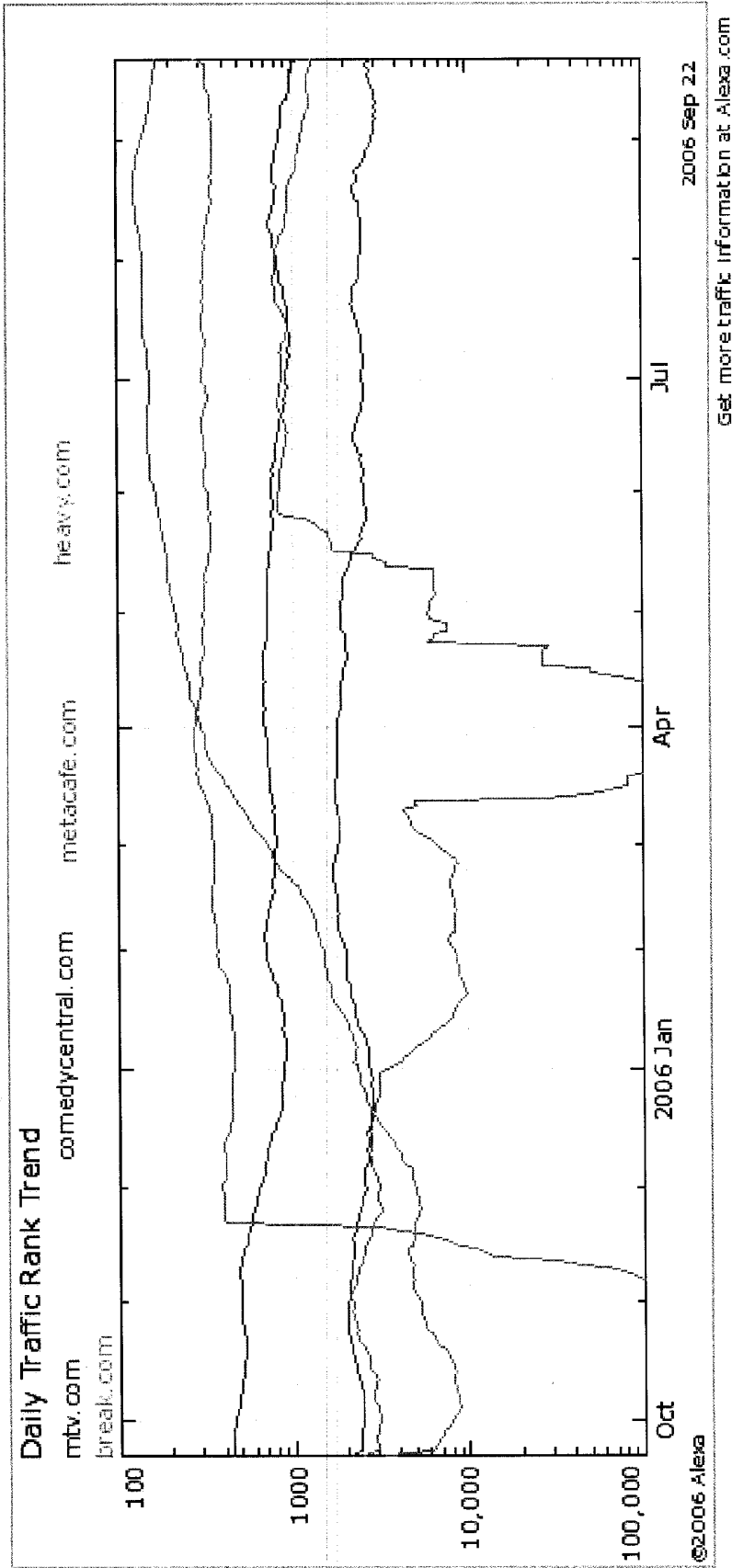
MTV NETWORKS | BET NETWORKS
mtvn.com

MTVN Original Content

	Available Today via Archive	2007 Premieres	2007 Current - Long & Short - 100% of on air
MTV	330	10**	12.5 new hours / month (10Spot and daytime)
VH1	100	10 to 12	6-8 hours / month
Comedy	328	6 to 8	20 hours / month
Spike	42	6 to 8	5 hours / month
Logo	32	4	2 new hours / month
CMT	25	4	1 hour / month
The N	96	4 to 6	Included
BET	150	8	TBD
Total	1103	54 to 62	45 to 50 / Month (excl. TBDs)

“More TV” Online HAS NOT Crushed Our Competitors

“Super-niche” online video providers—such as Heavy and Break—are generating more traffic than we are.



Why Online Video Alone is Not the Answer

2. Ad Sales

Advertising Revenues

A. Advertising Sales

1. Online CPMs

2. Online Ad Loads

x

x

Online Ad Loads are a Fraction of TV

Online Ad Loads = 1/3 to 1/4 of On-Air Ad Loads

On-Air Ad Avails per 22 Minute Episode

	Ad Minutes	Less Affiliate & Marketing	Total Minutes	Total :30 Avails
On-Air	8	(2)	6	12

Short-Form Online Ad Avails per 22 Minute Episode

	Clips Per Episode	:15 to :30 Spots/Clip	Total :30 Avails
Clips	3	1	3

Full-Length Online Ad Avails per 22 Minute Episode

	Pre-Roll	Additional :15 to :30 Spots/Clip	Total :30 Avails
Full-Length	1	1 Ad Every 7 Min	4

Online CPMs are High on our Sites, Poor elsewhere

MTVN Sites: Target Video CPM of ~\$35

Syndicated Video: Net Effective Video CPM of \$9

TABLE: NET EFFECTIVE CPM FOR SYNDICATED VIDEO

Traffic Source	% of Total Traffic	CPM	Rev Share	Effective CPM	Weighted CPM
Yahoo/Portals	30%	25	50%	12.5	3.75
Video Aggregators	30%	15	70%	10.5	3.15
HyperDistribution	20%	10	70%	7.0	1.40
Viral	20%	5	100%	5.0	1.00
Weighted Online Average CPM					\$ 9.30

Per Episode Watched: On-Air > MTVN Sites > Syndication

Impact of Ad Loads and CPMs

TABLE: NET REVENUE PER 22 MINUTE EPISODE (OR RELATED CLIPS)

Traffic Source	Advertising Sales		Ad Revenue
	Ad Load	Effective CPM	Per Episode
MTVN On-Air	12	\$ 10 -18	\$ 180 -216
MTVN Sites - Today	4	\$ 35	\$ 140
Online Syndication	4	\$ 9	\$ 36

“More TV” Online Doesn’t Bring Back the Buzz

The Broadcast Networks are putting content online, launching their own video sites and partnering with portals.

Availability Full-length content continues to grow online, yet ABC found the average online user watched only 5 minutes of their 44 minute episodes.

Google, YouTube, MySpace—the folks with the Mojo aren’t providing content—they are connecting people to it.

SideBar: Why License Fees are Anathema to Ubiquity

License Fees are anathema to Online Distributors

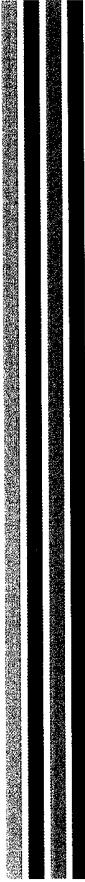
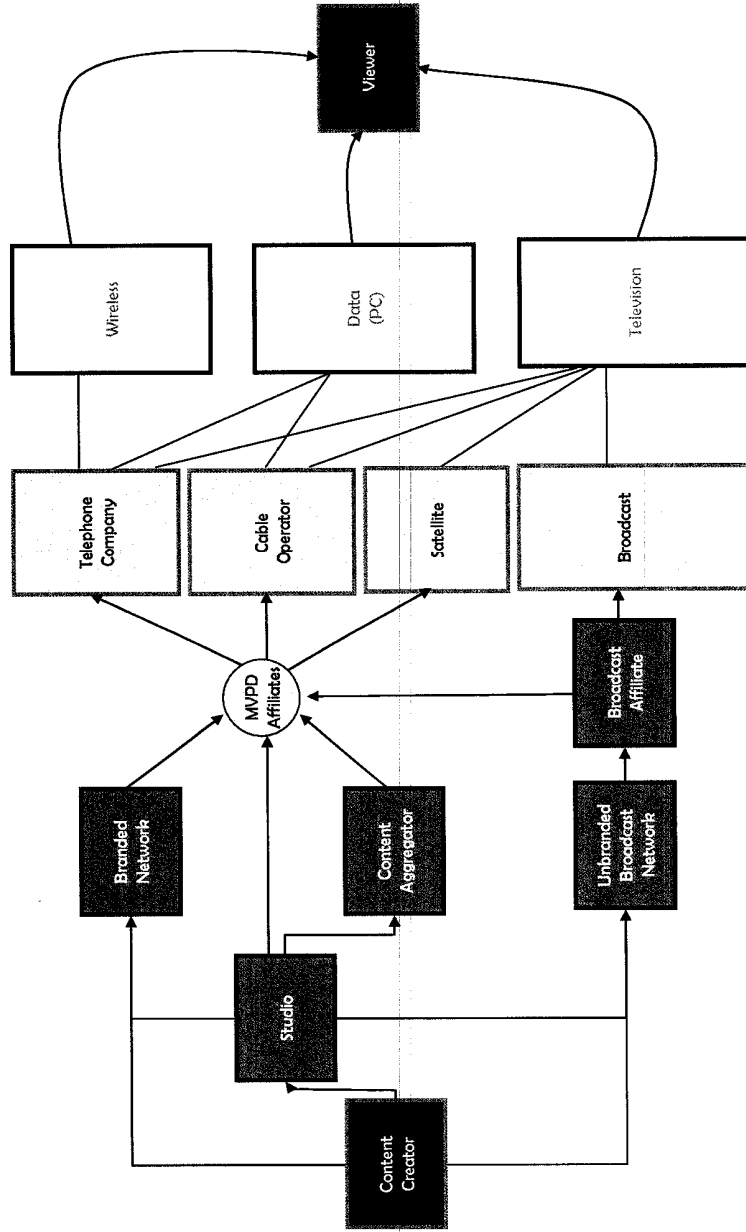
- In the offline world, we partner with **Gatekeepers** to enable them to charge fees to consumers for access to our content .
- In the online world—unless users are charged an admission fee—content is “free”
- Admission fee models have largely failed—they **chill consumption**—in medium marked by **unlimited content providers** (no distribution costs = low barriers to entry) who are in a **constant marketshare battles** (low switching costs).
- Moreover, in an online world that is increasing “open”—where sites deep link into other sites, where search generates 30+% of traffic—**content that hides beyond admission fees are very difficult for users to get to** [e.g., WSJ online—one of the most successful premium destination—suffers tremendous loss of ancillary traffic and constantly battle amount of open-to-web content vs. premium walled garden].
- End Result: Content is EITHER free but ad-supported with broad distribution OR Premium and ad-free with a much narrower subscription base.

Online, you pay to get distribute (i.e., Traffic costs money)

- An extension of the above: When content is free, those who have excess traffic charge to share it. For non-relevant content, this is called advertising. For relevant content, it is usually a revenue share ranging from 30% to 50% of ad revenues generated from such content. See Appendix: More is Worse for Online “Distributors.”

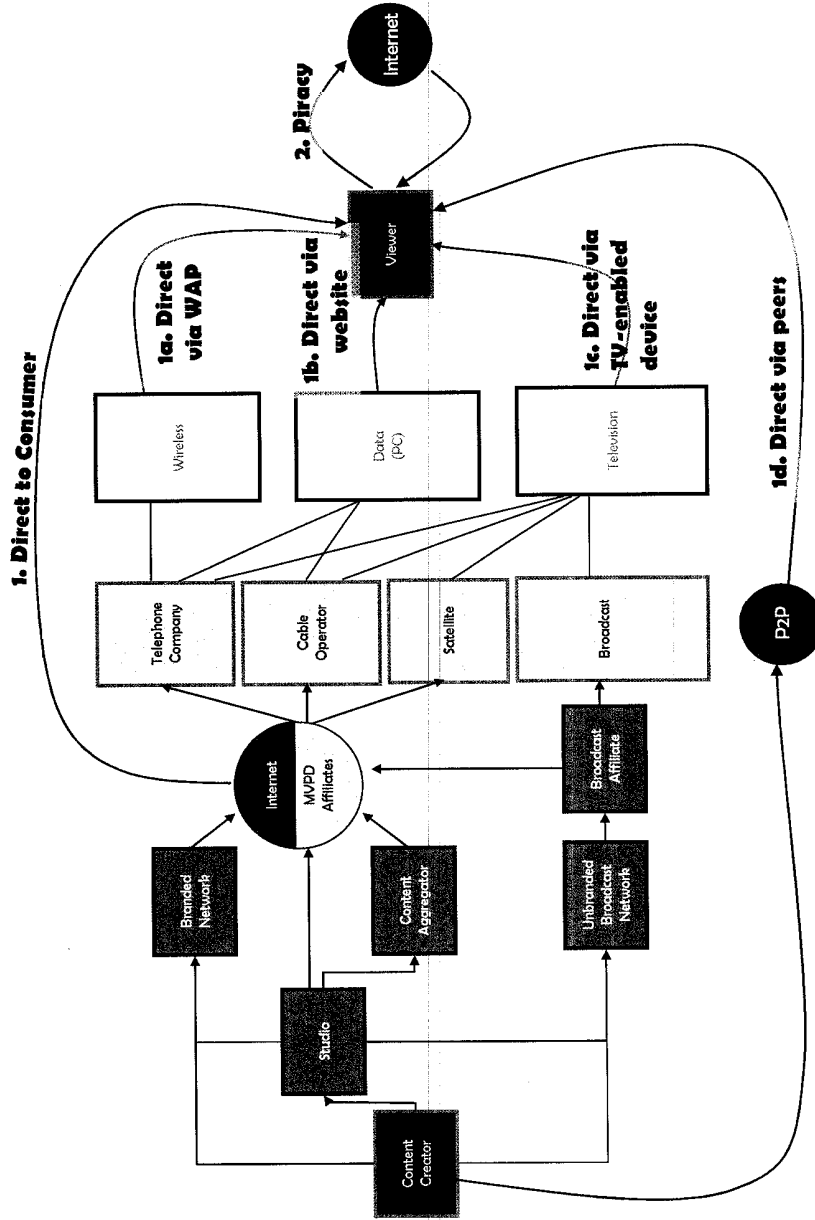
The closed circuit is dying...

The “Closed Circuit” = video distribution only through Broadcast TV or MVPDs.



New Distribution Systems have no Gatekeepers...

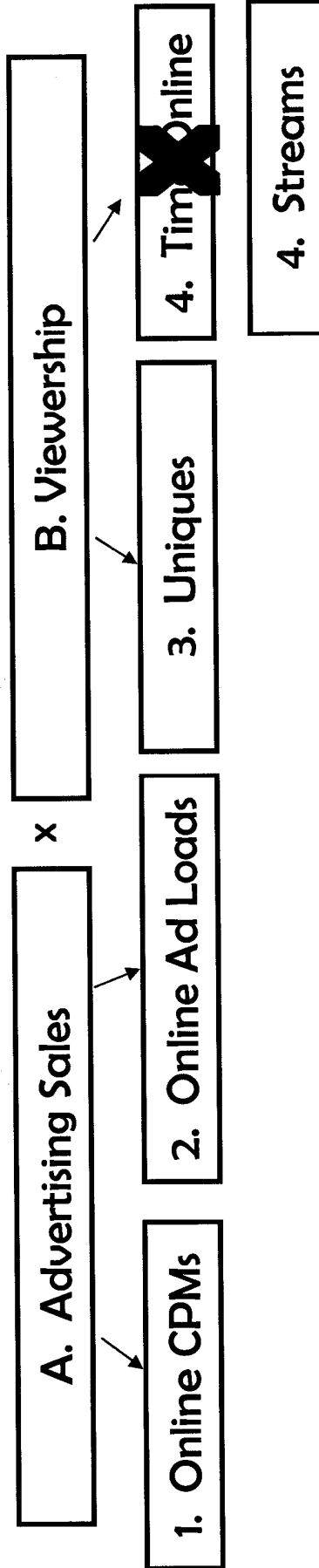
The “**Open Circuit**” = Gateways (access is no longer an issue)



Why Online Video Alone is Not the Answer—

3. Online Video Syndication

Advertising Revenues - Video Syndication



Billions of Streams = Tens of Millions of Dollars

We'd need to nearly **match** the number of streams we are doing today via HyperSyndication—or **increase by half** via Yahoo—in order to make an incremental \$10M in online advertising revenue via Video Syndication.

Video Streams on Distributed Sites Required to Generate \$10 Million for MTVN*						
Traffic Source	CPM	Rev Share	Effective CPM	Streams to Hit \$10M	% of MTVN Annual Streams*	
Viral (Embedded)	\$ 5	100%	5.0	2,000MM	110%	
HyperDistribution**	10	70%	7.0	1,428MM	79%	
Video Aggregators	15	70%	10.5	952MM	53%	
Yahoo/Portals	25	50%	12.5	800MM	44%	

*Excludes iFilm and Gametrailers
 **Assume 0% ad skip vs. current ~25% ad skip

Online “Distributors” Hate Ubiquity

As the number of distributors grows, online content becomes less valuable to each distributor

- Online distributors value content only to the extent that a consumer spends incremental time with that distributor by consuming the content (which **time is monetized** with advertising).
- As the number of sites offering our content increases:
 - a given consumer is more likely to have already consumed that content somewhere else;
 - decreased consumption = less advertising revenue = lower incentive to use precious real estate to promote content instead of something which distributor can better monetize.
- Don’t Forget: This same “devaluation” can affect MTVN sites—i.e., cannibalization—as we are also a direct distributor of our content (through our sites).

Example:

- Yahoo can generally generate at least \$1.3M promoting content areas on the Yahoo HomePage
- If Yahoo is the **ONLY** or **A PRIMARY** place to get that content, users will click-thru to that content
- But, if consumers are likely to have already been exposed, click-thrus value (and value to Yahoo to promote drops precipitously)

MTVN Distribution Strategy	Click-Thru on Yahoo Homepage	Uniques Users to Yahoo Comedy	Revenue per Unique User	Total Revenue from Promotion
Yahoo Exclusively	5.00%	1,250,000	\$ 3.00	\$ 3,750,000
MTVN sites + Yahoo	2.00%	500,000	\$ 3.00	\$ 1,500,000
Broad Distribution	0.50%	125,000	\$ 3.00	\$ 375,000

91% of Online Ad Revenues from Non-Video

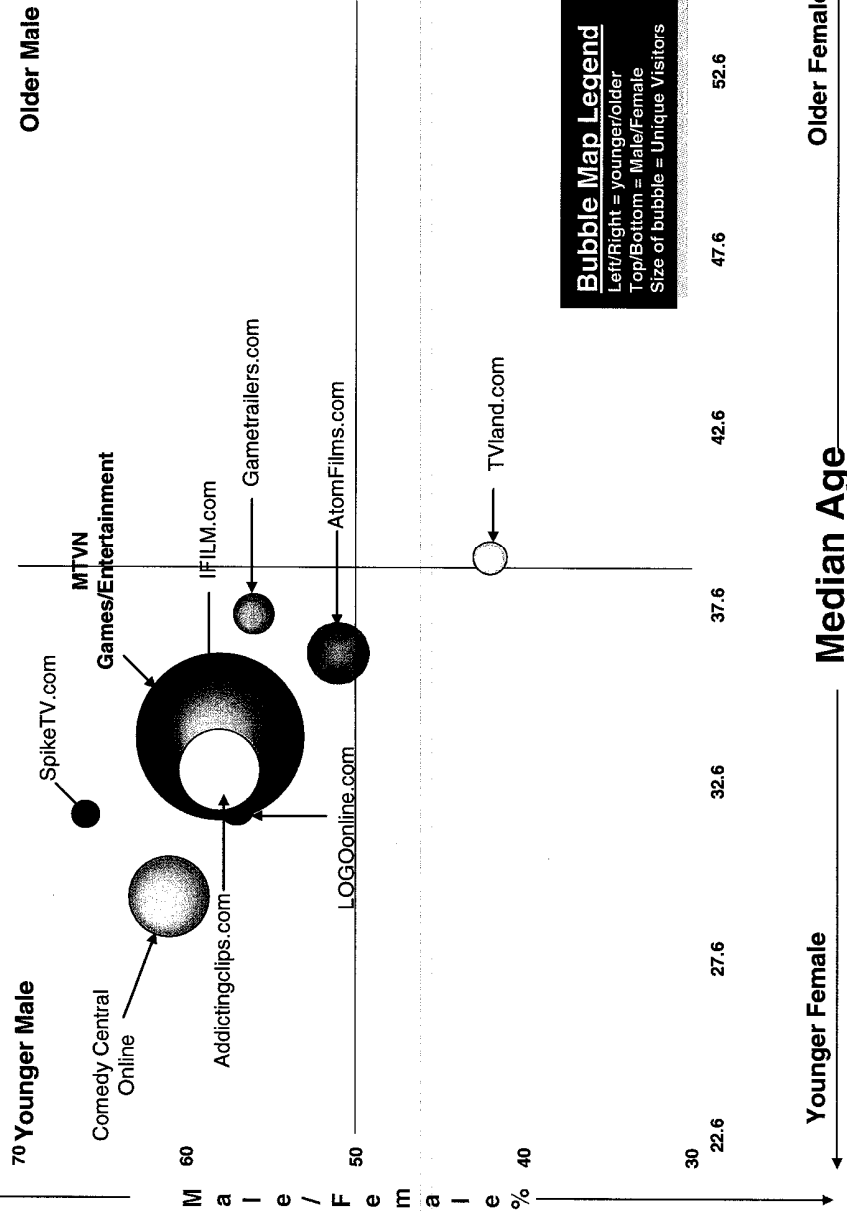
To generate an additional \$10M from our sites we'd only need to increase traffic by an **additional 5%**.

2006 Projected Online Ad Revenues		
	Non-Video Advertising	Video as % of Total Online
Video Advertising	\$ 145M	9.4%
	\$ 15M	

Portfolios are as Good as Portals

We can sell Horizontally—across brands and sites—to meet advertiser-driven metrics

MTVN Games/Entertainment



Source: Comscore/Mix Aug 06, US Only MTV Networks RESEARCH & PLANNING
 Median Age Line represents total internet median age

Performance Beats Buzz

Operational Excellence

- **Optimize ad unit mix** to generate more higher value impressions
- Determine **optimal pricing structure** to both drive revenue and maximize impact of house ads
- Explore and expand **partnerships** with technology providers, traffic drivers and inventory managers to **maximize yield** on every impression
- Leverage our **cross site consumer insights** – these are the game changers; shared data drive audience insights which drive advertiser commitments
- Establish leadership in **knowledge of online audiences** through data mining

Product

- **Scale** matters – for our sites and for content experiences outside our sites
- Get the **basics** – frequency capping, sequential messaging, targeting, reporting
- Cross-network **data capture**
- Inventory **optimization** and yield management
- Innovation and **speed** to market

Packaging

- **OWN multi-platform** and convergence in the marketplace
- Power in numbers – **horizontal aggregation** according to advertiser-desired, data-driven characteristics

Understand the Online Consumer



Qualitative Analysis—Understanding Why and How

Getting to great user experiences online & wireless

Continuous usability testing (including multivariate testing)

Persona-driven search, brand and competitive analysis

Behavioral user experience heuristic analysis

Reality mapping for attracting and retaining consumers

Experience-based planning (relationships, dependencies, scenarios, features)

Exploring new and profitable brand-consumer relationships

Virtual world development

Influencer, ‘Net Promoter’ activation

Games’ play and extending into new affinities

External partnerships value creation

Acquisition support (forward-facing, integration-minded)

Identifying new, ownable revenue contributors

ROI excellence

Social media expansion (brands, franchises, behaviors)

Lifetime value exploration (portfolio, mindset-based)