



Paramount Skydance

Paramount Skydance (CBS, Paramount Pictures, Paramount+, Nickelodeon, MTV, Pluto TV) earns from pay-TV affiliate fees and Paramount+ subscriptions, TV and streaming advertising, and licensing its films and shows. FY2025 supplemental pro forma revenue was \$29.4B (~3%), a combined figure stated in its 10-K; Paramount+ revenue rose 20%. About 19% of FY2024 revenue came from outside the U.S. On Oct 6, 2026 it closed its purchase of Warner Bros. Discovery and became Skydance Corporation (NYSE: SKYD).

BUSINESS MODEL CANVAS

Paramount Skydance

Research date: Oct 16, 2026

Evidence-backed · sources in companion brief

KEY PARTNERS

- **Sports leagues** — NFL, NCAA, Big Ten, PGA, Masters, UEFA, UFC (FACT).
- Pay-TV and vMVPD distributors paying affiliate fees (FACT).
- CBS-affiliated local stations (reverse compensation) (FACT).
- SkyShowtime 50% JV; UIP with Universal (FACT).
- Miramax JV with beIN Media Group (FACT).
- Ellison family / RedBird control via Harbor Lights (FACT).

KEY ACTIVITIES

- Produce TV, film, news, sports and games (FACT).
- Run CBS network + 29 owned stations (FACT).
- Operate Paramount+, Pluto TV, BET+ (FACT).
- Theatrical releases, then licensing (FACT).
- Post-merger restructuring; ~\$800M 2026 transformation costs (FACT).
- Integrate Warner Bros. Discovery from Oct 2026 (FACT).

KEY RESOURCES

- Paramount Pictures library + franchises (FACT).
- CBS, Nickelodeon, MTV, BET, Comedy Central, Showtime (FACT).
- 29 owned stations; FCC licenses (FACT).
- Multi-year sports rights (FACT).
- ~17,600 employees in 30 countries (FACT).
- Debt \$13.7B vs cash \$3.3B at Dec 31, 2025 (FACT).

VALUE PROPOSITIONS

- Live sports + news + entertainment in one app (FACT).
- Free ad-supported option via Pluto TV (FACT).
- Mass reach for advertisers on CBS (FACT).
- Must-carry channels for distributors (INFERENCE).
- Licensed content for other platforms (FACT).
- **Franchises** — Mission: Impossible, Transformers, SpongeBob (FACT).

CUSTOMER RELATIONSHIPS

- Monthly/annual Paramount+ plans (FACT).
- Price rise Jan 2026; ARPU +12% Q2 2026 (FACT).
- Bundles via vMVPDs and international partners (FACT).
- Live sports reduce cancellations (INFERENCE).
- Multi-year carriage and affiliation contracts (FACT).
- Free Pluto TV as an on-ramp (INFERENCE).

CHANNELS

- CBS network + 29 owned stations (FACT).
- Cable networks via pay-TV distributors (FACT).
- Paramount+, Pluto TV, BET+ apps (FACT).
- Theaters, then home entertainment (FACT).
- Channel 5 (U.K.), Network 10 (Australia) (FACT).
- Licensing to third-party platforms worldwide (FACT).

CUSTOMER SEGMENTS

- **Streaming households** — Paramount+ 78.9M (FACT).
- Free viewers on CBS and Pluto TV (FACT).
- Advertisers across TV and streaming (FACT).
- Pay-TV distributors and CBS affiliates (FACT).
- Moviegoers and home-entertainment buyers (FACT).
- Content licensees worldwide (FACT).

COST STRUCTURE

- FY2024 content costs \$15.0B of \$19.4B opex (FACT).
- Sports rights commitments \$31.96B (FACT).
- Severance \$650M (Successor period 2025) (FACT).
- ~\$800M transformation costs planned for 2026 (FACT).
- Debt \$13.7B at end-2025; +\$41.4B notes for WBD (FACT).
- Low operating cash flow vs revenue (FACT / INFERENCE).

REVENUE STREAMS

- FY2025 pro forma revenue \$29.4B (~3%), combined basis (FACT).
- Affiliate & subscription \$13.7B (~47%) (FACT / INFERENCE %).
- Advertising \$9.1B (~11%) (FACT).
- Licensing & other \$6.0B; theatrical \$0.6B (FACT).
- Paramount+ revenue \$7.1B (+20%) pro forma (FACT).
- **Main engine (reviewed): subscription** — affiliate fees + Paramount+ (INFERENCE / model).