

---

---

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

---

**SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a) of the  
Securities Exchange Act of 1934  
(Amendment No. )**

---

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under §240.14a-12

**CBS Corporation**  
(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

(1) Title of each class of securities to which transaction applies:

(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

---

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

---

---

---

---

**\*\*\* Exercise Your *Right to Vote* \*\*\***  
**Important Notice Regarding the Availability of Proxy Materials for the  
Stockholder Meeting to Be Held on May 18, 2018.**

**CBS CORPORATION  
VOTING CLASS A COMMON STOCK**



E41236-PC03436

**Meeting Information**

**Meeting Type:** Annual

**For holders as of:** March 23, 2018

**Date:** May 18, 2018      **Time:** 10:00 A.M., EDT

**Location:** The Museum of Modern Art  
The Ronald S. and Jo Carole Lauder entrance  
11 West 53rd Street (between Fifth and Sixth Avenues)  
New York, New York 10019

To obtain directions to attend the meeting,  
please call (212) 975-8745 or visit [www.proxyvote.com](http://www.proxyvote.com).

You are receiving this communication because you hold shares of CBS Corporation Class A Common Stock.

This is not a ballot. You cannot use this notice to vote these shares. This communication presents only an overview of the more complete proxy materials that are available to you on the Internet. You may view the proxy materials online at [www.proxyvote.com](http://www.proxyvote.com) or easily request a paper copy (see reverse side).

We encourage you to access and review all of the important information contained in the proxy materials before voting.

**See the reverse side of this notice to obtain proxy materials and voting instructions.**

**— Before You Vote —**  
How to Access the Proxy Materials

**Proxy Materials Available to VIEW or RECEIVE:**

NOTICE AND PROXY STATEMENT                      FORM 10-K                      LETTER TO STOCKHOLDERS

**How to View Online:**

Have the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) and visit: [www.proxyvote.com](http://www.proxyvote.com).

**How to Request and Receive a PAPER or E-MAIL Copy:**

If you want to receive a paper or e-mail copy of these documents, you must request one. There is NO charge for requesting a copy. Please choose one of the following methods to make your request:

- 1) *BY INTERNET:*                      [www.proxyvote.com](http://www.proxyvote.com)
- 2) *BY TELEPHONE:*                      1-800-579-1639
- 3) *BY E-MAIL\*:*                      [sendmaterial@proxyvote.com](mailto:sendmaterial@proxyvote.com)

\* If requesting materials by e-mail, please send a blank e-mail with the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) in the subject line.

Requests, instructions and other inquiries sent to this e-mail address will NOT be forwarded to your investment advisor. Please make the request as instructed above on or before May 4, 2018 to facilitate timely delivery.

**— How To Vote —**  
Please Choose One of the Following Voting Methods

**Vote In Person:** To attend the Annual Meeting, you will need an admission ticket issued by CBS Corporation. Please check the Proxy Statement for instructions on how to obtain an admission ticket. At the Annual Meeting, you will need to request a ballot to vote these shares.

**Vote By Internet:** To vote now by Internet, go to [www.proxyvote.com](http://www.proxyvote.com). Have the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) available and follow the instructions.

**Vote By Mail:** You can vote by mail by requesting a paper copy of the materials, which will include a proxy card.

**Voting Items**

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE  
“FOR” ALL LISTED DIRECTOR NOMINEES.**

1. The election of 14 directors:  
**Nominees:**
  - 1a. David R. Andelman
  - 1b. Joseph A. Califano, Jr.
  - 1c. William S. Cohen
  - 1d. Gary L. Countryman
  - 1e. Charles K. Gifford
  - 1f. Leonard Goldberg
  - 1g. Bruce S. Gordon
  - 1h. Linda M. Griego
  - 1i. Robert N. Klieger
  - 1j. Martha L. Minow
  - 1k. Leslie Moonves
  - 1l. Doug Morris
  - 1m. Richard D. Parsons
  - 1n. Shari Redstone

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE “FOR”  
MATTERS 2 AND 3.**

2. Ratification of the appointment of PricewaterhouseCoopers LLP to serve as the Company’s independent registered public accounting firm for fiscal year 2018.
3. Approval of an amendment and restatement of the CBS Corporation 2009 Long-Term Incentive Plan.



**Important Notice Regarding the Availability of Materials for the  
Shareholder Meeting to Be Held on May 18, 2018**

**CBS CORPORATION  
NON-VOTING CLASS B COMMON STOCK**



E41248-Z71921

**Meeting Information**

**Meeting Type:** Annual

**For holders as of:** March 23, 2018

**Date:** May 18, 2018      **Time:** 10:00 A.M., EDT

**Location:** The Museum of Modern Art  
The Ronald S. and Jo Carole Lauder entrance  
11 West 53rd Street (between Fifth and Sixth Avenues)  
New York, New York 10019

To obtain directions to attend the meeting,  
please call (212) 975-8745 or visit [www.materialnotice.com](http://www.materialnotice.com).

You are receiving this communication because you hold securities in the company listed above. The company has released informational materials that are now available for your review. **This notice provides instructions on how to access CBS CORPORATION materials for informational purposes only.**

You may view the materials online at [www.materialnotice.com](http://www.materialnotice.com) and easily request a paper or e-mail copy (see reverse side).

**See the reverse side for instructions on how to access materials.**

— **How to Access the Materials** —

**Materials Available to VIEW or RECEIVE:**

NOTICE AND PROXY STATEMENT      FORM 10-K      LETTER TO STOCKHOLDERS

**How to View Online:**

Have the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) and visit:  
[www.materialnotice.com](http://www.materialnotice.com).

**How to Request and Receive a PAPER or E-MAIL Copy:**

If you want to receive a paper or e-mail copy of these materials, you must request one. There is NO charge for requesting a copy. Please choose one of the following methods to make your request:

- |                         |  |
|-------------------------|--|
| 1) <i>BY INTERNET:</i>  | <a href="http://www.materialnotice.com">www.materialnotice.com</a>                   |
| 2) <i>BY TELEPHONE:</i> | 1-800-579-1639   |
| 3) <i>BY E-MAIL*:</i>   | <a href="mailto:sendmaterial@materialnotice.com">sendmaterial@materialnotice.com</a> |

\* If requesting materials by e-mail, please send a blank e-mail with the information that is printed in the box marked by the arrow

→ XXXX XXXX XXXX XXXX (located on the following page) in the subject line.

Requests, instructions and other inquiries sent to this e-mail address will NOT be forwarded to your investment advisor.





**THIS NOTICE WILL ENABLE YOU TO ACCESS  
MATERIALS FOR INFORMATIONAL PURPOSES ONLY**

E41290371921



**THIS PAGE WAS INTENTIONALLY LEFT BLANK**

E41251-271921