

TIME WARNER CABLE INC.
Form DEFA14A
January 30, 2014

SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

SCHEDULE 14A

(Rule 14a-101)

**PROXY STATEMENT PURSUANT TO SECTION 14(a) OF THE
SECURITIES EXCHANGE ACT OF 1934**

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 Pursuant to §240.14a-12

TIME WARNER CABLE INC.

(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:

On January 30, 2014, the following materials were posted to Time Warner Cable Inc.'s website:

TWC Operational and Financial Plan
January 30, 2014

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Forward-Looking Statements and Disclaimers

ADDITIONAL INFORMATION

Time Warner Cable expects to file a proxy statement with the U.S. Securities and Exchange Commission (SEC) and to provide a proxy statement to its security holders. **INVESTORS AND SECURITY HOLDERS OF TIME WARNER CABLE ARE URGED TO REVIEW THIS DOCUMENT AND ANY OTHER DOCUMENTS FILED BY TIME WARNER CABLE WITH THE SEC CAREFULLY IN CONNECTION WITH THE SOLICITATION WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION.** Investors and security holders are able to obtain free copies of the definitive proxy statement (when available) and any other documents filed with the SEC by Time Warner Cable through the web site maintained by the SEC at <http://www.sec.gov>.

CERTAIN INFORMATION REGARDING PARTICIPANTS

Time Warner Cable and certain of its directors and executive officers may be deemed to be participants in a solicitation under the Securities Exchange Act of 1934 and the Securities Exchange Act of 1933, as amended, and the rules and regulations thereunder of the SEC. Security holders may obtain information regarding the names, affiliations and interests of Time Warner Cable's directors and executive officers in Time Warner Cable's Annual Report on Form 10-K for the year ended December 31, 2012, which was filed with the SEC on April 15, 2013, and its proxy statement for the 2013 Annual Meeting, which was filed with the SEC on April 4, 2013. These documents are available to be obtained free of charge from the sources indicated above. Additional information regarding the interests of these participants in the solicitation and a description of their direct and indirect interests, by security holdings or otherwise, will also be included in annual reports and other relevant materials to be filed with the SEC if and when they become available.

FORWARD-LOOKING STATEMENTS AND DISCLAIMERS

This communication does not constitute an offer to buy or solicitation of an offer to sell any securities. This document includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and Time Warner Cable intends that such forward-looking statements be covered by the safe harbor provisions of the federal securities laws. Statements herein regarding future financial performance, results and any other statements about future expectations constitute forward-looking statements. These forward-looking statements are identified by words such as believe, expects, anticipates, projects, intends, should, estimates or similar expressions. Forward-looking statements are based on management's current expectations or beliefs, and are subject to uncertainty and changes in circumstances. Actual results may vary materially from those expressed or implied by the statements herein due to changes in economic, business, competitive, technological, strategic and/or regulatory factors, and other factors affecting the operations of Time Warner Cable. More details regarding these factors may be found in filings by Time Warner Cable with the SEC, including its most recent Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Time Warner Cable is under no obligation to, and expressly disclaims any such obligation to, update or revise its forward-looking statements, whether as a result of new information, future events, or otherwise.

The materials herein may contain certain previously published third-party material. Unless otherwise indicated, consent of the third party for publication has not been obtained to use the material as proxy soliciting material.

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2

TWC is Well Positioned To Continue Generating
Strong Operating Results And Financial Returns
Strong foundation to deliver future results

The premier pure play cable company, serving 15 million customers via our advanced network

Strong track record of operational performance and capital allocation leading to significant value
creation for shareholders

Meaningful operational momentum going into 2014

Three-year
operational
and
financial
plan
will
continue

to
drive
value
for
our
shareholders
over
the
near and long term

1.
Revitalize residential services

2.
Scale business services

3.
Disciplined cost management

1.
Improving reliability, quality and customer service

2.
Differentiating products in ways that matter

3.
Investing with an eye toward the future

Three overarching priorities

Three key elements of our plan

Initiatives launched in 2013 are resulting in meaningful primary service unit (PSU) and customer relationship momentum

3

TWC is the Premier Pure-Play Cable Company
Industry Leading Business

15.0 million customers at 12/31/2013

14.4 million residential services

0.6 million business services

\$22.1
billion of Revenue in 2013

\$18.4 billion residential services

\$2.3 billion business services

\$1.4 billion advertising & other

Well-situated to capitalize on future growth opportunities as a result of our robust network, operational expertise and financial flexibility

Ongoing product roll-outs and improvements, including:

Expanding WiFi network

IntelligentHome

TWC TV® apps (for iOS, Android , Roku , Samsung Smart TVs, Xbox 360 , Amazon Kindle Fire and Mac/PC)

Set-top boxes with cloud-based guide including VOD portal (2.8mm going to 6mm by end of 2014)

Cloud services for businesses
Extensive Geographic Footprint

Well-clustered cable systems located in key geographic areas, including:

New York State

Southern California

Texas

The Carolinas

Midwest

50% Customer Relationship penetration

38% Video Penetration

39% HSD Penetration

17% Voice Penetration

Innovative Technology Pioneer

State-of-the-art network

Nationwide fiber backbone

Deep metro fiber assets

Increasing standard HSD speeds to 50x5 and top HSD speeds to 300x20 in 2014

860K commercial buildings on net (58K fiber connected buildings); 14K connected cell towers

Cutting-edge video services

Most advanced linear IP video product in industry, with up to 300 live linear channels and over 4,000 hours of VOD available via multiple platforms

Average of 183 HD channels per market

All digital in NYC; Augusta, ME; Parts of KY and IN; Parts of LA
In the process of going all digital in other markets (including Los Angeles in 2014)

Recognized leader in technical innovation, including 8 Emmy® Awards for technology and engineering
TWC-Serviced States

(1)

1.

Represents states where TWC has video customers.

4

With a Strong Track Record of Creating Significant Value for Shareholders

Since our spin-off from Time Warner Inc. in 2009, we have a demonstrated track record of successfully executing on our operating and financial plans, driving growth and creating value for our shareholders.

Since 2009, we have outperformed the market by ~3x.

Our share price has appreciated 431% and we have generated 464%

(7)

total return for our shareholders over the period through the end of 2013.

TWC

431%

S&P 500

144%

Revenue Growth

- (1)
Adjusted
OIBDA
- (2)
Growth
- (1)
Total Free Cash Flow
- (2)
Total Dividends
- (5)
Total Share Repurchases
- (6)
Capital Expenditures
- (3)
24%
23%
\$12.1 billion
\$2.7 billion
\$7.5 billion
\$15.4 billion
2009
2013
12/31/13
Strategic Acquisitions
- (4)
\$4.2 billion
1/1/13
1/1/12
1/1/11
1/1/10
3/13/09
--
%
100 %
200 %
300 %
400 %
500 %
- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Source: Company filings, Capital IQ and Factset

Growth rates based on reported results from full year 2009 - 2013, including NaviSite results after 4/21/2011 and Insight results after 4/21/2011.

Refer to slides 26-28 for definitions, additional information and reconciliations for non-GAAP financial measures.

Represents capital expenditures as reported from Q1 2009 - Q4 2013, including NaviSite results after 4/21/2011 and Insight results after 4/21/2011.

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Includes Insight, NaviSite, NewWave and DukeNet (which closed on 12/31/2013).

Does not include special dividend of \$30.81 per share (after giving effect to the 1-for-3 reverse stock split) paid in 2009.

Includes share repurchases through 12/31/2013.

Calculated as share price of \$135.50 (as of 12/31/2013) less share price on date indicated plus total dividends per share issued on date indicated.

Represents share price from 3/13/2009, the first trading day after the spin-off from Time Warner Inc. on 3/12/2009.

Share Price

Share Price

Since:

Return

+ Dividends

(7)

Spin-off

(8)

431%

464%

1/1/2010

227%

248%

1/1/2011

105%

115%

1/1/2012

113%

121%

1/1/2013

39%

42%

5

We Have Made Significant Progress in 2013

Fine-tuning our residential offer strategy and improving retention capabilities

Now on almost 3 million set-top boxes; leading position among MSOs

In December, our customers used the TWC TV®

app on more than a million IP devices

Customer service enhancements

Business Services success

Capital returns milestone reached

Foundational work done in 2013 is beginning to drive subscriber momentum

PSU and customer relationship net adds improved sequentially each month in Q4 2013 and the trend

has continued into 2014

Accelerated the deployment of cloud-based guide

Further enhanced our TWC TV app, adding more content (linear and VOD) and adding the Amazon Kindle Fire platform

Initiatives such as one hour service windows and better customer education are already resulting in improvements in customer satisfaction

Delivered \$100 million of year-over-year revenue growth again in Q4 2013

\$2.5 billion run-rate revenue business (including DukeNet) poised to double to over \$5 billion annual revenue by 2018

Repurchased more than \$7.5 billion since the inception of our buyback program in 2010 over 25% reduction in shares outstanding

®

Video product enhancements

Continue to invest as we scale business services to over \$5 billion annual revenue by 2018

Continue to pursue operating efficiencies to offset continuing programming cost increases

Build on recent momentum and drive subscriber growth in the residential business through:

Three Key Elements of Our Plan

Revitalize

Residential Services

Scale Business

Services

Disciplined Cost

Management

6

Subscriber acquisition and retention efforts

Improved reliability and customer service

Continued roll out of next generation products

1.

2.

3.

7
Revitalize Residential Services

8

Continued Focus on Acquisition and Retention

Efforts to Drive Subscriber Growth

Residential PSU Net Adds

Residential PSU Y-o-Y Trend

Residential Customer

Relationship Net Adds

Residential Video Net Adds

Residential HSD Net Adds

Residential Voice Net Adds

(156)

(52)

31

60

October

November

December

January

(151)

(66)

60

118

October

November

December

January

2013 - 2014

2012 - 2013

Improving Residential Performance Monthly Through January 2014 (000s)

Rebounding PSU Net Additions Going into 2014 (000s)

9

Improve Reliability and Customer Service

We're establishing rigorous new performance standards for our plant that allow us to deliver flawless video, phone and HSD, creating a direct positive impact on the customer experience

Our 2014 plant optimization initiatives include:

We're focused on delivering **more responsive service** and **faster resolution of issues**.

Key initiatives include:
Reliability Initiatives
Customer Service Initiatives
Proactively address outside plant issues with node health reports
prioritizing trouble nodes for maintenance
Introduce a plant certification process to ensure that the plant is maintained proactively
Remediate worst performing nodes
Increase investment in overall plant maintenance
One hour appointment windows

best-in-class service that only TWC provides
Improved installation process focused on customer education, assistance installing apps, etc.
Guaranteed home visit within 24 hours of reported service outage
Escalated support for customers that call back within 72 hours of technical home visit
TechTracker: providing technician's picture and phone number via text message to improve day of appointment customer communication (2014)
Option for customers to speak with same agent as previous communication (2014)
Offer fixed appointment times rather than appointment window for 20%+ of customer contacts (2014)
We are already beginning to see the results of our customer service initiatives implemented in 2013

through
improved
customer
metrics,
including
improved
technician on-time arrival, increased calls answered in under 60 seconds and
decline in dispatch rate

10
Continue to Roll Out Next Generation Products
The foundation of improving the residential customer experience is having the best products, most advanced technology and most user-friendly interface
In addition to video products, we continue

to
innovate
and
offer
other
differentiating
products
Our
product
offerings
are
underpinned
by
our
focus
on
delivering
the
right
products
at
the
right
price

New DVRs (6 tuners, 1 TB of storage), more HD channels and improved VOD capacity (75K hours)
Deploy set-top boxes with cloud-based services to 6 million homes by YE2014 (currently 2.8 million homes)

VOD portal with rich box art, advanced search and more compelling DVR manager

Continue to grow TWC TV®-

our IP video app that is now available on Apple

iOS and Android

tablets and

smartphones, Roku

Streaming Players, Samsung

Smart TVs, Xbox 360

video game consoles, the Amazon

Kindle Fire

platform and on PC/Mac computers

In the home, the TWC TV®

app offers up to 300 live linear channels and over 4,000 hours of VOD

Outside the home, the TWC TV®

app offers live and on-demand content through an intuitive interface

wherever customers are, with up to 24 live channels and 1,200 hours of VOD content from 40 networks

Aggressively expand community WiFi availability beyond the more than 200K Cable Wi-Fi®

hotspots currently available to

TWC customers

Continue to drive penetration of IntelligentHome and add new features and functionality

Provide pricing / packaging more focused on meeting each customer's needs

Offer stable high-value packages to drive long-term profits and customer satisfaction

Move toward customer-centric pricing and away from product-centric pricing (increases transparency and clearly frames value proposition)

Augment main bundled offerings with packages that target specific strategic markets (i.e., aggressively market to value-oriented DSL customers with a 2X1 HSD plan for \$14.99/month, gaining HSD customers we wouldn't have otherwise had)

11

Raising the Bar with TWC Maxx
Rebranding TWC experience
progressively across the footprint
as we implement TWC Maxx
Significantly higher speeds
loyalty upgrades (e.g., Ultra
moving to 300x20, Standard
to 50x5)
State-of-the-art in-home

WiFi

Continued deployment of
community WiFi hotspots

Service appointments, same day
service

TechTracker to identify exact
location and estimated arrival
time

Video chat support

Replace standard definition set-top
boxes with new HD boxes at no cost
to the customer

Plant certification program

Carry all video in crystal clear
digital format only

TWC

Maxx

is

a

reinvention

of

TWC

city

by

city,

starting

with

NYC

and

LA

in

2014.

We

will

roll out these initiatives across 75% of our footprint in 2015 and 2016

Ultra-fast

HSD

Re-Branding

Better

Video

Service

Differentiation

12
Scale Business Services

13

TWC is Already a World Class Business Services
Provider

860,000 on-net buildings

58,000 connected with fiber

14,000 connected cell towers

Scalable, fully protected and redundant independent fiber
infrastructure

Dedicated local teams (sales, care and operations)

Award winning indirect channel program

Flexible products, services and solutions designed for each customer segment served

Cloud and Managed service offerings via NaviSite

Fiber

Route

Miles

(000s)

(2)

LTM Business Services Revenue

(\$

in

billions)

(1)

Fiber

Connected

Buildings

(000s)

(2)

Unique Infrastructure and Capabilities

Extensive Network Infrastructure

Best-in-class Capabilities

Significant Scale within the Industry

Source: Company filings, Company websites, Telecom Ramblings.

1.

TWC Business Services LTM Revenue as of Q4 2013 and excludes DukeNet. All other companies LTM revenue as of Q3 2013

2.

Sourced from the most recent public reporting available. Charter and Level 3 fiber connected buildings sourced from Telecom

Extensive Capabilities Aligned by Segment

Business Class Voice with
web-based management
portal

PRI

SIP Trunks

Toll free Service

Internet access

WiFi services

Ethernet Solutions

IP VPN

Managed Router

Cell Tower Backhaul

Carrier Access

Colocation

Cloud Services (IaaS)

Desktop-as-a-Service
(DaaS)

Managed Hosting

Managed Applications

Managed Security

Cable TV

Set Back Box

Pro:Idiom (Hospitality)

IP TV

Telehealth
Small

Best-in-class products
bundled to offer value

Wide range of product
tiers and packages with
flexible options

Ranked #1 in Customer
Loyalty
by Frost &

Sullivan 2012
650 sales professionals
Mid-market

Best-of-breed
connectivity solutions
with standard-based
solutions (MEF CE 2.0)

Vertical SMEs and
industry-specific
solutions

Industry leading video
solutions
663 sales professionals
Enterprise

Tailored solutions
portfolio of IT and
telecom services

Dedicated account
teams for high touch
support

J.D. Power 2013
Highest in Customer
Satisfaction with Large
Enterprise Business
Wireline Service
191 sales professionals
Carrier

Servicing five largest
Mobile Network
Operators

Dedicated Carrier
Network Operations
Center (NOC)

Carrier-grade Service
Level Agreements (SLAs)
35 sales professionals

1.
Sales professionals as of January 2014.

14
Comprehensive Product and Solutions Portfolio
Expansive Focus Across Customer Segments

(1)
Voice
Video
Data
Cloud &
Managed Hosting

15

Three-Pronged Growth Strategy to Exceed \$5 Billion
Revenue by 2018 and Scale for Continued Growth

Scale our business of serving small businesses:

Improving win rates via product enhancements

Increase ARPU with broadened offerings

Greater network reach to create new opportunities

Move up market, replicating the success we already have with smaller businesses by:

Offering an equally compelling portfolio of services for larger businesses, including new voice products, enhanced Ethernet services and new managed network solutions

Introducing new, industry-specific solutions for key verticals such as Healthcare and Hospitality

Enhancing NaviSite's Cloud and Managed Services portfolio and coupling it more tightly with the network

Continuing to invest in fiber-connected buildings

Grow the carrier business by:

Streamlining our sales and operational processes

Increasing our cell tower backhaul revenues

Serving new and emerging needs such as wholesale last mile access and small cell

We have a greater than \$20 billion telecom market opportunity, with significant additional opportunity in cloud and managed services

Scale Small Business

Move Upmarket

Grow the Carrier

Business

16
2014
2016 Financial Plan

Note: The following slides contain forward-looking statements including projections presented to the Board of Directors. Actual results may vary materially from those expressed or implied by the statements herein due to changes in economic, business, competitive, technological, strategic and/or regulatory factors, and other factors affecting the operations of Time Warner Cable.

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Investments Supporting the Key Elements of our
Plan

Reclaim bandwidth, improve network reliability, deploy
advanced customer equipment and significantly improve
customer service

Roll out TWC Maxx to approximately 75% of our footprint,
offering the most advanced residential experience in the
market

Further develop infrastructure to advance growth in business services, including bringing more buildings onto our network, activating more cell towers and increasing fiber lit buildings

Automate, standardize and centralize as part of our One TWC reorganization
Revitalize Residential Services
Scale Business Services
Disciplined Cost Management

Key Operating Investments

Invest in major initiatives to improve plant performance

Cease carriage of remaining analog video signals and reclaim bandwidth

Roll out next generation set-top boxes and advanced wireless gateways; replace older gear

Continue to build new passings

Continue to invest in infrastructure to increase

HSD speeds

Continue to roll out community WiFi hotspots

Add ~\$1.3 billion serviceable revenue
opportunity per year

Increase
commercial
line
extension
spending
to
over
\$500
million
per
year

Add
75K
buildings
to
network
in
2014
and
240K
through
2016

Activate
3K
towers
in
2014

driving
increasing
carrier
growth

Continue to expand highly differentiated
product offering to SMB customers

Leverage investment in SMB products to move
up market and create increasingly relevant
products for large enterprises

18

Our plan will require an increase in total annual capital spending to

\$3.7

-

\$3.8

billion

a

year

over

the

next

three

years

Residential Services

Business Services

Disciplined Cost Management and Execution

Streamline cost structure by centralizing and eliminating duplication as part of our One TWC reorganization

Improve voice costs as we finish our multi-year transition from relying on Sprint to insourcing provisioning and interconnection of voice services

Reduce technical operations and service costs through reduced call volume and truck rolls

Optimize business services costs through automation and standardization of processes

Pursue additional opportunities to reduce G&A costs

Total expense growth of 5% CAGR from 2013 to 2016; excluding programming and business services costs, expenses are projected to grow 2% CAGR from 2013 to 2016

We plan to convert roughly 40% of incremental revenue into Adjusted OIBDA, which would result in ~50bps of margin expansion from 2013 to 2016

Note: Refer to slides 26-28 for definitions, additional information and reconciliations for non-GAAP financial measures.

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We are committed to operating efficiently and reducing costs, with several strategies to expand Adjusted OIBDA margin despite programming cost headwinds

20

Financial Plan: Significantly Improve Revenue and

Adjusted OIBDA Trends

Revenue

Adjusted OIBDA

\$

in

billions

% Margin

36.1%

36.6%

36.4%

Overall Company:

Generate annual revenue and Adjusted OIBDA of \$25.7 billion and \$9.4 billion, respectively, by 2016

Generate mid-to high-single digit revenue and Adjusted OIBDA growth in 2016

Continue cost reduction and operating efficiency strategies to preserve Adjusted OIBDA margin despite programming cost headwinds

Residential Services:

Accelerate annual revenue growth from 1% in 2014 to 4% by 2016

Majority of residential revenue growth from volume as opposed to rate increases

Business Services:

Grow revenue at or slightly below 20% a year as we continue to realize the benefits of capital investments

Note: Refer to slides 26-28 for definitions, additional information and reconciliations for non-GAAP financial measures.

\$8.0

\$8.4

\$9.4

2013A

2014P

2016P

\$23.1

\$22.1

\$25.7

2013A

2014P

2016P

Comments

\$

in

billions

Continued Focus on Delivering Value
to Shareholders

Growing
Adjusted
OIBDA
creates
meaningful
balance
sheet
capacity
over
the
next
three
years

Based on our expected results and 3.25x leverage target, our expectation is that over the next three years we can generate more than \$12 billion cumulative financial capacity, including approximately \$7.5 billion from Free Cash Flow, available for:

Dividends

Share repurchases

Strategic M&A opportunities

Accelerating

Adjusted

OIBDA

growth

creates

significant

financial

capacity

and

greater opportunity to return value to shareholders

Note: Refer to slides 26-28 for definitions, additional information and reconciliations for non-GAAP financial measures.

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Revenue
Expectations

Reported Revenue Growth in the 4%-5% range

Adjusted OIBDA growth in the 5%-6% range

Approximately \$100 million in political revenue in 2014
Expense
Expectations
Cash

Flow
/
Shareholder
Returns
Expectations
2014: A Year of Stabilization and Growth
2014 Guidance
22

Over
\$175
million
reduction
in
our
voice
costs
as
we
complete
our
GIA
migration

Low double digit growth in programming costs per sub

\$100 million for TWC Maxx roll out and plant maintenance initiatives

Launch of Dodgers Network

\$3.7 billion capital expenditures

Flat Free Cash Flow compared to 2013 (\$2.6 billion)

Flat share repurchases compared to 2013 (\$2.5 billion)

Dividend increased to \$3 per share

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Conclusion

Conclusion

We have a history of leadership, product innovation and consistent investment

Our operational and financial plan, underpinned by a customer-centric and performance-based culture, will continue to drive value for our shareholders over the near and long term

Three year operating plan:

2016 revenue of \$25.7 billion (5.4% 2014-16 CAGR)

2016 Adjusted OIBDA of \$9.4 billion (5.7% 2014-16 CAGR)

We
will
balance
investment,
acquisition

and
return
of
capital
to
continue
producing
long-term
shareholder
value creation

We have the right team and a strategic plan to deliver strong long-term, sustainable results
TWC is committed to achieving operational excellence and delivering strong
financial performance in order to maximize value to our shareholders

Note: Refer to slides 26-28 for definitions, additional information and reconciliations for non-GAAP financial measures.

1.
Revitalize residential services

2.
Scale business services

3.
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1.
Improving reliability, quality and customer service

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Investing with an eye toward the future

Three overarching priorities
Three key elements of our plan

24

Non-GAAP Financial Measures and
Reconciliation Schedules
25

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Non-GAAP Financial Measures

In discussing its performance, the Company may use certain measures that are not calculated and presented in accordance with accounting principles (GAAP). These measures include OIBDA, Adjusted OIBDA, Adjusted OIBDA less capital expenditures. The Company defines as follows:

OIBDA (Operating Income before Depreciation and Amortization) means Operating Income before depreciation of tangible and intangible assets.

Adjusted OIBDA means OIBDA excluding the impact, if any, of noncash impairments of goodwill, intangible and fixed assets; sales; merger-related and restructuring costs; costs associated with certain equity awards granted to employees to offset value loss from TWC's separation from Time Warner Inc. on March 12, 2009; and, in 2014, expenses associated with unsolicited proposals to acquire TWC.

Adjusted OIBDA less capital expenditures means Adjusted OIBDA minus capital expenditures.

Free Cash Flow means cash provided by operating activities (as defined under GAAP) excluding the impact, if any, of cash provided by discontinued operations, plus (i) any income taxes paid on investment sales and (ii) any excess tax benefit from equity-based compensation, less capital expenditures, (ii) cash paid for other intangible assets (excluding those associated with business combinations), (iii) payments to third parties and (iv) principal payments on capital leases.

Management uses OIBDA and Adjusted OIBDA, among other measures, in evaluating the performance of the Company's business. The effects of (i) considerable amounts of noncash depreciation and amortization and (ii) items not within the control of the Company's managers (such as income tax provision, other income (expense), net, and interest expense, net). Adjusted OIBDA further eliminates noncash items identified in the definition of Adjusted OIBDA above. Adjusted OIBDA less capital expenditures also allows management to evaluate performance including the effect of capital spending decisions. Adjusted OIBDA and Adjusted OIBDA less capital expenditures are performance measures used in the Company's annual incentive compensation programs. Management believes that Free Cash Flow is an indicator of the Company's ability to generate cash, reduce net debt, pay dividends, repurchase common stock and make strategic investments, payment of cash taxes, interest and other cash items. In addition, all of these measures are commonly used by analysts, investors and other interested parties to evaluate the Company's performance and liquidity.

These measures have inherent limitations. For example, OIBDA and Adjusted OIBDA do not reflect capital expenditures or the amortization of capitalized assets used in generating revenue. To compensate for such limitations, management evaluates performance through OIBDA, Adjusted OIBDA, capital expenditures and Free Cash Flow, which reflect capital expenditure decisions, and net income attributable to TWC shareholders, less periodic costs of capitalized assets. Adjusted OIBDA and Adjusted OIBDA less capital expenditures do not reflect any of the items excluded from the definition of Adjusted OIBDA above. To compensate for these limitations, management evaluates performance through OIBDA, Adjusted OIBDA and Adjusted OIBDA less capital expenditures, which do reflect such items. OIBDA, Adjusted OIBDA and Adjusted OIBDA less capital expenditures do not reflect costs borne by the Company for income taxes and debt servicing costs, the results of the Company's equity investments and other income or expense. Management compensates for these limitations by using other analytics such as a review of net income attributable to TWC shareholders, Cash Flow, a liquidity measure, does not reflect payments made in connection with investments and acquisitions, which reduce net income. To compensate for this limitation, management evaluates such investments and acquisitions through other measures such as return on investment and cash flow. These non-GAAP measures should be considered in addition to, not as substitutes for, the Company's Operating Income, net income and cash flow to TWC shareholders and various cash flow measures (e.g., cash provided by operating activities), as well as other measures of financial performance reported in accordance with GAAP, and may not be comparable to similarly titled measures used by other companies.

Reconciliations of Non-GAAP Financial Measures

Reconciliation of Adjusted OIBDA and OIBDA to Operating Income (\$ in millions):

%

2009

2013

Change

Adjusted OIBDA

6,492

\$

7,980

\$

22.9%

Separation-related make-up equity award costs

(9)

-

(100.0%)

Merger-related and restructuring costs

(81)

(119)

46.9%

OIBDA

6,402

7,861

22.8%

Depreciation

(2,836)

(3,155)

11.2%

Amortization

(249)

(126)

(49.4%)

Operating Income

3,317

\$

4,580

\$

38.1%

Reconciliation of Cash provided by operating activities to Free Cash Flow
from January 1, 2009 through December 31, 2013 (\$ in millions):

Cash provided by operating activities

27,363

\$

Add:

Income taxes paid on investment sales

84

Excess tax benefit from equity-based compensation

241

Less:

Capital expenditures

(15,391)

Cash paid for other intangible assets
(170)

Other
(22)

Free Cash Flow

12,105

\$

Year Ended December 31,

27

28
Reconciliations of Non-GAAP Financial Measures
(\$ in millions)
28
Year Ended
December 31,
2013
Adjusted OIBDA
7,980
\$
Merger-related and restructuring costs
(119)
Depreciation
(3,155)
Amortization
(126)
Operating Income
4,580
\$
Revenue
22,120

\$
Adjusted OIBDA as a percentage of revenue
36.1%
Cash provided by operating activities
5,753
\$
Increase in absolute dollar amount
Add:
Excess tax benefit from equity-based compensation
93
Less:
Capital expenditures
(3,198)
Cash paid for other intangible assets
(40)
Similar amount in 2014; Unable to estimate for 2015 and 2016
Other
(2)
Unable to estimate
Free Cash Flow
2,606
\$
Similar amount in 2014, with 2014 to 2016 cumulative Free Cash Flow approximating \$7.5 billion
Reconciliation of Long-Term Expectations
Expected to be approximately \$3.7 billion in 2014 and ranging from \$3.7 billion to \$3.8 billion in each of 2015 and 2016
5% to 6% growth in 2014, increasing to \$9.4 billion in 2016
Unable to estimate
Increase in absolute dollar amount
Increase in absolute dollar amount
Increase in absolute dollar amount
4% to 5% growth in 2014, increasing to \$25.7 billion in 2016
Expected to increase slightly in 2014, reaching 36.6% by 2016
Increase in absolute dollar amount