FINAL TRANSCRIPT

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CORPORATE PARTICIPANTS

Brian Roberts
Comcast Corporation - Chairman and CEO

PRESENTATION

Unidentified Participant

Let's get started, to try and keep us on time. We are very fortunate this afternoon to have Mr. Brian Roberts, the Chairman and CEO, of Comcast. He's one of those (technical difficulty) that doesn't need much of an introduction. I understand you have a bit of a cold.

Brian Roberts - *Comcast Corporation - Chairman and CEO*

We'll get over that.

Unidentified Participant

Okay, very good. But thank you very much for joining us. Mr. Diller was very displeased with the seating arrangements also. So (technical difficulty) were open.

So I know that you spend -- you're very generous with your time with investors, spend a lot of time on the road. There may be a handful of investors out here that really haven't heard your view on the Comcast-NBCU deal. So I guess it is just a logical place to start.

We like this deal a lot. When I talk to some people on the buy side, they seem very skeptical, I guess, about the merits of (technical difficulty). And so maybe we can just kick off and if you can just explain a little bit about what it is about this proposed transaction that gets you excited, and more importantly, if you could just give us a little bit, maybe, of a peek into the future in terms of two or three things that we might see, as all the technology changes, about what you may be able to do as a vertically integrated company that we haven't seen in the past.

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Well, first of all, it's understandable that people would have skepticism. There's been lots of past things, whether one company or another -- I don't even have to name names -- that people have come out and said it works, it doesn't work.

So when we went into this transaction, we sort of looked at it from two perspectives -- just for illustrative purposes, we'll call Steve Burke over here and Mike Angelakis, our Chief Financial Officer, over here. And Mike said, I don't care what strategic benefits might or might not come from the deal. (technical difficulty) will be a great deal, what you started with, and thank you for that comment. I would like it to stand on its own as a financial transaction.

On the other side, and I certainly put myself in both camps, but love the idea of being able to get to scale in cable programming. Let's just start with that one piece. We've been in cable programming for more than a decade. Every single asset we have touched has made money for our shareholders (technical difficulty), whether that is QVC, E! Entertainment, right on down the line, Comcast SportsNet.

But we are a small to medium-sized player. NBC Universal, within GE, NBC Universal is a small piece of the company. And within NBC Universal itself, it's kind of a misnomer. It's not about, at this moment, for this part of the conversation, NBC or Universal. It's about some of the greatest cable channels that exist on the planet. And all have been growing. And we had one chart that just is the whole story that is well north of $2 billion of EBITDA with a straight lineup, whether it's USA or CNBC or MSNBC, under acquisitions from Bravo to Oxygen to -- and then we anticipate what they can do with our cable channels, what we can do together.

And we think about Versus and Style Network and G4, just to pick three, have pretty much reasonably full distribution and make less than Oxygen. So their worst channel makes more than three of ours put together. Our best channel, E!, wouldn't make the top four or five for the NBC Universal family. Why is that? Well, that's their -- and their margins are like 50% on cable programming, and ours are half of that.

So there just is something that comes with scale. There are many pieces of the food chain. And so to pick your question, you could imagine taking a show off of Bravo and putting it on Style. For Style, that may be the best show they have. Or taking something off of USA, they take it off NBC, it goes on USA, it's one of the best shows on USA. And (technical difficulty) right out of the Universal library, when we put movies on E!, they become our highest-rated shows.

So we put none of that in the model. But it seems very natural to imagine NBC Sports really helping Golf Channel grow in the golf business, or helping Versus have better-quality productions or better access to sports content with the relationship. We've put none of that in the model.

We look about our cable business, and we say, okay, we have 17,000 shows on demand today. That number was 10,000 a year and a half ago and 1000 three or four years ago. As I project into the future, it is very clear that we want to go to 100,000 shows on demand to infinity and beyond, as they say. And we have set out on a course as a vision for the Company that we want to have as much content available as possible to our consumers on any device they can get, anywhere they can get it.

Can this combination help accelerate that vision? Are there pieces of content that can -- we'll make it available to other platforms? Of course. But is there more desire because it's part of the same company to try to help grow that content and grow that value and take these channels and make them more successful? Has to be the case.

We look at the structure of the deal -- we didn't want to go out and make the big bet. We made a big bet, but it did not want to jeopardize the financial characteristics of our return of capital to shareholders, our ability to invest in the cable business. But we want to continue to have growth opportunities for Comcast. I would like to be able to feel that we have one of the most enviable companies in terms of having a mix of wonderful assets that will allow us to grow at all parts of where the entertainment and communications business goes the next 10 years and beyond.

I think this transaction does that. But in the structure, we're able to find a partner in GE that says I'm not ready to sell right now. Maybe we are at the bottom of the advertising cycle. Maybe we are going to get retransmission fees. Maybe other things are going to change. How do I participate on the upside, but free up my balance sheet to go through the core things that GE wants to do?

And so again, in a very creative structure, we took our subscale cable content business, merged it into their full-fledged media company. We were able to (technical difficulty) three times debt to cash flow, solidly investment grade. They were able to (technical difficulty) that cash and (technical difficulty) Vivendi can do what they will. And we put in about -- depends. Different people have different ways of looking at it. The way I look at it is just under $5 billion of net investment. We'll put in more cash and we will get present-value tax benefits because of the structure and various things that are very high certainty. So for a relatively -- call it one year's free cash flow, one year plus, of free cash flow to Comcast Corporation, we now have 51% of [$37 million] of content assets.

One other point. In structuring how does the partnership work, something that we have experience with, we really wanted to make it and had a very fundamental conversation that two big corporations working together, is that a negative? How do we make that a positive, but not a negative?

And so, again, I give Jeff Immelt a lot of credit for rising above the (technical difficulty) to just fight for every issue for the sake of it. He's got a lot of money at stake in the future. We have a lot of money at stake in the future. You who (technical difficulty) have a lot of money. So we pretty much said, only one company can be in charge of the story. So 51% has to mean 51%.

And you can read the documents; they're all public. And in the course of price (technical difficulty) everyone got, all sorts of things, we asked and they encouraged that we create a pretty unusual structure, and that is that any growth in value that we can achieve, there is a 50% (technical difficulty) on top of our 51% that goes to Comcast. And they took off the table right off the bat, are you going to try to (technical difficulty) cable to hurt cable television against cable programming (technical difficulty)? Let's give you one of the greatest incentives to grow the value (technical difficulty) public company's probably ever got.

And so for all those reasons, I go back to the very beginning. Would you rather have this in one company or not? You can ask Barry Diller. If you did, I wasn't in the room before. You can ask people who have been in the media business a long time, in your core, there is so much changing so quickly, can we help lead that change and help -- we're not going to -- it's a vertical deal, but we didn't pay for those synergies. They're only upside to the transaction. We have a huge carried interest.

But absolutely at our core, the way we will run the combined companies, it will be two separate businesses. And Steve Burke, who will be the COO over both, we sort of call it (technical difficulty) Classic Comcast Entertainment. And Comcast Entertainment will have all of this NBCU, and Comcast Classic will be a free cash flow generator, be in a position to (technical difficulty) and have the best and all the rest of the things we will probably talk about, the best platform, and be in a position to increase our -- and that's what allowed us to do this entire structure, but also now evaluate Classic Comcast and say, okay, let's (technical difficulty) increase the dividend (technical difficulty) our strategic vision here is, what is going to be required.

This company will self-fund itself, Comcast Entertainment. It will be free cash flow positive from day one, with only three times leverage, almost no capital expenditures. And over here, we will take, with that $5 billion or $6.5 billion cash day one, Comcast Classic or Comcast Corp. will have an opportunity to buy back $3.6 billion of stock over the next three years. We can put certainty around that question. We can continue our capital spending, which has been coming down, but continue to invest. we can continue to look at how to grow that business. And even with that, let's relook at the dividend. And we've bumped it 40%.

And so I think it was the perfect moment to really put an end to a decade, and I think to myself, here we are, a brand-new decade. I was trying to think about what to say today. And I think the last 10 years, maybe obviously a little longer than that, we've been building to have this wonderful Company. And I really think the next 10 years, we are now in -- let's operate it. Let's maximize the value to our shareholders. Let's really get people excited about this Company. And we'll have to prove that over time. And it's a great way to start the new year.

Unidentified Participant

Fantastic. I think when you announced the transaction and did raise your dividend 40% and announced the commitment to buy back $3.6 billion of stock over three years, it's perhaps unfair, but the most common question we got from the buy side was, well, what's going to happen with the rest of the cash? And I know it's unfair. I mean, you're running a business here. But people can pencil out the cash from Comcast Classic, and clearly there's some extra flexibility. So is there anything that you can share in terms of at least what the most likely scenario is for that surplus cash?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

My first reaction is, well, only -- you commit to, what, $15 billion of new money moving around between what goes in and what gets levered on NBCU and on our programming assets, the buyback, the dividend. So part of it is balancing all interests.

But I think at our root, we're still reasonably conservative people for a company that's got debt and leverage at the leverage -- we're pleased to have our ratings reaffirmed as is by the rating agencies for the parent, and investment grade for the new partnership. But we will revisit all this down the road.

We also are conservative in that we saw the capital markets dry up 12 months ago. I read Andrew Ross Sorkin's book, and how quickly we all forget, and we try not to forget. So we have enough cash to service all the maturities we need for Comcast parent over the next several years without having to rely on any third parties. We obviously have to get cash to close the deal. But even that, we have lines of credit in place.

So Mike Angelakis has brought a fabulous perspective and value to the Company, and on the one hand helped us structure this wonderful deal; on the other hand, listen to shareholders. And we've been much more aggressive in dividend and buybacks. And at the same time, he's one of the most conservative guys I know. He has a weekly cash forecast, where all the money is. And he doesn't want to have to rely on anybody in any bad times. And I think that is exactly what you want in a CFO.

Unidentified Participant

Very good. If we think about the cable business, going back to Comcast Classic, there seem to be a handful of initiatives that capture most investors' attention and I would suspect you spend most of your time on internally. So I was wondering if we could just spend a few minutes on each of those.

The first one is this all-digital push, which I think you started -- was it in Chicago? Is that where you started? Can you just spend a little bit of time of -- what are the merits of going all-digital? When will it be done? What will the consumers see that's fundamentally different from what they get today?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

All-digital is huge for Comcast and I suspect for many in the cable business. Analog is a legacy thing that, for a variety of reasons, chews up bandwidth, doesn't give you a good picture. Nothing good happens with analog except you don't need a box, in some cases. And so for many, many years, people had trouble going all-digital because of that, oh, by the way.

Putting that box out, forgive the expression, grandma didn't like that in many places. And there was a revolution in some systems when people went all-digital. Along comes the new world, and we have this tiny little all-digital device, D-to-A, riding on the back of the broadcast industry conversion, sub-$30, and we throw -- you get 10 extra channels. You get better pictures. You get fast tune times changing channels.

And we've had a fantastic success with self-install. 80% of our people are self-installing it. 50% of our systems are engaged in the all-digital process today. By the end of '10, we will be close to 80% done. This market here in San Francisco is 75% done. Portland is done. A number of our big markets are about 75% done.

What do you get on the other side? Okay, well, first of all, you give (technical difficulty) to people, so there's actually value day one. Two, you increase the likelihood that they're going to have real digital in their home and have on demand. We now are up to 17,000 on-demand shows, (technical difficulty) an amazing change in television, gives our platform an advantage.

But the biggest and most important benefit of going all-digital is you get back that analog bandwidth. (technical difficulty) all our markets is we're going to 100 hi-def channels or more. We're going to 50 to 70 (technical difficulty) language channels or more. We're going to DOCSIS 3.0, which I'm sure we will talk about, but we're increasing broadband speeds. We're creating more capacity for on-demand through (technical difficulty).

And at the end of all that, the consumer, we either have caught up to some competitors that were past us or we pass competitors that are behind us, or whatever you want to call it. But we lay open the path to a much more robust experience for the consumer. And it allows you to come into the markets and rebrand and re-excite people about our offerings for the next many, many years. And it's a necessary step. It's not that expensive. And we are very well in the middle, and we've got 4.5 million of these D-to-A boxes, 4.5 million installed already, and we only started a year ago, 18 months.

Unidentified Participant

Maybe we can talk a little bit about wideband. There is a tremendous amount of excitement about wideband in Europe in particular. It's happening, I think, in other parts of the world as well. Can you talk a little bit about, for those that are less familiar, maybe technically what are we talking about with wideband? And then secondly, once you get that advantage, how do you expect to use it? Is it something to drive ARPU? Is it to drive share gains? Is it a little bit of both? Is it to be determined?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Well, let me say hello to my friends at Cablevision in the front row here who have done a stellar job of proving the point out that if you give a better experience than anybody that you compete with, you will win. And that is the simple philosophy at Comcast that I think -- my belief of what we should do.

We should have the best video platform. I've just described the steps we think we have to take. There's other steps that are involved, but there's no rebuild involved. We're going to be able to do this and get half our bandwidth and reallocate it (technical difficulty) is 10 to 20 times better, and then someday layer on switched digital video in for -- how to go to, if we need to, even more choice (technical difficulty) you attach the Internet, which is clearly happening in the world and will happen in the future. The consumer is going to have a (technical difficulty) explosion of opportunity, and we're going to be at the center of that.

You come to the Internet, it is absolutely critical that we continue to be the best Internet experience in our markets. This [market] is my favorite story of when we bought AT&T Broadband, and I don't want to back over sore wounds with AT&T when they were a cable company and some of the things they did will (technical difficulty) they didn't do well.

(technical difficulty) easily forgotten. They were so focused on phones that they forgot about Silicon Valley and broadband. And the first time I met the founders of Google, they said, we have DSL. And it shocked me, when we knew we had a better product, with Eric Schmidt in particular, (technical difficulty) Comcast, because we know how to know. You guys are faster, and everybody is switching.

And we -- first thing we did when we bought AT&T Broadband is we slowed down phone in Los Angeles/Watts and we sped up broadband in Silicon Valley. If you look at the profit margin of these two businesses, and it just shows you, you come with a bias, and I have to be careful of that as we go forward -- our bias has always been video.

So let's look at broadband. There's two of us in wireless. Wireless is great, but if we can continue to have a network that is so much better than wireless and so much better than (technical difficulty), I trust Silicon Valley (technical difficulty) entrepreneurs to come up with applications that just require -- there was no Facebook and Twitter and -- just the last couple years. You know, it makes -- you know, Yahoo! is a dinosaur. It's shocking how quickly the world changed, and Yahoo! is no dinosaur. It didn't exist without broadband. Every one of the great applications you use today didn't happen until you had broadband. None of them were (technical difficulty) and broadband is only 11 or 12 years old.

Same thing is true with wideband, in our opinion. And so we've made the investment. I think we're 75% or 80% complete. We have 30-some million homes, 35 million homes, that can enable themselves to wideband. And we're figuring out, okay, what do we do with that?

First thing we did -- sped everybody up. Next thing we do, we sell various levels of premium service. Today, our premium service is outselling our slow-speed service, meaning our economy -- forgive my expression -- three times to one. No doubt the consumer wants more and faster.

And our advertising -- again, a San Francisco agency, Goodby, which just won Agency of the Decade, came up with the Slowskys television commercial, for those of you who have seen it, with the turtles. I think we've won the mindshare that Comcast high-speed Internet is the best. We need to make sure that is true five years from now.

And that is why we've, again, we could be even cutting more CapEx at times. We've come down hundreds of millions of dollars. Our free cash flow has gone up over 2X in the last 24 four months. And we've been able to make an investment with all-digital and with wideband and have now a phone platform and IP platform for voice and working on convert services. And when you put all that together, it goes back to the simple vision -- are we going to be the premier two-way cross-platform service of the consumer for the future? That's the goal.

Unidentified Participant

I think there was a little bit of a trial that didn't go too far, I think, by one of your peer companies in cable regarding consumption-based billing. Is that something that you anticipate pursuing in the near term?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

I think if it's too much of a rate increase, that is not really something that's on our radar. Over time, do we need to educate the consumer and have them know where they are and different people paying different amounts? I think that's very much a possibility. We're putting meters on a number of our broadband customers over the next year to be able to know what their consumption is. We have the vast majority, 90-some percent, are very low consumption. We've had -- other people have different techniques. But over time, it is our goal to make sure we enable the opportunity. How to get paid for it, how to charge for it will evolve.

Unidentified Participant

Small business is a third big area after all-digital and wideband. I think it was back in '07, you suggested by 2011 this could be -- what was it? -- $2.5 billion opportunity, 50% OCF margins. You're making I think solid progress so far. Is there any sort of update you can give us, either in terms of --

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Brian Roberts - *Comcast Corporation - Chairman and CEO*

It was actually at this conference a couple years ago that we rolled out our desire to go into this (technical difficulty) in earnest. And I'm really pleased. We may have gotten off to a little bit of a slow start, but it has come on like gangbusters, and there's nothing but blue sky right now for our small/medium-size business. It's a big percentage of our EBITDA growth. It's growing incredibly well. It is one of the businesses that is a little bit counter -- part of it, anyway, is counter to the economy. It's a good value to businesses, and they can convert and save money.

And we just bought a small company or are in the process of trying to buy a small company that we've announced in Chicago that is in the medium-sized space. We want to expand the pie. We've said consistency we think this is a $2 billion to $3 billion revenue business for us. We're on track to do that for the next couple years. And then sell backhaul has become a real business for us, and we're just getting into that.

So, this is the power of what is so wonderful about the diversity of our revenues. So if I think back to even the conference five years ago, when we -- or (technical difficulty) years ago here, or 10 years ago, we were 80%, 90% a cable TV, television, one-way revenue business. And we'll be very quickly -- cable video will be 50% of the Company. This is before NBC Universal, just from organic change by the investments that we've made with this pipe to allow us to do all these businesses like phone, like broadband, hi-def and advanced services like DVR, but now light commercial businesses, advertising.

And I think about other friends of mine who are in the radio business, how frustrating it must be to still be in the same revenue business you're in when, yes, we have lots of issues and changes and things, but what a wonderful business. It keeps reinventing itself. And small and medium-size business is just at the front end of that reinvention, and where the capacity that we offer these businesses, what (technical difficulty). We've been dreaming away a little bit with CNBC and saying, well, maybe we'll now have (technical difficulty) services to offer them. There will be more reasons for people to take video when they connect to us -- all very exciting.

Unidentified Participant

And then for the last big initiative, interactive advertising, that's one people get very excited about. Can you just talk a little bit about some of those technical impediments that are still (multiple speakers)?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Well, the technical impediments are these darn cable boxes. They are all different, and they all -- it gets real easy to envision a great service that (technical difficulty) Xbox. And we're doing all that. But we at CableLabs and among the various operators have said we also want to have something that works on all those cable boxes. And it's really hard.

Right now, the darling is EBIF. And we have enabled 13 million of our boxes, existing boxes, with EBIF. And I believe many other cable companies are doing the same. And it allows you to get going and to interact with advertising, three initial apps that we are doing at Comcast this year.

One is we're doing caller ID to the TV through EBIF, in many cases. So it really works. but we've got one with Home Shopping Network where you can click and buy. We've got getting brochures and extra information. The programmers get to controls themselves what the EBIF app is, so they can enable it. You've got the chicken-and-egg problem.

So we have to get this thing into all the boxes so we can go out to the programmers. I did a demo with Starz about how you'll be able to search your movies and get more Starz information. Each programmer will have a different idea. And, clearly, interactive advertising and Canoe applications, targeting the ads by different cable customers, non-cable customers, different zones, is very much on the radar. A number of other companies in the industry are doing it and doing other interactive advertising apps.

It's slow; it's frustrating. It's not a meaningful piece of the revenue today. Advertising is getting better. That's probably a bigger point that I would want to make today. We've had a good fourth quarter in terms of each week and month getting a little stronger. I think the world has said that generally, spot rates are (technical difficulty). Everyone is holding their breath on the first quarter to see what happens. I don't think we're in an economy that is going anywhere radically better or fast, but my gosh, a year ago we were all talking about 1929 and the world completely coming to an end, and that clearly isn't happening either.

So I think the long-term investment in advertising is going to pay off. And it's 4% of Comcast, so -- before NBC Universal. So we have a lot more upside than any downside.

Unidentified Participant

Maybe (technical difficulty) take some questions from the audience, so I think Jeff has a question in the back there.

QUESTIONS AND ANSWERS

Unidentified Audience Member

(inaudible -- microphone inaccessible)

Unidentified Participant

So for those on the Web, what would it take for Comcast to offer 3D services?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

I think not too bad. It's particularly nice for on-demand. We've actually done some 3D movies on demand. And I'm probably not pushing as hard as I can. There was a third party that came out and said the best 3D experience out there right now for the very, very, very small number of people who are doing 3D in the home has actually been Comcast. And I believe we just put a press release out about that, and if not, we're about to. But I think at the Consumer Electronics Show, you're going to hear a lot about 3D. Avatar has obviously galvanized the space.

There's a lot of good things about 3D. One clearly is a higher price point and an opportunity to revalue a movie or a show or a sporting event potentially. Everyone will claim to be able to do it. We're certainly not going to be any different, and we're going to want to prove that we can do this as well.

But I actually think, when it's all said and done, the best 3D is going to be movies for a very long time, an on-demand version of 3D. Now you borrow some bandwidth, because it depends which kind of 3D you're doing, whether it's a new TV or whether it's just an old TV and it's tricked. The best 3D, of course, will be on a new device that's specifically built that in. I think it is a long road, but it's great, just like hi-def has been great -- allowed us to sell a whole new class of services and keep ARPUs going up.

One of the things that I would not take my mind off on as an investor, and I heard Ivan Seidenberg or read about some of his comments earlier today, and somebody said, what is the best thing about your business? And he said, well, my ARPU is going up in video business. And I think that that's been true for us. Even in a tough economy last year, we've grown the number of products we sell our customers and we've grown the ARPU that we sell -- for those products. And 3D is part of that enriched experience someday. But it's a very small, very nascent thing. And I'm going to CES later this week and anxious to see -- it was a big talk last year, and I think it's going to get more real this year.

Unidentified Audience Member

Do you envision NBC becoming a subscription model?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Do I envision NBC becoming a subscription model? No. One of the commitments we made day one is that we believe in the broadcast model, in two respects. One, we're going to continue to broadcast as long as others are. And two, we're going to have an affiliate structure and continue that model.

I do think economics in the broadcast industry are in flux. Everyone probably knows that and has read about other companies. One of the things we've made the point is, look, we're about 20%, 25% of the video distribution business. We're 10% to 20% of the content business post the deal. There's going to be a very robust market between 75%, 80% dealing with the 80%, 90%, setting rates, changing the model, dealing with some uber-questions.

Perhaps we can play, in this new Company, a constructive role in helping to try to find business models and business solutions that can continue to deliver value to the consumer, deal with the tension that is between operators and programmers and distributors, and innovation, which the cable platform is better suited for this innovation, whatever form it might take, than any other platform out there.

Unidentified Participant

Other questions from the audience?

Unidentified Audience Member

Can you talk a little bit about what concerns you have for basic cable bundle and the fact that the cost of it continues to grow, and what will be the impact for our businesses, both programming and also distribution?

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Well, I should start by saying, what do you think?

Unidentified Audience Member

I'm sitting here; you're sitting there.

Brian Roberts - *Comcast Corporation - Chairman and CEO*

There is no secret that there is more -- programming cost increases have been higher than prior cycles. Actually, that's not totally true, but maybe people predicted that they would come down more now after some prior increases, when we had more sports channels getting created and teams were creating their own channels. And there has always been action, and more and more channels got created.

But there's more distributors out there. And from my perspective, I have several hats, as do you. And here's a couple factoids. 80% of the new Comcast cash flow post-deal will be cable TV. 17% of the cash flow will be cable programming channels. And 3% will be either NBC or Universal, which goes back to the name of the Company issue, but -- not that it would change the name of the Company, but just the perception of what NBC Universal was, we really felt it is 80-some percent cable programming.

And they did a super job there. Their prices tend to be modest, and it's not just me talking, but most of -- they've never had too many big fights and things of the nature. They've decided to build more and more channels. When we asked them, what's their philosophy, they have the number-one rated channel in USA, and it's half the price or some percentage of many other channels that have 30%, 40% lower ratings.

Why do you price it that way? Well, we'd rather get Syfy, which we bought way back. A few years ago, Syfy was the 50th-ranked channel. Now, last -- in October, it was number three, and it's been in the top six or seven all year long. So they are investing. Bravo, you know well, they've improved their ratings. Oxygen, they've doubled the ratings since they've already bought it.

So different programmers have different views of whether you bang in the rates or you're trying to get more channels. And you have more distributors in the world. So a little bit, we want -- we can't control everything, don't expect that that's ever going to be the case. But obviously, (technical difficulty) primarily 80% cable operators, so that question is very much top of mind.

And I don't know that I have a great answer, but I think you're seeing some tension. You're going to continue to see that. In a 500-channel world with 17,000 on-demand choices and plugging in the Internet, there is a regulator on behavior, I think, at some level for much of the content because it's one of 17,000 choices that you have.

And so that is the reality both ways. It's a question I'm sure the government is going to constantly keep their eye on. But the broadcasters specifically, I think the most focused behavior has been around broadcast. And, look, for a long time, we all have said free TV, and they have all said number-one-ranked content, and we're not getting any cash. For many, many years they took it in cable channels, and that day has changed.

One of the -- not the reason we did it, but not displeased with it, we are on both sides a little bit, and our shareholders are going to get to participate a little bit on both. But again, I hope we can play a constructive role in trying to keep -- the fact is, this has to be a great value for the consumer or we are all going to have a problem. And both sides have to keep tracks on that, and I think they do. And I don't think there's a quick answer to that question. It is a great question, though, really.

But I don't think -- let me end with one other more concrete thought. The fact that we have transformed our business collectively to being in broadband and phone and advertising and commercial and other services, we're able -- if this was all we had, it would be really bad. It is not that bad, because we do have other businesses, and we always say broadband has no programming costs. And broadband may well be a more profitable business for us than video somewhere soon, which is why we did not take our eye off and we've invested in DOCSIS 3.0. I think we have more DOCSIS 3.0 wideband then every telco and every cable company combined right now.

So we're out there, but I feel great about that. That investment is behind us, and we know that if we need to offer 200 Mb a second to a consumer as a way to grow the business, while there are some parts of the business that I wish were behaving differently, that is what it is. We're transforming our Company. And of course, with the content investment, hopefully we will continue that transformation.

Unidentified Participant

Fantastic. That's very helpful.

Brian Roberts - *Comcast Corporation - Chairman and CEO*

Thank you all. Thank you very much.

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