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# EDITED TRANSCRIPT

CMCSA - Comcast Corporation at Citi Internet Media &  
Telecommunications Conference

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## CORPORATE PARTICIPANTS

**Brian Roberts** *Comcast Corporation - Chairman and CEO*

## CONFERENCE CALL PARTICIPANTS

**Jason Bazinet** *Citigroup - Analyst*

**Jon Astor-White** *Las Vegas Entertainment & Sports Television - Media*

## PRESENTATION

**Jason Bazinet** - *Citigroup - Analyst*

I am the cable and media analyst at Citi. I am on stage today with Brian Roberts, who is the Chairman and CEO of Comcast. Brian has been -- held that position I think since 2002 and under his leadership, Comcast is widely regarded by the investment community as the best run cable company in the business and also making solid progress on NBCU as well.

So welcome and thank you for coming.

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**Brian Roberts** - *Comcast Corporation - Chairman and CEO*

Thanks. Happy New Year, Jason.

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**Jason Bazinet** - *Citigroup - Analyst*

I know the question that is on everyone's mind is cable consolidation and how you sort of view the world so we might as well just get that one out of the way. Is there anything that you can say about Time Warner Cable?

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**Brian Roberts** - *Comcast Corporation - Chairman and CEO*

No, the bottom line is no, there is nothing I can say. There's no news today. We are here at CES, but look, I think we've taken a lot of years building Comcast and we have great scale. It's nice to see people talking about cable and its future and feeling positive about it. That's part is great and we always say we look at everything, but there's no news today. Thanks for asking.

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**Jason Bazinet** - *Citigroup - Analyst*

Okay. You had a very exciting year. You bought in the balance of NBCUniversal that you didn't own, the 49%. Your fundamental results on the cable side have been fantastic, outpacing the industry on most metrics that I can think of. How are you thinking about 2014?

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**Brian Roberts** - *Comcast Corporation - Chairman and CEO*

Well, I think we had a really great 2013, so just start with a look back. The single biggest decision was buying the other 49% from General Electric of NBCUniversal. I think sometimes timing can be your friend. Sometimes it isn't. In this case I think it really was. Multiples have grown. Cash flows since we bought NBCUniversal in just three years is up 50%. The economy has come back from 2008 in the lows and so I think both the first half of the deal and then the voluntary decision to accelerate the second half of the buyout with very attractive interest rates and paying all cash has been a great value builder for the Company.



So just to stay on NBCUniversal for a moment, it's a portfolio company. It's up 50% as I said but not the way we thought it would be. So if you start with NBC when we bought the Company, we were dead last for I don't know half a dozen years. People wondered whether broadcast had any life in it and whether NBC could ever come back and certainly half a season doesn't make a perpetual trend, but the team, Bob Greenblatt and Steve Burke and others that Bob has assembled, we've now been the number one network for this season so far year to date.

We have the Olympics upcoming. We have a lot of great events, so we feel very good about the momentum at NBC in entertainment.

NBC sports was losing a lot of money. That is not really the case anymore. In fact football, Sunday Night Football was the number one show on television. We just renewed that for nearly a decade and we have said that we think that can be -- is a profitable relationship. So we are thrilled with that.

If you move to cable programming, which is the heart and soul of the cash flow, USA finished up 2013 number one again for the umpteenth year in terms of 18 to 49. Bravo is a top 10 network. We have many other channels, E!, Golf Channel, CNBC, MSNBC, and on and on, a wonderful portfolio. You will have some ups and downs in ratings but the trends in cable continue to be very solid and part of that cash flow growth is from that.

Film had a record 2013 in terms of box office, largest in Universal's history -- in their 100-year history. We have Jeff Shell at the helm now who has been with Comcast for more than a decade, a wonderful executive, worked in television, worked internationally, learned the film business a bit while he was overseas. 2014, we anticipate film to be a much slower year as we ramp up for 2015. It's a very lumpy business. We have a whole bunch of sequels coming out in 2015 that are being made in 2014 and that wasn't the case in 2013, getting ready for 2014.

Then the big surprise has been -- and I'm not covering every single business but the theme park business, and when we bought the theme park business we were about \$400 million of EBITDA. In just three years -- and a lot of this credit goes to some of the decisions by our predecessor regime -- but to build Harry Potter, to acquire that content, attendance is up 40%. We did \$1 billion of cash flow give or take run rate, unbelievable success.

We had to make a \$1 billion buy/sell decision from Blackstone 90 days or so into our purchase of NBCUniversal, whether to sell or keep. We bought and that will be paid out here if it isn't already.

So we are doubling down on theme parks. We're building Harry Potter in LA. Construction is underway. We are building Harry Potter 2; it will be open next summer in Orlando. We are building the largest hotel being constructed in North America right now because we're so underinvested in hotels. We have a partner in that in Loews down in Orlando. It looks fantastic. Family price point.

So we think there is a lot of there there in the theme park business for many years to come and that we have the low market share and only one way to go.

So you put all that together, I am thrilled with the purchase of NBCUniversal. Steve Burke feels we are only part way into what he likes to call the entitlement gap, whether that's getting the proper retransmission fee or the proper cable fee or the proper advertising rate, we get a 10% to 15% discount for the same amount of eyeballs versus some other programmers and broadcasters and there's no logic to that as we become a more important provider of content to those advertisers. So a lot of good things to talk about.

Over on the cable side, I think that finished up the year and the momentum should continue. On the cable side, Neil Smit is here. He is -- I wouldn't say this if he wasn't in the room but since he's in the room, he's fantastic. But Neil has been just I think the nice things you started by saying Comcast has been leading in innovation and performance that credit, a lot of it goes to Neil and his leadership and the team he has assembled.

I'm going to show you some of that today, so I will just touch on that, whether it's cash flow, revenue growth, customer service metrics, innovation, culture, new products, I don't think we have ever been at a better time that I can remember in recent memory in Comcast Cable than right now.



**Jason Bazinet** - Citigroup - Analyst

We at Citi like hosting the conference right before CES because it gets firms like yourself to talk about innovation and investors get to go to the other side of the city and sort of see what's going on with a lot of companies. Can you talk a little bit about some of the innovation that's going on at Comcast either on the data side or the video side?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Let's start on the data side because we will come to video. But on the data side, which we have had 11 years where we have increased the speed each of the 11 years of the data product and we have been increasing our sales each of the last -- net sales each of the last four or five years. So here is a product that is a decade plus old and we are able to sell the same or more than the year before and we've been able to increase that value, increase that price, increase that experience and increase the speed.

And so as we look at the data business you say okay, we are 38% penetrated. We are not done. We don't think we're anywhere near done and then you come to a consumer electronics show and you see all this innovation and all of it starts and stops with some sort of Wi-Fi connection. You just heard from wireless, wireless connectivity or broadband connectivity or frankly some of all of those working together to power that innovation. Whether that is in healthcare or education or in video consumption or in social media or smart homes, you go on and on. It's a very exciting time in broadband.

So part of our goal is to be the best network and just being in the business was the first wave of growth. Now being the network people need and want and want to partner with is a big part of where we are going and where we are at. So I think the data business looks incredibly strong.

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**Jason Bazinet** - Citigroup - Analyst

What about on the video side?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

So I love coming to CES. I love coming here to Vegas at this time like yourself for the stimulation that it brings. So it takes me back six years. Six years ago I gave my one and only presentation not here but over at the consumer electronics show and we said -- we have a point of view and a vision of where we think this business is going to go. We called it Project Infinity. And it was -- you could have basically any piece of content you wanted on any device at any time and we saw a changing world. We saw more competition from the Bells. We saw satellite having lots of channels and high-def and we saw maybe even more fundamentally a tremendous amount of innovation coming to the space and tablets didn't exist. You go back to the Vancouver Olympics, there was no tablet and there will be so much consumption out of Sochi on a tablet.

So six years isn't that long ago but it's a lifetime ago. So we felt we had to change the culture of the Company in order to achieve that Project Infinity. Among other things, we changed our name to XFINITY. We perhaps more fundamentally felt we had to hire 1000 software engineers. We had to buy companies. We have to partner with companies like Microsoft and Apple and create apps and Facebook. We just announced a partnership with Twitter. We felt we had to speed up how we did things. We had to change to a one Comcast culture.

So I won't take you through all the things we did but I think we are a different, fundamentally different Company today. We are a technology Company, innovation Company, and a media Company, not a cable company.

And so as we look at the video space, we see a tremendous excitement ahead and for me the aha moment was to take the brains out of the box and put it in the cloud.

Now you see those commercials everywhere with people in the cloud; the cloud, what does it mean to us and to you as a television consumer? I think the best way to do it is to show you. So let me pull up wherever our screen is, you are watching Homeland and a great show, a great show

and so we came out with X1. X1 is now rolled out across the entire Comcast footprint. It's available in every market and we are in the process of -- it's a new box but once you get that box, here is what your guide looks like. I'm just going to show a couple of this because this is -- we have been at this for awhile. You can run over here and here's your recordings and saved.

If you go to on-demand, we've got picture already. It feels very nice and very easy. But here's what happens when you want to now upgrade and innovate. So we said we want to work on X2. So if I click a button and this is literally we have tens of thousands of people now playing with X2. I have this in my house. I literally do this. You go to one of our screens and you say okay, I want to switch my entertainment operating system to X2. And boom, a different set of look occurs. Because again we are coming from the cloud.

So in this particular -- in X2, what is exciting is it's meant to be personalized. It's meant to be world-class graphics. It's designed to feel like something is live and happening. So here it is saying you just recorded these three shows. This is what is hot based on tweets right now on live TV. Here is your data.

So now we go we look at it. So we start with -- it's a very clean look and this look will be -- I'm going to show you a television, a tablet, and a phone. You're going to notice a similarity. So if I go to guide, I don't get one guide anymore. I now have seven guides, kids guide, a trending guide, a movie guide, a sports recommendation. It's just what's upcoming and we can add to this and we will and we will change it.

So if I look at TV listings, we took that former X1 look and we said, well, here is some customer feedback. One thing is I want the information right on the page so there's Sleepy Hollow, there are the tweets about it. I know real-time I don't have to click in and get more data. It's right there on one page. If I drop down to Tangled, I notice that my rotten tomatoes rating is right there. I also see that that a 10 o'clock Law & Order is coming out but that little icon is on-demand. So if I want to go now to Law & Order, I can do so because it's available on demand.

If I jump ahead to trending, I can see here is a different way to -- a guide. We will see if people like this. This will be something we launch that has not yet been done. You can see here The Voice is getting the most tweets, so I would go and see that. It also shows you with the little blue bar that the show was about a third of the way complete and how many tweets per minute they are getting.

If we go to saved, again rather than thinking of saved as just my DVRs recording, you will see it's more than that but the first thing it shows is okay, what have I recently recorded? Well, 80% of what people watch on their DVR is what they record in the last 24 hours. So why not to show you that rather than an alphabetical listing? Or something I already started to watch?

Or here's a category that's brand-new, I will talk about a little bit how we got here in a second but here's Hunger Games. I own it so that's now in the cloud from electronic sellthrough. I purchased this content. It's available in any device any time.

Okay, if we move onto on-demand, you will see we have improved the look and feel. It's simpler. If I want to see movies, the first thing you notice is we just have a ton of choices. You can scroll on and on and on. So we've created category for you and we say based on -- if you opt into this, but if you -- based on your preferences or your viewing, you say okay, I know you might like Despicable Me 2. I want to go in. It now gives you -- and we launched this three weeks before Christmas where we took three studios, Lionsgate, Universal, and Fox, and we now offer you the option to rent or buy. And in the first -- over Thanksgiving weekend, we were the number one electronics seller of -- or digital seller of Despicable Me 2 and Fast 6 and of Hunger Games, in the first two weeks Hunger Games released. This is the first time we have ever tried to do this. So this platform of on-demand where we have -- because of what I'm showing you, we have done 30 billion on-demand orders in 10 years, 400 million a month. That is a behavior. It is a store. How do we sell you more things? We're not even scratching the surface. So very exciting early results. I have decided to buy it and now I have Despicable Me, which is what you would now see in that saved category.

If we move on, we've tried to make the remote control. We're launching a new remote control, slightly different, playing with it really, really great. Here is the box today. Here is the box tomorrow. So you can see everything is getting smaller, less expensive, whole home putting things in the cloud. The economies of scale are working in our favor.

If you go to last, we've merged here live TV. This is one of the most popular features from X1, where you say I'm watching Showtime but if I want to go to Blacklist, which maybe I recorded, I could do that. And again, the difference in a DVR and TV and an on-demand is seamless.



We also tried to make the remote more functional, so if you click the info button obviously I could record this. It shows me if I click in, a lot of data that I don't know -- but binge viewing, we're trying to make this guide more practical and more user-friendly. Kids love the X1 system.

So if I go here, I don't know about you, you start getting into this stuff, you can't remember which episode you are on. So this tells you with a little check mark you are watching -- you have watched episode eight We are watching episode nine. The blue bar again shows you how far through you are and then you can see upcoming if it's available on demand, if it's scheduled for television, we scroll across and just the ease of getting through this is wonderful.

It then raised the question of how else can you surf? How else can you navigate? So we have a great guide. You can T9 search. That's the most simple way, very intelligent. My favorite is --

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**Jason Bazinet** - Citigroup - Analyst

Did you just say T9?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Yes, T9 so you take -- we have the 1 to 9 buttons. They all have the ABC DEF. You just type in -- you don't have to triple click just two clicks and boom, it gives you a list. But we are headed to voice navigation built right into this new remote.

So if I say click a button on the side of the remote, show me movies about Las Vegas, boom, and that would have taken many, many clicks to get you that. Or show me movies with Will Ferrell -- which stocks will go up? Comcast. There you are.

So I think we have so many choices, close to 50,000 on-demand. We want to begin -- we've obviously -- other companies do this recommendation and search and personalization, well, I think this is as good as any. All the information is there. It does it right away. It's focused on your entertainment needs.

The last thing on X2 I want to show you is apps, just jump over here. So again you are watching TV. You can see the weather. With the Olympics, NBC has an app called Live Extra, so we will integrate that app into the X1 customers and all 98 events, you are able to say which is your favorite sport, here's snowboarding, here's alpine skiing. Okay, let me see what my options are. Here is something I want to watch and now I'm watching alpine skiing coming right from the NBC live app.

So we think it gets better all the time. So we would like to then move over now to taking that same experience onto your mobile device.

So there are two use cases. One is in the home and one is TV everywhere. So let's start in the home.

So the first thing is how easy can we make it? Because we know you are in the home, we need to pair, so you click on -- this is coming out this month. This is not out yet in Boston and we plan to roll it out through a lot of the Company during 2014. This is a compilation of some other apps with some new cloud functionality and IP streaming. We call it XFINITY TV. So you can click here, all you have to do is put in any email, your password one time and then you are authenticated. It's pairing the device and that is the experience, start watching TV.

What it is you get is every single mobile device, whether it is Kindle, iOS, Google, these devices become full television sets. Every channel, every -- ultimately every on-demand, your DVR, your guide functionality all instantly become a TV in your home.

So let me demonstrate here you would -- you can just move it around and pick a channel you want to watch. I want to watch The Blacklist, it would let me click to watch and it is streaming that IP throughout the home over our Wi-Fi and here you are watching Blacklist.



Now I want to bring up the mini guide or surf to see what else is available. Again with touchscreen, you just do this and I find a show on TBS, Big Bang, I change channels, works just like a television.

Now I want to go and get my guide. These are the last nine channels. These will be the same last nine coming from your TV set, so if you have favorites they will port right over. If you want to go to the guide, you can click guide. Same as what we just saw but now I want to do a filter. I just want the kids guide. There it is.

If I want to go to my saved, my DVR, again DVR will be use of the cloud. Here is all your DVR functions and DVR shows. So really turning every device into a personalized television set I think is a big breakthrough. We are excited about that.

So then you say okay, I want to take it when I leave the house. Now we have different content relationships. We've been out the last several years with this vision securing long-term relationships with many content partners and many things on the TV. You just saw XFINITY TV. Now let's take TV Go.

So this app I want to just mention has nothing to do with X1. This app is -- with electronic sellthrough -- two points, the Despicable Me example we launched on every VOD platform we have, all 20+ million homes. The same goes for XFINITY TV Go. So I click this app. I will recommend all our customers do this. It's free. We launched it a couple months or just a few weeks, a couple months ago. We now have 35 live TV channels. You authenticate once. It knows you are our customer, same kind of a pairing process, and this quickly with good Wi-Fi or LTE, you are watching ESPN.

Now if I go back and go to the menu tab and I want to just see what my choices are, TV series, I have 25,000 of our on-demand properties are available on the go, anywhere you are located. I can then filter that and say I want to have only those that can be downloaded. 5000 of those will let you do a download and then you don't have to stream it. You have it on your device.

The search capability is really great so if you want to say watch Walking Dead, you type in, you do a search, you click it, here is the episodes of Walking Dead, and that quickly literally you have our content.

So we really think that the entire X1 experience is a game changer. We are I think the first people in the world doing this and because it has been so successful we really want to accelerate its rollout. We can talk a little bit about that.

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**Jason Bazinet** - Citigroup - Analyst

Could you talk a little bit about the rollout and share any sort of -- are there any indications that the investments that you have made and the demo that you just highlighted are positively impacting the business?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Well, we have 26 straight quarters where we lost video customers. Ten of the last 12 we have been improving on prior year's results, so we feel like the investments in all-digital, the investments in customer service, the things I talked about earlier, the experience, the innovation was making -- chipping away at it. Of course we had a slow economy, less housing growth. We had intense overbuilds.

But in the fourth quarter I am pleased to tell you that we modestly grew customers, which is the first time in 6 1/2 years, grew video customers and it will take some time before the entire year will grow but it is a real beginning of an exciting reversal of trends. We had profitable strong quarter as he had throughout the year, so it's encouraging and I think as coupled with some really exciting statistics coming from the first million or so X1 users, the vast majority -- think the guide is way better, the experience is better, the pay-per-view buy rates are higher, churn is lower. We fundamentally believe there is a strong IRR double-digit growth return on our investment. So we're going to accelerate the rollout of X1 over the next couple years to get to a majority of our customers and we are encouraged by the results, we are encouraged by the fourth quarter and we want to -- and the financial paybacks, so we're going to try to accelerate the rollout and I think sets us up for an exciting future.

**Jason Bazinet** - Citigroup - Analyst

By majority of subs you mean more than 50% in three years, is that sort of the right way to think about it?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

We will have more to specifically say on the earnings call, but I think we will take it as we go but it is certainly our intention to get it to more than 50% of our customers here over the next several years, yes.

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**Jason Bazinet** - Citigroup - Analyst

All right, I don't know if you have any questions for Mr. Roberts but if you do, please raise your hand and we will get a microphone to you. One question in the front.

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## QUESTIONS AND ANSWERS

**Unidentified Audience Member**

The question is on the importance of owning the NBC business to actually being able to create the new X1 platform in the first place. Is that something that would have been just impossible had you not had a huge one-off chunk of content that you could get access to?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Well, I think you have two great companies separately, but we are a better Company together and when we bought the company, we did not promise certain -- we said use zero in your model for synergy, but I would tell you that we've moved a couple hundred people back and forth between the two companies as executives. We -- a show like The Blacklist, I don't have the exact stat but something like 40% or 50% higher viewing in Comcast markets because of on-demand, because of these guides, because of promotion, because of our working together. You will see with the Olympics the integration back into the X1 innovation.

In the advertising space, we are working on innovation of technology around advertising to make it more valuable for live 30-second spots with our partnership with Twitter, it was both parts of the Company.

There's definite synergy synergistic benefits that we've been feeling throughout the Company and I think yes, it would -- I don't know that we'd be quite the same Company today if we weren't together.

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**Jon Astor-White** - Las Vegas Entertainment & Sports Television - Media

Jon Astor-White, Las Vegas Entertainment & Sports Television. We want to commend you on helping minorities start television networks. I would like for you to comment on that, please, Magic Johnson and others.

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Thank you. One of the goals of the Company was to use this platform both on screen, behind the screen, working with partnerships in unprecedented ways. And I think we've launched a number of cable networks that are minority-owned. We have -- our top films had more diversity of the themes



and actors. Fast 6, the Latino audience was amazing. We have Ride Along, an African-American film coming out in a couple of weeks. It's really a lot of fun and I think is going to do quite well.

The Company is very proud of the progress we've made. We've got a lot more to do and we are appreciative of the steps that have been taken.

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**Unidentified Audience Member**

Brian, when you did the Universal deal, it seemed like you made a pretty big point about content being a very important strategic objective in trying to increase the Company's exposure to content. How has that changed over I guess the last year in terms of your view strategically of distribution versus content and how you want your portfolio to look?

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**Brian Roberts - Comcast Corporation - Chairman and CEO**

I think we wanted to be scale so we had some content. We didn't feel we had enough scale and content. NBCUniversal was a unique opportunity at a moment in time. In the last year I would say we feel a lot better about that decision and I'm from the school actions speak louder and we had five years to go on a buyout and we bought with pretty perfect information. We don't have perfect information about the future, but we are running the Company and we made a decision to spend \$17 billion, \$18 million to buy out the rest of the company.

So I think I feel great about it. I did not expect the integration to go as well as it's gone. I shouldn't say that because Steve Burke has done it for us with AT&T Broadband and he's done it many times and Comcast is very proud of our execution as well as our strategy. But like everybody, this was new. It wasn't sure and I think the integration has been fantastic. That doesn't mean we feel like we are in any way shape or form done and that we aren't going to have a lot of growth in the years ahead. So I am very happy.

As to the distribution side, there is just an energy that broadband business is growing -- in something like the last, I don't know, 17 quarters or some statistic if you combine AT&T and Verizon, Comcast XFINITY broadband, we have sold more than those two combined every single quarter. So business services is a whole new business growing mid-20s growth rate. All of these applications at CES need big data to help you get here to there.

So there's a lot of excitement in the Company. I think having a diversified portfolio is great for investors if there is a soft show or a bad movie, it gets offset with the stable cash flows of the cable business. But that question earlier about the innovation between and across the parts of the Company I think you are starting to feel that. In a different kind of company if you go to -- we tried -- for employees really and new employees, we created a website ComcastCorporation.com and it is different feeling Company.

This is not what -- I've been here for 30 years, this is a moment in time that we now need to take advantage of. I think we are uniquely positioned with that mix of assets. Could the mix change a little bit here or there? Sure, but that scale is critical and we are always looking at how to perfect what we have.

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**Jason Bazinet - Citigroup - Analyst**

International opportunities?

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**Brian Roberts - Comcast Corporation - Chairman and CEO**

I think the question was could we talk about international. Is that right? Well, the kind of dovetails to that last question. There's no great thing we are working on that's like here it is, big -- that's not really how we are looking at it. There is no international. It's a lot of little large, independent countries, regions, situations, technologies, governments, etc. So I think it's easier in the content side to go more ubiquitous than it is in the distribution side, although we certainly look at all the various companies around the world and learn from them.



So NBCUniversal, like a lot of things that we have found, had great brands but were slightly underinvested and whether that's theme parks or whether that's cable channels internationally or even broadcast relationships or film, and so Jeff Shell, one of our best executives, spent the last three years. We have made new relationships and partnerships all over the world, whether it's in Latin America with BSkyB, with Australia, I won't go through each. And it's a growth -- it's one of the fastest-growing parts of the Company. Is it a huge part of the Company? No. Would I like it to be more? Obviously we would love that.

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**Unidentified Audience Member**

Thank you, two questions if I may. First on the accelerated rollout of X1, what can we expect in terms of costs? Are we going to see near-term increases in sales and marketing expenses and maybe in CapEx as you roll this out faster?

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**Brian Roberts - Comcast Corporation - Chairman and CEO**

You know, we will have more to say at -- when we do our earnings but I think you can hopefully see that it's an exciting product. It's new. It costs some money to put this into people's homes. We will make the case and we will show you specific results, pay-per-view, buy rates, churn, and how we get to a double-digit solid double-digit IRR. So capital could move up modestly in some markets or in some cases.

But big picture, we've got a lot of free cash flow. We are still able to return a lot of that capital to shareholders and invest in the business. That's always what we have said are our two priorities and look for growth around the world or whatever and I don't anticipate that we have to make hard calls one way or the other.

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**Unidentified Audience Member**

Great, thanks. Then a second question just on cable consolidation. There seems to be a point of fact that's being argued at least by some investors which is on the NBCU consent decree, whether that actually prohibits you from doing more cable deals or there's nothing in there that actually prohibits. So can you kind of clear the record as to does the NBC consent decree hinder you from growing the core cable business or not?

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**Brian Roberts - Comcast Corporation - Chairman and CEO**

I don't believe the consent decree talks about cable at all.

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**Jason Bazinet - Citigroup - Analyst**

Any other questions? There's one in the far right-hand side all the way over there.

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**Unidentified Audience Member**

Thanks. Your technology platform is obviously best in class. I was wondering is there a chance or an opportunity for you to white label that for those of us who live in Manhattan or LA who don't plan to go to Boston or Philly?

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**Brian Roberts - Comcast Corporation - Chairman and CEO**

Call your local cable operator. Isn't that what the commercials say? No, we have said that we are very open to licensing the platform. It will work on other cable systems quite easily. Obviously people do things slightly differently so they have to make their own decisions. But Neil has said previously and as a buy that we are open to making this available to others.



We think it is taking the interactive capabilities of the two-way network, taking -- riding the scale, just think how fortunate we have been. Tablets didn't exist. What's the best thing to do with a tablet? Consume video. Who has the most video? Us. How do we give you a better search and navigation, go to the cloud and be like the best in class, which we have the scale to do? If we can offer that to others and they can ride that, terrific.

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**Jason Bazinet** - Citigroup - Analyst

That's fantastic. We're out of time. Is there one more? We can squeeze one in, we've got 60 seconds.

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**Unidentified Audience Member**

Can you talk a little bit about programming costs? Comcast has been very aggressive about signing long-term deals with CBS and others on retrans and other things, getting out in front on TV Everywhere rights, digital rights, VOD rights. Is that pig in the python further down the python in the case of Comcast? Are you closer to more of a normalization in programming cost growth or how do you think about that going forward?

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Look, I think 28 seconds to go, it's a longer question. I would generally say looking at the clock here that it's a balance. One of the reasons we wanted to be in content distribution is there's no quick sound bite answer to that. We wanted to make the experience more valuable to consumers because we anticipated content costs rising. And we wanted to first of all participate in retrans by owning a broadcast network and we wanted to participate in cable by having TV Everywhere rights. We have had those rights. We haven't made it really easy for a customer to use them. What you saw today, I hope you'll get the feeling and go home and take XFINITY TV app and say wow, I've gotten some fantastic emails from people saying this is the best work you guys have ever done.

So having live TV on the device is a game changer. The first time you want to watch CNN and just catch some breaking news and you do it right then and there and you go, I never could do that before. Maybe I don't do that 24 hours a day is my new TV. It has value, so that's the compromise.

So I think content costs are going to continue to rise kind of the rates we've been seeing for a little while here or for who knows. We are on both sides. We are unique in that respect. It doesn't mean we don't worry about them and want to hold them down. We do. And I believe that with business services and with high-speed data we've been able to keep our margins across Comcast Cable at a pretty consistent level for a number of years and I think it's a more complicated conversation than that but that's how we played it and I think so far steady as she goes.

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**Jason Bazinet** - Citigroup - Analyst

Thank you very much for the time and the demo. Fantastic.

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**Brian Roberts** - Comcast Corporation - Chairman and CEO

Thank you.

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