TELEVISION’S CONTINUED GROWTH

Hours of Video Watched

2009: 520B
2019: 610B

+18%
LED BY **ON-DEMAND VIEWING**

**Hours of Video Watched**

<table>
<thead>
<tr>
<th>Year</th>
<th>On-Demand</th>
<th>Live</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>2019</td>
<td>40%</td>
<td>60%</td>
</tr>
</tbody>
</table>

520B in 2009

610B in 2019
ON-DEMAND VIEWING
DRIVEN BY STREAMING
Hours of On-Demand Video Watched in 2019

55B
DVR / VOD HOURS

190B
STREAMING HOURS
CASE STUDY: SNL HOSTED BY EDDIE MURPHY

Millions of P2+ Hours Viewed

Dec 1984: 19.0
Dec 2019: 31.6

Live: 11.7
Streaming: 6.5
VOD/DVR: 13.3
CASE STUDY: THIS IS US
Adults 18-49 Rating

<table>
<thead>
<tr>
<th></th>
<th>Streaming</th>
<th>VOD/DVR</th>
<th>Live</th>
</tr>
</thead>
<tbody>
<tr>
<td>ER 1994</td>
<td>12.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>THIS IS US 2016</td>
<td>9.3</td>
<td>8.1</td>
<td>4.2</td>
</tr>
</tbody>
</table>
CASE STUDY: THE GOOD PLACE
Adults 18-49 Rating

FRIENDS
1994
10.5

The Good Place
2016

Streaming
VOD/DVR
Live

19.6
2.6
2.5
24.7
ON-DEMAND MONETIZATION OPPORTUNITY
NBCU Monetization by Platform

Linear

>2x

Third-Party Digital
PEACOCK OPPORTUNITY
UNIQUELY POSITIONED TO LEAD IN STREAMING

- Largest TV Audience
- Most Popular Streamed Programming
- Preeminent Franchises Across All Genres
- Global Distribution and Technology at Scale
LARGEST TV AUDIENCE
P18-49 Minutes Watched

NBCUniversal
#1

NBCUNIVERSAL REACHES
90%+
OF THE U.S.
MOST POPULAR STREAMED PROGRAMMING

the office #1 on Netflix
BROOKLYN NINE-NINE #1 on Hulu
SATURDAY NIGHT LIVE 2 of Top 3 on YouTube

THE TONIGHT SHOW WITH JIMMY FALLON
PREEMINENT FRANCHISES ACROSS ALL GENRES
Leader in Entertainment, News, Sports in English and Spanish

- NBC: #1 Primetime Network
- TODAY: #1 Morning Show
- Olympic Games: Most Watched Event
- SATURDAY NIGHT LIVE: #1 Late Night Show
- T: #1 Hispanic Broadcaster
- NIGHTLY NEWS WITH LESTER HOLT: #1 Evening News
- Sunday Night Football: #1 Primetime Show
- ILLUMINATION ENTERTAINMENT: #1 Animated Portfolio
GLOBAL DISTRIBUTION AND TECHNOLOGY AT SCALE

#1 US Broadband, Cable Video

#1 European Pay TV

TOP TECHNOLOGY
X1, Flex, Q, NOW TV

55M RELATIONSHIPS
STREAMING LANDSCAPE

Advertising Focused
- YouTube
- Facebook
- Pluto
- Tubi

Subscription Focused
- Disney+/Hulu
- HBO Max
- Apple TV+
- CBS/Showtime
- Amazon Prime
- Netflix

Unique Strategy and Consumer Value

Our Focus
PROVEN BUSINESS MODEL

92% OF VIEWERSHIP

250+ Ad-Supported Linear Networks

8% OF VIEWERSHIP

<10 No-Ad Linear Networks

HBO
SHOWTIME
STARZ
EPIX
ON-DEMAND VIEWING
MOSTLY AD-SUPPORTED
Hours of On-Demand Video Watched in 2019

65% AD-SUPPORTED
#1 IN VIDEO ADVERTISING SALES

US Video Advertising Revenue

$13B
TAPPING INTO GROWING DIGITAL AD MARKET

NBCUniversal Digital Ad Sales Monetization

$0.3B → $1.0B

+3x

2011 → 2019
COMCAST: BUILT FOR THIS OPPORTUNITY

Most Popular Programming

World-Class Creative Expertise

Top Video and Network Platforms

Brodest Distribution
Reimagining Television for the Digital Age

Best of Linear + Streaming
OUR APPROACH
STREAMING LANDSCAPE

WITH CHOICE COMES COMPLEXITY
PROGRAMMING
CONTENT FRAGMENTATION

EXPERIENCE
ENDLESS SCROLL

AFFORDABILITY
SUBSCRIPTION FATIGUE
STREAMING SERVICES CAN BE NARROW...

ADDRESS ONLY 50% OF VIEWING

MOVIES
KIDS
DRAMA
COMEDY
...BUT **HOUSEHOLD VIEWING** IS MUCH BROADER
TIMELY AND CURRENT

BROAD AND COMPLETE
TIMELY AND CURRENT

BROAD AND COMPLETE

HISPANIC

SPORTS

KIDS

MOVIES

SERIES

LATE NIGHT

NEWS

REALITY

ORIGINALS
TIMELY AND CURRENT

BROAD AND COMPLETE

EVERYBODY LOVES RAYMOND

PRECIOUS

TWILIGHT

YELLOWSTONE

TWO AND A HALF MEN

THE HURT LOCKER

3:10 TO YUMA

GEORGE LOPEZ

CABIN IN THE WOODS

EVERYBODY LOVES RAYMOND

PRECIOUS

TWILIGHT

YELLOWSTONE

TWO AND A HALF MEN

THE HURT LOCKER

3:10 TO YUMA

GEORGE LOPEZ

CABIN IN THE WOODS
EXPERIENCE

ENDLESS SCROLL
STREAMING MORE. SCROLLING LESS.

DOZENS of Streaming CHANNELS

LEAN BACK

DAILY, TIMELY, TRENDING

BROWSE AND CONTROL

THOUSANDS of Hours ON DEMAND
AFFORDABILITY
SUBSCRIPTION FATIGUE

$11/month
Average premium subscription service
87% Worry streaming is too expensive

30%+ Likely to disconnect after show ends
“Which new streaming service are you most likely to try?”

20% PAID WITH NO ADS

80% FREE WITH SOME ADS
AD-SUPPORTED
7.5K+ Hours
Current Season Series
Movies
TV Classics
News and Sports
Hispanic
Streaming Channels
And More
$4.99 / month

AD-SUPPORTED
15K+ Hours
Original Series
Earlier Window
Full Tent-Pole Series
Premium Movies
4K/HDR
No-Ad +$5/month
INCLUDED AT NO ADDITIONAL COST

$4.99 / month

BUNDLED WITH

xfinity flex

Internet-Only Subscription

INCLUDED AT NO ADDITIONAL COST

Introducing Peacock

peacock Premium

Free to Me  Live TV  New  Music

Let's Get Started

Connect Your Apps

Free To Me

EXPLORE

peacock

EXPLORE

prime video

EXPLORE

YouTube

EXPLORE

OXYGEN

EXPLORE

BANDER

Peacock

Find Your Voice

OXYGEN

BANDER
PARTNERSHIP WITH

INCLUDED AT NO ADDITIONAL COST*

$4.99 / month

Subscription

BUNDLED WITH COX®

*FOR ALL ELIGIBLE SUBSCRIBERS
24M

peacock Premium

Bundled Subscribers
CONSUMER FRIENDLY ADVERTISING

RELEVANT ADS | INNOVATIVE FORMATS | LIGHT AD LOAD
PREMIUM VIDEO ADS PER HOUR

Average # of Digital Ads
8
mins/hr

Average # of TV Ads
16-20
mins/hr
5 MINUTES
ADS/HOUR
AFFORDABILITY
SUBSCRIPTION FATIGUE

EXPERIENCE
ENDLESS SCROLL

PROGRAMMING
CONTENT FRAGMENTATION
PROVEN PLATFORM
Built on Sky Technology

DEMONSTRATED SCALE
Millions of NOW TV Customers

SUPERIOR EXPERIENCE
Deep Integration with X1, Flex
CONSUMERS
5 MINS/HR
TRANSPARENCY
INSIGHTS
NBCUniversal Single Platform
PEACOCK STREAMING COUNCIL
PIONEERING
NEW AD EXPERIENCES
ON COMMAND AD
PEACOCK SHOPPABLE TV
PEACOCK PRIME PODS
PEACOCK BINGE ADS
PEACOCK PAUSE ADS
PEACOCK SOLO ADS
PEACOCK EXPLORE ADS
PEACOCK ON COMMAND ADS
BUSINESS PLAN
COMCAST LAUNCH

APRIL 2020

peacock Premium

- Included at no additional cost
- Xfinity X1 video subscription
- Xfinity Flex internet-only subscription
NATIONAL LAUNCH

JULY 2020

peacock All Tiers

- Multi-Platform Distribution
- Tokyo Olympics
- Symphony
PEACOCK LAUNCH TIMELINE

- COMCAST LAUNCH: APRIL 2020
- NATIONAL LAUNCH: JULY 2020
- INTERNATIONAL LAUNCH: FUTURE
Peacock: Key Financial Drivers

- Active Accounts
- Engagement
- ARPU

Operating Expenses
DOMESTIC FINANCIAL OUTLOOK 2020-2021

$2B Cumulative EBITDA Investment
30-35M

Domestic Active Accounts by End of 2024
DOMESTIC FINANCIAL OUTLOOK 2024

- 30-35M Active Accounts
- $6-$7 ARPU
- $2.5B Revenue
- Break-even Adjusted EBITDA