

FINAL TRANSCRIPT

Thomson StreetEventsSM

CMCSA - Comcast Corporation at Merrill Lynch U.S. Media Conference

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CORPORATE PARTICIPANTS

Marlene Dooner

Comcast - IR

CONFERENCE CALL PARTICIPANTS

Jessica Reif Cohen

Merrill Lynch - Analyst

PRESENTATION

Marlene Dooner - *Comcast - IR*

(AUDIO ALREADY IN PROGRESS) -- companies today. Given the U.S. economic environment of declining consumer confidence, increasing unemployment, rising energy prices and, dare we say the "R" word recession, it is important to look at how these stocks behave in this climate.

Both cable and entertainment stocks tend to decline roughly one year prior to a recession. Cable shares recover fairly early in a recession due to the predictable and stable nature of the business. Not only is video a cheap form of entertainment versus restaurants, shopping, concerts and vacations, we would argue that data and telephones are necessary communication tools and cable's bundle is a value proposition.

Diversified media companies, on the other hand, tend to recovery later in a recession. We believe this is due to the lag effect of advertising which declines one to two quarters following a recession start and recovers one to two quarters following a recession's end. Local advertising began to tumble in the first quarter and national advertising in the U.S. is beginning to falter in the second quarter. Our anticipation is for advertising to under perform for the next several quarters.

Given this backdrop we believe that cable is a safe haven in this environment. Therefore we are very excited to kick off our 2008 conference with Comcast. Comcast is the largest U.S. cable operator, approaching 50 million homes passed. We anticipate increased market share in voice and data for all of the large cable operators. Furthermore, we expect gains in SME small- and medium-size businesses.

Our view is that 2008 will be similar to 2006 in that cable shares began the year trading at historical trough multiples and ended the year at EBI to EBITDA multiples of 10 times. Each multiple point for Comcast is equal to roughly \$5 per share. It is now our pleasure to introduce Marlene Dooner, Senior Vice President of Investor Relations.

Marlene Dooner - *Comcast - IR*

Thanks, Jessica and good morning, everyone. First, let me point you to our slide number 2, our Safe Harbor disclosure which I'm sure you're all familiar with. And then to get started, basically what I'm going to try to do today is give you a brief update on the business, give you some perspective on the challenges that we've been facing, particularly in the second -- starting in the second half of last year as we face both a slowing economy as well as increasing competition.

We made a number of adjustments starting in the last part of last year and in the beginning of this year which we think address some of our operating issues. We created a new operating strategy to address both economic and the new competitive environment and we believe that those adjustments are working.

If you look at our performance in terms of financials, we delivered solid financial results both for the full year last year as well as for the first quarter, and we believe that our outlook for 2008 is not only realistic, but achievable. And that outlook is for

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revenue and cash flow growth of 8 to 10%, for free cash flow of at least 20% and for CapEx to decline to 18% of revenue from 20% of revenue.

But I also want to step back and really outline the fundamental strength of our businesses. We believe we have a really strong competitive position and we have lots of opportunities for long-term growth. We've really transformed Comcast into a diversified revenue company, a multiple products company.

All of our residential services, whether video, high-speed Internet or voice, are available today to 44 million homes in the United states, that's well above any of our competitors. Each of these services is really well-differentiated and it's competitive today and we believe that we have a really good new product roadmap to make sure that these products maintain their competitive position.

In 2007 and again in the first quarter of 2008 we demonstrated our commitment to returning capital to shareholders both by accelerating the pace of our stock repurchase program and also by initiating a new dividend. So let me just spend a few minutes on this slide and give you a sense for the slowing economy and the competitive position.

In the second half of 2007 we saw real change in our business. We saw a different type of economic slowdown than we've seen historically. This is a housing led slowdown so fewer homes built, more vacancies, clearly impacting the number of homes that we could sell both our video service and our high-speed data services into.

The chart really shows the impact on the economy on the whole sector. This is, on the orange here, video net additions for the whole sector, so clearly a slowdown in every single quarter of 2007 and the first quarter of 2008 in comparison to the quarter before and the same story holds for high-speed data.

At the same time competition really grew more intense. The RBOCs are really significantly expanding their footprint; they're spending billions of dollars in capital and in marketing to enter the video business. Our triple play, which had basically been unchallenged in the market, saw real competition from other bundles from other competitors. And satellite, which has only one product, decided to ramp up their advertising as well, competing on a superiority claim on high-definition.

So what's the good news? The great news is that we've responded, we're adjusting and we think it's working. We are seeing strong early results; we've expanded the range of our offers. We're addressing those customers who want one or two services, not just the three product bundles. We're addressing customers with offers that are economy driven and we're also targeting our offers and our promotions to compete differently with different competitors and in different geographies.

We're seeing strong early results if you look at our high-speed data product. We've introduced an economy tier that is not only making the phone ring, but two out of three customers who call for the economy tier upgrade to our core flagship service. We're also seeing real traction as we really more aggressively market our Blast service which is a higher tier, higher priced high-speed data service. In fact, more people are taking the Blast service than the economy service, so we think the mix is moving in the right direction. We're getting the mix right.

While the market is clearly more challenging we're also consistently net gainers of subscribers. If you look at the last four quarters, we added approximately 4.3 million video, voice and high-speed data customers and lost approximately 300,000 basic subscribers while our two main RBOC competitors, if you take a look at their additions of residential video, voice and data customers, basically broke even, they added on a combined basis fewer than 100,000 subscribers.

We're also continuing to make investments in the business to make sure that we have a great set of products on a continuing basis. We're beginning the process to go all digital. We expect to begin that process in up to 20% of our markets by the end of this year and then to roll out to the majority of our systems in 2009.

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With all digital product what we're doing is we're recapturing bandwidth. Depending on the market we're recapturing between 40 and 50 analog channels that we can then use to provide many more high-definition channels, more high-def on demand content, new targeted digital offers like foreign language programming, all the while delivering the same level of service that we've been providing before. At the same time we're also going to begin to deploy Docsis 3.04 or wideband to about 20% of our markets also by the end of this year.

As we've transformed Comcast, as I mentioned before, from a classic cable television company into a new products company we've successfully diversified our revenue stream. And this slide really reflects our approach to growth. As our video service matures and is faced with increasing competition it generates mid single digit growth in average revenue per subscriber, but then it is complemented by high-speed data, Comcast digital voice and our new digital features like high def and DVR. So while the core business is generating mid single digit growth, all of these other services result in average revenue per customer which over the last five years has grown at close to 11%.

In 2007 about 43% of our revenues came from services other than a traditional cable television service and the nonvideo services are really the drivers of growth, growing on average at twice the rate that the video service is growing and representing about 65% of our revenue growth.

This slide also shows the next new opportunities for growth. If you look at the tiny little sliver at the top, that's our small- and medium-sized business revenue. This is a business that we think will grow significantly over the next few years. And later we think interactive advertising can add to our diversification and to our growth.

With our video business our strategy has been and really continues to be to maintain profitable video market share and we've done that through product differentiation, enhancing our video offering with many new digital features. Today about 60 million of our customers, or about 65% of our video customers, are digital customers. They on average spend about \$63 a month. And 6.9 million of our digital customers or about 40% take advanced services, so they take high-def or DVR. These customers average about \$80 a month per subscriber.

Our Comcast On Demand service we think is a real differentiator of our video service. Today again 16 million digital customers have access to On Demand; every one of our digital customers has access to On Demand. And we offer about 10,000 programs in our On Demand services every month which is about 2.5 times the amount of programming that we offered just two years ago. With over 10,000 choices there is definitely something for everybody. We offer about 1,000 movie titles, 900 kids' shows and prime time network shows like CSI and Survivor, and Law and Order and others.

Since 2004 our customers have watched more than 7 billion programs on demand and the rate at which they watch on demand continues to rise. So in March more than 300 million views were logged under this service and about 70% of our digital customers say that they use this service consistently on a monthly basis which means that our customers are watching On Demand about 27 times a month so almost once every single day.

What we're going to do with On Demand is use it then to leverage and to increase the choice of our high-def offering. So again, as I mentioned earlier, close to 7 million of our customers take high-definition from us which is about 28% of our video customers and about 43% of our digital customers. We've refocused the marketing of high-def and we're expanding our high-def messaging. We have a new advertising campaign which is called More, More, More. That's off to a very good start and really emphasizes the fact that we offer more choices than anybody.

Today we offer about 500 high-definition choices and it's a combination of about 30 linear channels and hundreds of high-def On Demand content. Our strategy here is to increase both the number of linear channels as well as the number of high-def On Demand choices that we make available. So that by the end of year we expect to have 1,000 high-definition choices On Demand or total high-definition choices and then we're working on a project that we call Project Infinity to continue to drive the number of choices that are available any time consumers want on our video service.

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The high-speed Internet service has really been a terrific business for us. High-speed Internet generated about \$6.7 billion of revenue for us over the last 12 months. We are the largest provider of residential high-speed Internet services in the U.S. with more than 14 million high-speed Internet customers.

Just as in video, the strategy here is to provide the best broadband experience, and that means speed. It has definitely meant speed over the last few years. And we've consistently enhanced our service by adding speed and features and we believe that that has given us the premium position in the market.

We are capturing market share from DSL at an accelerating pace. As the slide shows, 68% of our high-speed Internet gross adds last quarter came from DSL and that was only 38% two years ago. This year, as I mentioned, we're beginning to deploy wideband service to millions of homes.

We've just launched in May our first market that has an extreme high-speed Internet service, that's a 50 Mb service that we launched in Minneapolis St. Paul. And it's very early, but we're very excited about the opportunities that wideband presents for us to be able to continue to increase our speed to 50 to 100 Mb and beyond. We really think that it will further strengthen our position in the market.

Comcast digital voice, which has been in the market for a little over three years, is a real growth engine here, it's generated terrific results. We're already the fourth-largest provider of residential phone business in the United States and we serve more than 5 million customers.

The growth prospects for our phone business are really very exciting since even with this level of growth we're only at 11.5% penetration. We've been adding about a point of penetration a quarter pretty consistently over the last three years. And we expect that we should -- we're right on track to deliver the 20% penetration goal that we have over the next several years. Later this year we are going to not only continue to build this service as a value proposition for consumers, but we're going to begin to offer a number of features and new product enhancements which we think will then continue to support the growth of this business.

Today our advertising business is about \$1.5 billion in revenue a year and this is an area of our business that is definitely seeing the impact of the economy. We continue to experience softness here in key categories, particularly in automotive. We also are experiencing softness in housing-related categories like real estate and retail and in certain geographies like Florida and Michigan and California.

In the first quarter, if you exclude the fact that there was an extra broadcast week and that there is an increased political advertising activity, our advertising revenue would actually be -- would have declined 5% from a year ago. As we look to the future though, we're pretty excited and enthusiastic about being able to work or being very actively working with other cable companies to build an interactive advertising platform to capture a bigger portion of the \$300 billion advertising market.

I think this opportunity is a little bit harder to quantify and to time, but with almost 110 million cable homes and 65 million video customers the cable industry is really well-positioned to deliver huge audiences and a whole new range of interactive applications unique to television. I think building the platform will clearly take a lot of work, but we think there is a big opportunity here since today we capture as an industry I think less than 5% of the advertising market.

Unlike interactive advertising, we think the opportunity for business services will be reflected in our results much sooner, probably beginning this year. In 2007 we put in place all of the building blocks to begin to serve the 5 million small- and medium-sized businesses that we think are in our footprint. We hired about 2,100 employees, 1,000 of those employees focus on sales. This is a different salesforce and we're now beginning a nationwide effort to market our services to commercial customers.

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Our goal here is to build a new very profitable multibillion dollar new revenue stream for Comcast that captures about 20% of the \$12 billion to \$15 billion that we think is in the small- and medium-sized business market in our footprint.

We're really beginning to see the results of our efforts here. In the first quarter our business services unit had revenue growth of 37% to \$120 million. Our business class voice subscribers are ramping well. About 70% of new voice customers are also taking data. Our multiline voice is now deployed to 80% of our footprint and should be deployed across our footprint completely by July.

And at the end of April we announced an increase in data speeds here again to 16 Mbps for this class of business customer and we think the combination of the higher speeds combined with some features like Microsoft communication services really offers a distinct service and a distinct offering for small- and medium-sized customers.

At the same time we continue to have a very disciplined financial strategy. We're clearly investing for growth and differentiation in both cable and content. We have an investment and acquisition strategy that is focused on our core cable business and content and in extending the capabilities and the cross platform capabilities of our services.

We're returning capital to shareholders, as I mentioned before, and have accelerated that process, and at the same time we see our strong investment grade rating as a real asset to the Company. We think it is critical that we maintain strong investment grade ratings so that we have ongoing access to the capital markets and the flexibility to respond to competition and to new investment opportunities.

Let me take a quick look at what we're doing in investments and acquisitions because there are a lot of items on the slide. In cable we're really continuing to rationalize our systems and our geographic clusters even more efficient. In programming we've been making investments in our core networks, like the NHL on Versus and the PGA on golf, that have had great success in significantly increasing the ratings of those networks over the last year or so.

We're also investing in regional sports networks. We have 10 regional sports networks in all of our top markets. In our interactive media group, which we call CIM, we are trying to grow and extend the business of our Comcast interactive business, our Comcast online business. If you think about Comcast.net, we built Comcast.net as the portal for our high-speed Internet business and now we're trying to monetize that investment.

Comcast.net ranked number 10 in terms of visits and number nine in terms of video views out of all of the Internet sites in the U.S. And as a result we've done deals with both Yahoo! and Google that this year are showing real growth in terms of search and display advertising. We've launched Fancast and SmartZone, made acquisitions like Fandango and the Platform and Vehix and Plaxo.

And if you think about all of these acquisitions or investments, again what we're trying to do is building online traffic, adding to our online advertising capability and our commerce and video presence on the Web and helping to build more converged services for Comcast customers.

Let me touch on wireless. We made a \$1 billion investment in Clearwire together with our wholesale agreements -- that together with wholesale agreements were 3G and 4G networks with Sprint and Clearwire will help us achieve our wireless goals. Here are our goals have been to ensure that we can extend our services outside the home and to create new features that integrate well with those services that we provide in the home.

So our \$1 billion investment represents about a 7% investment in Clearwire. It's a public company with significant spectrum holdings. It is building a next generation national network. And it has significant strategic support not only from us but from other key players in the wireless industry. At the same time, again through the wholesale agreements for 3G and 4G network access, we think that this structure gives Comcast really complete flexibility and control in terms of the product that we deliver, when we deliver it to consumers, the branding of those services, and the whole end-to-end customer experience.

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Let me spend a few moments on capital. Our capital expenditures here are really pretty consistent with our historical trends and our expectations with 65 to 70% of all of our capital budget being growth oriented and spent on items that are directly tied to revenue generation.

As you can see from the slide, the biggest driver of growth CapEx is CPE or customer premise equipment, which is really driven in turn by two items -- CDV, Comcast digital voice, the growth in that product, and our deployment of digital and in particular the deployment of high-def DVR's. We think all of these growth-related investments have really attractive incremental returns. And in a different presentation we've shown that we believe that the IRR on our high-def DVR boxes is in excess of 30%.

CapEx as a percentage of revenue peaked in 2007 for Comcast at about 20% of revenue. Again, that 2007 capital number was driven by our deploying a record number of digital boxes, our deploying high-def DVR equipment, which is actually our largest capital investment; it represents \$1 out of every \$7 of capital for us in 2007.

And we deployed 2.2 million high-definition DVR boxes last year and another 900,000 boxes in the first quarter of this year. We also ramped up significantly CDV, if you look at our CDV additions last year, there were 1 million more CDV customers in 2007 than in 2006. And we've said and continue to believe that this year CapEx as a percentage of revenue will decline from the 20% peak of 2007 to 18% in 2008.

We're really focused on free cash flow generation, it's a clear priority for the Company and we're using all of the free cash flow actually and more to return capital to shareholders, both through our share repurchase program as well as our newly established dividend. If you look at the slide, over the last three years we have repurchased about \$7.9 billion of our stock with an additional \$1 billion purchased in the first quarter of this year, reducing our shares outstanding by 13% in that period.

At the beginning of 2008 we committed that we would use all of our \$6.9 billion share repurchase authorization by the end of next year, by the end of 2009. And again, we began a dividend very recently. When you factor in the buyback and the dividend commitments, our return of capital targets mean that we will deliver to -- directly to shareholders \$16.4 billion between 2005 and 2009.

We're on track to achieve our target of 20% free cash flow growth this year and when you when you factor in again all the buybacks -- all of the buyback activity, growth in free cash flow per share should be even stronger. So with that I'll take any questions that you have. Thank you.

QUESTIONS AND ANSWERS

Unidentified Audience Member

(Inaudible question - microphone inaccessible)

Marlene Dooner - Comcast - IR

In video all of our focus has been on delivering more features and more targeted features to consumers. And as we do reclaim bandwidth, one of the things that is high on our list is to deliver foreign language programming or ethnic programming in different markets all across the country. So yes, we see some opportunity there.

Unidentified Audience Member

Could you talk a bit about the longer-term CapEx plans? You mentioned 18%. You'll be using a medium-term target and once you get Docsis 3 out dose CapEx basically come upwards?

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Marlene Dooner - Comcast - IR

We obviously don't give long-term goals for CapEx. I think generally the expectation is that CapEx as a percentage of revenue will trend down over time, although I'm not sure that that's a straight line down, it may be a little lumpy as we go down.

To the point of Docsis 3.0 specifically, Docsis 3.0 is really not a big driver of capital. The Docsis 3.0 equipment that we put in the head end actually is very efficient. And since we would have been buying that equipment for growth anyway there's hardly any incremental cost in the head end equipment. The modem that is used in those Docsis 3.0 homes is more expensive than the modem that we have out in scale today, but not to the point that it would drive a big change in CapEx.

Unidentified Audience Member

The broadband speed of 50 to 100, do you feel that's enough for the plans you have for high-definition for the next few years or (inaudible)?

Marlene Dooner - Comcast - IR

I think slightly different things. If you think about the speeds on high-speed Internet, Docsis 3.0 allows us right away with -- by bonding four channels to have capacity up to 160 Mbps. The high-speed Internet service that we have offered today is 50 Mbps; I'm not sure when we're going to go to 50 in scale and 100 or anything else, but clearly we have the capacity and the network to be able to do a lot more and that is very competitive with what FiOS can do. And again, at least theoretically, Docsis 3.0 would give you more speed with more bonding of more channels. So it's a kind of technology that we can continue to use.

High-def we will again attack both through additional channels, linear channels, which we will be able to launch as we continue to recapture bandwidth and that's part of the all-digital project that we have in place that we're going to do 20% this year end more next year. But there again, we think we get a lot of bandwidth back.

When we talk about all-digital we're actually not recapturing all 80 channel -- analog channels that we actually have on average in our systems, we're capturing, again, 40 to 50 which should give us plenty of capacity to do more high-def Docsis 3.0, more foreign language channels and a whole host of additional features.

Unidentified Audience Member

You said I think that people were looking at a Video On Demand one a day did you say?

Marlene Dooner - Comcast - IR

The math is we had about 300 million views of Video On Demand; these are 300 million shows, viewed in a month. About 70% of our digital customers watch Video On Demand on a monthly basis. So if you do the math that comes out to about 27 times a month, so almost one a day on average.

Unidentified Audience Member

I just wonder where you thought that could go to, because how many movies a day can people watch really?

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Marlene Dooner - Comcast - IR

Well, our Video On Demand product -- that's a great question. Our Video On Demand product is not just movies. When you have 10,000 programs on our Video On Demand offering it's lots of movies, but there are also things like kids shows. Our kid's shows are one of the most watched items other than movies on our On Demand service. There's a fair amount of broadcast programming too. It just gives people the ability to watch those programs whenever they want to on demand as opposed to when they're scheduled on television. So it's not just movies.

Unidentified Audience Member

(inaudible) think about the pricing on the telecom side?

Marlene Dooner - Comcast - IR

On the phone side? Our phone product actually has been terrific in a way for us because it's been our way to deliver a value message to consumers. So our phone service in the triple play is a \$33 product. Our side of the triple play, on a stand-alone basis it's about \$40 a month. So it's significantly cheaper than the options that are available from the regional Bell operating companies and other providers.

Unidentified Audience Member

Could you talk about the timetable for deployment of Docsis 3.0 and converting to all-digital? In the following terms where you're facing FiOS and U-verse where I assume population densities are high, household incomes are high, then if you differentiate between non-FiOS and U-verse, AT&T and Verizon footprints versus RLEC footprint, if there's any difference between AT&T and Verizon versus other -- every other telco?

And are there other factors that determine what part of your footprint you are upgrading fastest? For instance -- I don't know if this is relevant -- but where you might expect mobile broadband to be deployed first or any other factors?

Marlene Dooner - Comcast - IR

If you take a look at our deployment plans for both all-digital and wideband, we said that we expect to begin the process for both and be in about 20% of our markets by the end of this year. You should expect us to be in the majority of our markets probably with both projects next year in '09. So we will finish both of those projects kind of late '09, early 2010.

I'm not going to talk to specific markets in which we're doing those projects because across the board, if you look at each of our services, what we're trying to do here is to have the premium position in the market, the best service that you can get whether it's in video, high-speed Internet or voice, and both of those products go a long way to giving us a ton of capacity, to have lots of product and much better product both in video and high-speed Internet.

In terms of the competition, we are clearly seeing -- I mean AT&T and Verizon are building different types of plant and are taking very different approaches to their entry into the video market. We today see them both in about 10% of the homes that we pass, so in about 5 million of the 50 million homes that way pass. And I think it's fair to say that Verizon with its fiber network is having more of an impact day to day in the market than AT&T U-verse. Am I missing something, I'm sorry. You had a lot of questions.

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Unidentified Audience Member

Could you give some detail in terms of the small business -- small/medium business strategy that you have, where are you just now currently in that strategy? How much progress has been made to date?

Marlene Dooner - Comcast - IR

We outlined the small- and medium-size business strategy probably about two years ago, a year and a half ago, and we basically spent all of 2007 putting the building blocks in place for that business. So a lot of 2007 was around us hiring all of the personnel that we had to hire to support that business, allocating technology and customer service infrastructure to that business, and hiring a brand-new salesforce because that business does take a different approach in terms of marketing than obviously a residential business does.

We were also pursuing a lot of trial work in technology with eight-line modems and we have those modems now in place, multiline modems, and they'll be deployed across our footprint. They're in 80% of the footprint now; they'll be in 100% of the footprint in a month or two. So this year, if '07 did all of the technical and training and hiring work that we had to do, '08 is beginning to ramp up. The first quarter looks pretty good.

But again, this business is all about knocking on lots and lots of doors in small- and medium-size businesses. And we expect the business to ramp this year and to continue to ramp over the next few years. Again, our goal is to capture about 20% of the market, I think by 2011, which would make that business a \$2.5 billion or \$3 billion business over that time frame.

Unidentified Audience Member

Thank you. Do you have any market share data that suggests that perhaps you've gained back some of the share that you lost to the satellite companies and HDTV?

Marlene Dooner - Comcast - IR

No. I think the HDTV satellite has done a wonderful job of creating a perception of very great product in HD and significantly superior product through their marketing of this we have hundreds of HD channels. I think if you look at our numbers, with 7 million high-def customers and 40% of our digital customers taking high-def, and that number continuing to grow nicely, we think that actually from a number standpoint and a performance standpoint we're doing pretty well in high-def. We clearly need to market the fact that we have hundreds of choices in HD more effectively than we did before and we've done a lot of that work in the last five to six months.

Unidentified Audience Member

So we can expect to see progress on that this year?

Marlene Dooner - Comcast - IR

Yes, absolutely. High-def is absolutely a priority for us, not only this year, but if you think about Project Infinity and all of the work that we are doing to consistently add choice to that offering, we're very focused on high-def. And the goal here is to always have more choice in high-definition than anybody else out there.

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Unidentified Audience Member

My question is on high-definition choices with other linear channels. (inaudible) is making a big deal about offering (inaudible) HD channels. So how many linear channels do you offer right now? And do you have any specific plans for increasing your linear channels in the future?

Marlene Dooner - Comcast - IR

Yes, we offer, depending on the market, on average about 30 high-def linear channels and then, again, hundreds of high-def programs on demand. Our strategy is to do both, obviously leverage the fact that we have this wonderful two-way infrastructure to deliver lots and lots of on demand high-def choice, but you will also see us increase the number of linear channels that we have by the end of this year and more next year. And as we recapture bandwidth with our all-digital project, we have lots of bandwidth there to deliver more channels.

Unidentified Audience Member

(Inaudible question - microphone inaccessible)

Marlene Dooner - Comcast - IR

We have not given a specific number.

Jessica Reif Cohen - Merrill Lynch - Analyst

Thank you.

Marlene Dooner - Comcast - IR

Thanks.

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