

years ago, when he was -- over 45 years ago when he was over 40 years old when he started the Company.

John Battelle: He had a belt and cufflinks business and he decided that those pants that didn't have belts was --

Brian Roberts: No, it was the Internet of his day.

John Battelle: Those polyester pants right?

Brian Roberts: I don't think I would be here if we were still in the men's belt business. Nobody would want to hear anything. And so, I feel, first of all, very lucky that he had the vision to wire up part of America that Comcast had and start a company and even the name Comcast back in 1963 was Communications and Broadcasting. We kind of saw it going places at a time when it was just a wire trying to get you an antenna.

John Battelle: Is it true that made the decision to buy that first cable franchise after a poker game?

Brian Roberts: Second one. I don't know, you never ask a father these real questions. But the lure is he was in Tupelo, Mississippi which is the birth place of the first cable system for Comcast, also the birth place of Elvis Presley and then he was supposedly some event like that, maybe a crap game and somebody said Meridian is going to be sold tomorrow if you want to go get it. And he had a real entrepreneurs -- I think similar to probably almost everybody in this room.

Wanted to work for himself, wanted to start his own business, associating himself with a company that was growing. So, to get to your question, if you go back in history just two decades, Ted Turner came along with that same passion and took the first generation of cable and said "okay, let's have just cable programming". And today's world, as we know, and we'll talk about here it's changing so fast, but, at its essence, people want to get connected to content that they love. And the content that they love is they have more ways to connect, you can make a case is going to grow in value and is going to be a very healthy business.

You can certainly make other cases and all pieces of the content in the food chain are not equal. But the one that is specifically, our experience, we own E-Entertainment and Style Network in addition to PBS Sprout and the Golf

Channel and Comcast SportsNet and a number of other channels and every time we have gone in, we have seen many good things happen to that business. So, if there is an opportunity those that one that you were talking about or any other opportunity, our philosophy is prudent to think about, look at it, and beyond that you just have to wait and see if it's the right situation.

But, why do we like that business? Because it has two sources of revenues, it has a subscription fee and an advertising so that there's a very healthy business even if advertising business goes up and down as we have seen lately. And at the same time, the distribution capabilities to create more and more channels and more and more content on whether it's wireless devices or on the internet they can be at the heart of that and if you can find a way to have a subscription business and an advertising business, I think you have something very special, and that's worked out for the last 20 years and I think it will work out in the future.

John Battelle: The cable business -- I mean there's a lot to talk about and particularly I think it's fair to say that the internet industry, if I can be the proxy for folks in the room a bit, has always felt like the cable business was potentially a dead duck because once the internet got to everybody who needed to pay a fee to the cable company for content because content was sort of going to be everywhere and then YouTube sort of proves that there was video content out there and then let's fast forward to where we are right now. You are now the largest ISP provider of internet service in the United States.

Brian Roberts: Residentially.

John Battelle: Residentially, right. And so which part of that business do you see emerging of your ISP business and your cable subscription business and how does that work in terms of your revenues and your cash flows?

Brian Roberts: Well, today, give or take 50% is the video business, 35% is the internet business approximately and now we are in the phone business and the advertising business and commercial services, some transactions on demand, hi-def DVRs. So, I don't think that we can control the answer to that embedded on all that question.

What I think we are in the business is delivering to homes and hopefully to consumers the best experience imaginable. And if they want to -- how they pay for it will evolve over time and you bet on having the best pipe that that would

be the place to start. We want the best pipe backed up with great service so in total we give the best experience. And I think we have done that since the beginning of the Company. We have more analog channels when you could only get broadcast we have more digital channels at one moment in time a competitor will come along and it will push us to go faster.

So right now, we have I think the best on-demand of any provider out there with 10,000 shows and we have the best hi-def on-demand with several thousand choices and then we have the fastest internet and I believe there would be a need for some content companies to say I need to pay \$5 million an episode to make that show. I need a revenue that is more than just advertising.

And there will be others that say I produce my content for less than \$5 million or whatever the numbers might be or my movie for \$100 million and what we want to do is create a relationship with the consumer and a relationship with the content partner and say you figure this out, we're here to help translate that, if you want to make it a free service, if you want to have different windows.

So, earlier windows you pay, later windows you don't pay as much or you don't pay at all, extra, we want to use technology and I want to show something here later this afternoon. Our vision of how you can pay once consume everywhere, this is going to change. But the fundamental core of our strategy -- we will spend \$5 billion in capital spending this year on top of \$5.5 million last year on top \$6 billion the year before putting out for instance DOCSIS 3.0.

John Battelle: So, the DOCSIS is data over cable, this is the standard by which --

Brian Roberts: If this one doesn't understand DOCSIS 3.0, we are in big trouble. But, DOCSIS 3.0 put simply is up to a 100 Megabits a second. We will have rolled that out to over 65% of the Company this year and frankly we don't have a business plan for how to pay for it and it cost a lot of money.

John Battelle: So, you've put in tens of billions -- \$15 billion or so and you are not sure how --

Brian Roberts: Well, that wasn't all of that for DOCSIS 3.0. I am not going to say that. We spent -- that is what our total capital spending is putting in DVRs in your house, putting in phones.

John Battelle: And swapping them when they bust.

Brian Roberts: And swapping them when they bust. And coming out in the trucks to do that. And it's a very long term relationship with the belief that you are going to use these products ten and 20 years from now. One way or the other you are going want the best in and out of your house.

And I give you an example of last time this happened about 13 – I'm trying to think how many years ago -- but 12, 13 years ago we were visiting Microsoft and Bill Gates said to everyone in cable land, I believe your two-way business will be bigger than one-way business and frankly most of the room didn't know what he was talking about. And ultimately, there wasn't really an Internet 1.0, it was just -- and we took DOCSIS 1.0, we are now DOCSIS 3.0 and did data over cable and today, it's almost half the Company.

And it's clearly changed everything in broadband. And then one day, we went and had -- right here at a couple blocks away, at a cable convention at the Musconi Center, first time I met Eric Schmidt and he said I just switched to Comcast, which ,of course, I said will you tell everybody, so that's why I am telling everybody. But this is a few years ago.

John Battelle: And he said that's because DSL was too slow

Brian Roberts: Exactly, and then he said, by the way, 85% of all of Google searches go over broadband. Thank you very much for building broadband. And XBOX Live --

John Battelle: That's what you said to Steve Jobs for the iPhone, too.

Brian Roberts: And XBOX Live which if you haven't experienced a kid who really, really lives -- my son just went to college as a freshmen this year and I said how are you going stay in touch with all these guys you have been friends with since kindergarten, were all at the same school. He said we are all staying in touch through XBOX Live. My daughter it's all through Facebook and for him, it's we get on there and we play NHL and we are all talking on our headsets.

And so, all of that is enabled because we went to DOCSIS 1.0. So, if I had one goal out of this discussion today from Comcast's selfish perspective it is we are going to keep investing and because we believe that there are great ideas in this room and in this country and in the world to take 50 Megabits or 100 Megabits of speed and say my dream can't happen as well or at all unless you deliver that to

a home and the same way is it's unthinkable that a Google or Yahoo or a Facebook or a Twitter wouldn't really be happening if we haven't made those investments 15 years ago. We think we are right at that place right now.

John Battelle: Now, I did a little research, the US average right now, I mean, we will talk about DOCSIS 3.0 and 50 Megabits speed, and I can't wait to have it. But right now, the average speed is about 5.1 Megabits is about 15 years behind, according to the CTWA, 15 years behind South Korea and Japan. Why is that? Why is it that the US which has spawned such amazing companies so far behind in broadband adoption compared to other parts of the world?

Brian Roberts: I think that that's just not true. I will start by saying that we were in Japan last year and we talked to the Japanese internet provider that offered 50 Megabits and he said I offer 50 Megabits for second. That's my 50 Megabits a second. They have the same equipment, the same wires, the same infrastructure. Why is the adoption different is a different question. It's not the availability and I don't think it's the lack of speed. I think we have 97% availability in the United States.

Or some very high percentage. Yes, there is a significant population that is rural. That is a different conversation. But you get into digital literacy, you get into what language is it in, you get into do you have the right PC, or a PC at all, or the economics but I don't believe it's the infrastructure providers haven't done as well as over and South Korea, of course, is a slightly unique situation because it's one in Seoul, you have one many, many, many sky scrapers and so you can -- it's a different topography and a different situation.

But, I really think America is too hard on ourselves on the question of whether we are investing and whether we are having availability and I think we should be really being honest with ourselves and say, okay, in urban Washington DC, or urban Philadelphia, where I live, why is the penetration half of what it is in suburban lower Marion, Pennsylvania or suburban Virginia and get into education and get into what are the needs and services or what's available on the internet what government services are out there. I think it's a very legitimate thing for the new administration to focus on --

John Battelle: Well, and I want to get to some of that.

Brian Roberts: But just try to go and say, okay, we don't have fast enough internet, we are 15 years behind. I just don't fundamentally believe that's true.

John Battelle: Well so DOCSIS, as you said, you can buy tiers of up to 50 Megabits per second.

Brian Roberts: Right, and we have it out here now in the Bay area.

John Battelle: It's here in the Bay area. 22 down or ten and five, which is still faster than certainly what we had before. Are you concerned, and I want to maybe segue to what you want to show, about this idea of, and I brought it up a bit before, of cord cutting. And the idea that -- and in this -- how many out here have Apple TV or some form of television that is not cable -- sorry, write down some names there.

But I think that there is this sense that, hey, number one, I want to buy the shows I want to buy, a la iTunes, right? I don't want to have to subscribe to a big fire hose where I watch 2% of what I possibly can and the internet should provide me that kind of choice. And that's -- I think particularly this audience may have that philosophy. So, what's your response to that idea of cord cutting and maybe that's a segue to what you want to show?

Brian Roberts: Fair enough. Okay, well first of all, so far the data does not suggest that people in mass want to do that. It doesn't mean, I don't want to supplement my experience with them, with an additional Apple-type product or a Tivo product or a [Slane] product or whatever is the hot idea of the year. And one of the things we want to do as Comcast is sort of have a philosophical mind shift to welcome and embrace that world and I think, let's come back and talk about that. But, if you just specifically say, okay, every show is on the internet, and we know that's what consumer would like to have happen.

What can we do to help bridge that? So, let me pull up a demo of something --

John Battelle: Tony, can we get that queued?

Brian Roberts: And this won't take very long and this is a set of -- I just want to show you something. We have a beta going on right now, and we are going to launch this nationally by the end of this year. So this our fancast site, which some of you are familiar with. And if you scroll down, you will see that fancast is our version of what some other sites have, where you can get the latest shows, you can get information, you can drill in. Let's go back up and it's got thousands and thousands of choices. We also have a store

John Battelle: They have everything that's on your cable subscription.

Brian Roberts: You know, no, different content companies decide to put this stuff out there, but we have --

John Battelle: So, it doesn't have what Hulu has?

Brian Roberts: It has -- since you mentioned that it has everything and then some.

John Battelle: I do. Who knows? You may end up owning half of Hulu at some point.

Brian Roberts: I believe that it's got lots and lot of site and everything is free and it's an advertising supported site. It's available anywhere, it's got over 9 million uniques. It's doing terrifically well. But here's what we -- one of the reasons we invested in this and wanted to be one of the first cable companies and I have gone on a lot of panels and said I think video over the net is friend not foe.

And maybe I am wrong, and that's the way we are managing our company. So we made a large investment in video over the net here and one of the best sites and I won't go too deep in to it. So now if we -- you go the trial, several thousand people, over 5,000, I think for this trial and using it. You would log in once. So, we made this you, John.

John Battelle: Is that's going to stay live?

Brian Roberts: No, that's not. So, we click on and you will notice the first subtle thing that's changed and this in the real working thousands of users happens in a matter of a second or two. So there's no -- all of what we do is a plumbing which isn't by this room standards necessarily the hardest technical hoops to jump to, we just have to have a system which we have now been developing several years, which is to take all of your entitlements as a customer of Comcast. So in this particular case, you have HBO, Stars, CineMax and we have now 22, 24 content companies who are now participating with us. First thing that changed is Wall-E popped up, not CSI.

Because CSI was available free nationally, Wall-E is, I believe, a Stars movie and is only now because you happen to have Stars; it would change the experience

much as many sites on the web do with knowledge of who you are. So, your entitlements have now -- you have been authenticated and as we go through this and we can scroll down and we offer TV episodes. Let's go back up and we'll just jump into movies. I'll make this move fast. So if you go to full movies, we have 1,000 movies. Many of them, now you'll notice the little key has shown up.

This is again just a beta. The final version, which is going to launch by the end of this year, will look completely different than this, but the little key is only there because you have already got a subscription, which, by the way, 90% of America has either got cable, satellite who is really in the broadband space.

So, everybody has some set of entitlements, almost everybody has something right now. And so, you then go back up -- we can go to full -- you can see just lots and lots of choices, and we are going to give you different ways of search and recommendations and you go to full TV episodes again. So we have Turner, you can see some of our partners on the right. We have --

John Battelle: You tell me if I have got this wrong, but this feels like a replication with a web sort of skin of the cable model. In other words, if you subscribe to cable now online and you can get --

Brian Roberts: We are going to call this at least workingly, we publicly said on demand online. To your point, you can basically now access and let's jump down and just show you how it works. Let's go to Entourage except it's so much better than your TV experience. So, here is an example of why that's the case. Because we are not bound by the storage in your box or bound by storage in the just head end, we are in the web world, here is every episode of Entourage ever, all seasons.

John Battelle: So, this is like video on demand on steroids.

Brian Roberts: Nirvana.

Brian Roberts: Video on demand on steroids. And then we are also looking at the cross platform functionality. So, if you wanted to jump over you will see on the right hand column, yes, you can play it in the middle, but if you wanted to watch it on your TV, our remote DVR function, which is going to be up in many of our markets by the end of this year, and will be part of this when we launch in some of those markets, you will be able to then set your DVRs to say, I didn't

have that episode. If it's available, I would like to watch it on my TV, not on my PC.

John Battelle: So, now, you have integrated the DVR with the web which is one of the gripes of --

Brian Roberts: One of the gripes and one of the opportunities and then of course if you go in and you say let's play it, you will see that it's a great player, it gives you a full screen experience and you can't do this today anywhere on the web. So, this is going to be available to every Comcast HBO customer by the end of this year, and we are going to be the first to do that coupled with every other piece of content that's out there all on either one site or one experience.

John Battelle: So, are you going to curate the rest of the web as well?

Brian Roberts: The programmers are all excited to say if you are authenticated and you put in your password and we now know it's you and you are one of our customers, we want to enable you to be able to do this from anywhere that you have access to this capability.

And so, if you are a satellite customer or a phone customer, not a cable customer, excuse me, the programmers are going to want that too. So that's great, that's the model we see. So I think this is trying to take a big step forward in giving the consumer what they want. I just want to be able to watch Entourage right now, I have already bought the subscription, I don't want to have to pay extra for each show. Now maybe the producers of Entourage want to make a show that's not yet available on TV and it's a special episode and charge extra. That's their option.

So, our job is to create a technology -- we laid out a vision for the Company beginning of last year, called Project Infinity. And the vision was real simple. First of all, our goal in trying to stick to what I said earlier is to have more than anybody else has. So it's hard to beat infinity. So, any piece of content wherever it wants to live, the content owner can choose how they want it to reach the consumer and we create whether it's huge on-demand, we are going to go to 20,000 choices. We are up from 10,000 a day.

Let me just plug -- while we have been all focused on the internet, an amazing thing has happened on the TV. Comcast made a big investment in on-demand. We now have had 13 billion television shows ordered on demand just in our

footprint. That's twice of all of iTunes' music videos downloaded since we have all heard lots and lots about 13 billion TV shows.

John Battelle: Can we just ask about iTunes? Do you fear Apple?

Brian Roberts: I think Apple is an amazing company. And you would be not doing your job if you didn't think about all the possible scenarios. But I met with Apple and Steve Jobs and their leadership half a dozen times the last several years is figure out how can we work together? How do we make Apple TV a great experience because you need a great broadband experience in order for Apple TV to work and yet we have things that are live that they don't have and it's the same thing we said when Microsoft said this two-way world is your defining difference between satellite.

John Battelle: Well that was a big deal for you back then when Microsoft invested, what was it, \$1 billion in Comcast?

Brian Roberts: And the data business is --

John Battelle: It worked out well for Bill Gates.

Brian Roberts: Usually does.

John Battelle: Can I swap gear for a second here? I want to talk about n squared, net neutrality. The new Chairman of the FCC, who sends his regrets because he was planning on coming but he couldn't, recently outlined his views on this, on the idea of net neutrality. There are four principles that have been adopted as sort of non-binding principles around net neutrality. And he recently suggested or strongly suggested they should be adopted as actual policy, as rules. What do you make of that? What is your view of what is a pretty loaded and sometimes ill-defined term, net neutrality?

Brian Roberts: Well, I think you just hit my number one point, which is tell me what exactly it means and what problem we are solving that requires an act of government and I can give you a very specific reaction. I think it means a lot of things unlike some of the things you've said where there maybe general consensus I think this has a very different meaning to a lot of different people.

That said, we have a brand new Chair at the FCC, very capable, very smart, very likable and I take him, and I think a lot of people do, at his word, which is he is

going to be very fact driven and very open and transparent and is beginning the process to ask a lot of questions to see what's working, what's not working, what could be fixed.

The idea that we are not going to have an open internet is just not realistic. We are going to have -- we have an open internet. It's been incredibly successful. The fact that we are talking, let's take your other point, which is we are behind the rest of the world.

I may not share that view of where we are relative but I don't think we would disagree on what it's going to take to stay relative and stay ahead and I think that's going to take, by the FCC's own estimate, \$350 billion collectively to be spent to go to the next generation of, we call it, Wi-Band from Broadband. Wherever we are headed next, 4G, wireless and others. And how much regulation comes in, does that stifle investment? What principles need to be maintained to make sure there is not abuses?

We welcome that conversation but the Washington Post editorial came out. Day after they started this proceeding and said what problem are we fixing and let makes sure we -- that there's a reason that that's happening and that's, I think, the right question and that's where we should begin.

John Battelle: Well, I mean you have an absolute -- I don't -- there are very few companies who have not signed a sort of open letter saying we support this move. Google, Twitter, Facebook, a lot -- I am not sure if it's Facebook. I'll ask Cheryl later, but a lot of valley companies have basically said we support it. So, clearly, there are smart people who are saying we are afraid that those who have the pipes may give preference to some packets where there is more profit for them and than packets where there is profit for other guys.

Brian Roberts: But we have heard that same thing five years ago. We have heard it ten years ago. And so, what is it? And I think that we welcome that discussion, that scrutiny and we are going to be an active participant and hopefully again if I had another goal in talking in this dialogue it would be how many of your businesses running over somebody's platform and that platform you want it to be reinvested in, you want a healthy return, you want those companies not to crap out and you, at the same time, don't want some of the horrors that you just mentioned.

But every time, somebody's -- the few limited examples, including our own, that have gotten notoriety for -- usually get dealt with in like ten seconds and changes get made because this is new technology. And usually, by the time the government comes along, the problem that was there, we're on to the next iteration of things. And so, there are unintended consequences and I just personally --

John Battelle: So, Brian, you're not a big fan of that move?

Brian Roberts: Well I think that you probably couldn't have one definition of what all those companies signed on to, what is it?

John Battelle: Right.

Brian Roberts: And if it's the right it, we are signing on too. And I am hopeful that that's going to happen after the dialogue and all the work that the FCC is doing. And we want to be a constructive partner in that conversation.

John Battelle: So, I think what you mentioned and I am not sure if you were referring to there was sort of a dust up a while back around bandwidth capping and that was seen as potentially one execution of the control over the platform, so to speak. But it strikes me that maybe you have a different view of that. Is that kind of not really an issue anymore once you start going to 50 or 100 Megabits per second or is it always going to be that people are -- there's some people who are pushing?

Brian Roberts: We have -- look, one half of 1% use up 25%, 30% of the bandwidth. I think all of us want to have a great experience. You were talking about the average speed. The goal is to make it faster. And there needs to be some ability to do that and at the same time, be very transparent and very fair in how you are doing that. I was actually referring to something else. But that's okay.

John Battelle: We don't have to bring up every (inaudible) in the news there is a lot. I want to give time for Q&A. The mics are right here, please come up and ask questions and while folks are coming up, I wanted to ask you about something that actually I think you have been in the news in a good way around which is your use of particularly social networking and Twitter in particular to sort change the view of your brand, which is that I think you would

acknowledge that the brand has had taken some dings around service over the past couple of decades and that's built up.

And people started to complain quite vociferously on Facebook and Twitter and so on and you guys did something different about that which is you actually started responding and fixing things. Was this a decision you made proactively or did you watch it happen and go, that's smart and I am going to allow that to occur and encourage it.

Brian Roberts: The latter. I would definitely not say that I had that idea. But I will say it's fascinating for me to watch how quickly you can change a company.

John Battelle: So has this really changed the culture of the Company?

Brian Roberts: I think so. First of all, not just that, but to the point you made, you have to acknowledge we grew very fast, we added internet, we added phone, we added on-demand, we added hi-def channels. And the boxes didn't always work, and we have 300 million phone calls a year we take.

John Battelle: And how many of those are happy?

Brian Roberts: So, if you get 99% right --

John Battelle: I mean when the first call.

Brian Roberts: 3 million are unhappy. So, you are right. So you start with, okay, how do you change that? That's a really big operation. And use of social networking and use of transparency and letting the customer have more power has been fantastic for us. We have famous Frank, we call him in our shop.

John Battelle: Frank Ellison.

Brian Roberts: You know, he now has 11 people, we have taken 100,000 of those folks and customers and instantaneously been able to talk to them in a different kind of dialogue than calling our office. At the same time, we had to make the network reliable, the boxes more reliable, the growth at first TriplePlay that surged, everybody wanted to get the TriplePlay.

We have sold 25% of the Company, the economy got slower. We are making significant progress on all parts of it, but a big part of that turnaround, in my

opinion, and it's a journey, it's not complete, but the focus is being pushed from inside the organization, not just top down. Everybody wants to go that cocktail party and say you know my Comcast is really working, thank you. And that's not going to happen that often, because that's just the nature of the business we are in but we are listening and we are caring and I think --

John Battelle: Frank fixed my Comcast via Twitter. So I'm -- and I didn't pull any strings.

Brian Roberts: And he is probably listening right now. So thank you, Frank.

John Battelle: Is that Stuart?

QUESTIONS AND ANSWERS

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: Okay, well you got me in a tough spot here.

John Battelle: Meet Stuart.

Brian Roberts: Everybody's services obviously are different. You probably have a bunch of digital television hi-def and some DVRs I hope. Where I think we are at, I don't quite know what's in that question but, the reality is I hope we can provide you in a different experience five years from now than what you are getting today that you value higher. And that we will convince you you have no choices than you have ever had.

The point I wanted to go back to earlier was openness and looking at iPhone, you talked about Apple and how everybody is just blown away by the success of the iPhone Apps. And the number one iPhone App in TV space, for TV scheduling is called -- I think it's i.TV and we take all our on-demand and give it to them.

It's not our app because we see the world changing. And the openness of our architecture and our platform has to change which is what we laid out as part of the Project Infinity vision and we see where the world wants to go. So, we want to give you, long run, an experience that you would say yes.

John Battelle: Want to justify that 15% increase.

Brian Roberts: 15% is not realistic and not what we are doing everywhere and so that's why I don't know you specifics. But on general, our video prices went up 2.5% this year I think, we haven't had a broadband price increase in five years yet we have quadrupled the speed or more over those five years. And the last point I would make, there is more competition, when you look at the government question we just discussed just a minute ago big, big picture. I am not an economist; you either have regulation or you have competition.

To me those are the two roads and about 15 years ago, they passed a law to put us on the competition road, hence DirecTV, Dish Network, now the (inaudible) with Uverse and Fios and wireless and the web and in my opinion that's the road we are on. And if someone's going to have -- take a lot of money from you every month, they are going to have to give you great service, an ever-improving product and a great brand. And those are things we are working on very hard. But we thank you for your business.

John Battelle: I want to give that we are running late, but I am going to let this run this late Johnny, if that's okay so that we can get a couple more quick questions in.

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: This is a good audience. I thank you.

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: Well, I think we are on the road and I think we have some good and bad with from where -- all the things we thought that would happen with true two-way. The TV manufactures, some of them, they change so fast that they don't necessarily -- they can't build in to the TV as much as you can build into a box. So, there was a little bit of a realization from the just a TV with no box. Well it gets obsoleted; what are we going to do? Whereas box or software allows you to stay current.

So, we have true two-way pretty much all rolled out across the Comcast footprint. In terms of putting it in our own boxes, we are making progress to have that. We have a commitment to get something like 20% of our boxes, I think, this year, next year. I think, very soon.

I believe it's part of the true vision of where we got to go, which is an open platform so you can have folks like Microsoft and others developing apps for us. We also see IPTV coming along and so do many others. So a lot of investment is going in different pockets of where – what that platform should be, we have also set of interactive applications on a great platform that's real easy for programmers to use called eBeth.

So my uber-answer here, not that happy to follow-up, is specially we need interactivity. satellite can't do that. So we have a selfish motivation as to why we want these interactive apps. We want third parties developing and we see the success with others and we are taking a legacy business of 40 years of boxes and history and setups and brining it to modernization is job one. And if you guys can help us do it faster that's going to make us --

John Battelle: Dan's from Microsoft, he would love to give you an operating system.

Brian Roberts: Thank you.

John Battelle: Is that Chris?

Unidentified Audience Member: (inaudible question - microphone inaccessible)

John Battelle: I did not set this up. You are making me look bad.

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: That's unusual by the way. It's not always our fault.

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: You are holding up an iPhone, I take it? I can't quite see. The lights are bright.

Unidentified Audience Member: (inaudible question - microphone inaccessible)

Brian Roberts: Understood. We are very excited and we haven't made a public announcement to that question. So, I am not going to do it today. But, let's just say we see the same excitement from our broadband customers being able to port. It's very consistent with the vision of what I just showed you with on-

demand online and we have a fascinating investment in clear wire, which is building 4G, we have the ability to put WiFi in all of our CMTSs and MTAs, and on Poles.

This is a big part of our future. And I think that enabling these devices to be open and working and synched up and seamless with our TriplePlay is a big part of the Company's vision and I am glad your cable vision experience is that good because usually that's a nice thing that gets developed and one can get rolled out everywhere.

John Battelle: So I unfortunately have to cut this off because we've run very late. Thank you for your questions. Thank you for coming. I hope you will come back and give us an update and please join me in thanking Brian.

Brian Roberts: Thank you, John. Thank you very much.

