



**STEVE BURKE**  
Chairman  
NBCUniversal



**peacock**



**STEVE BURKE**  
Chairman  
NBCUniversal

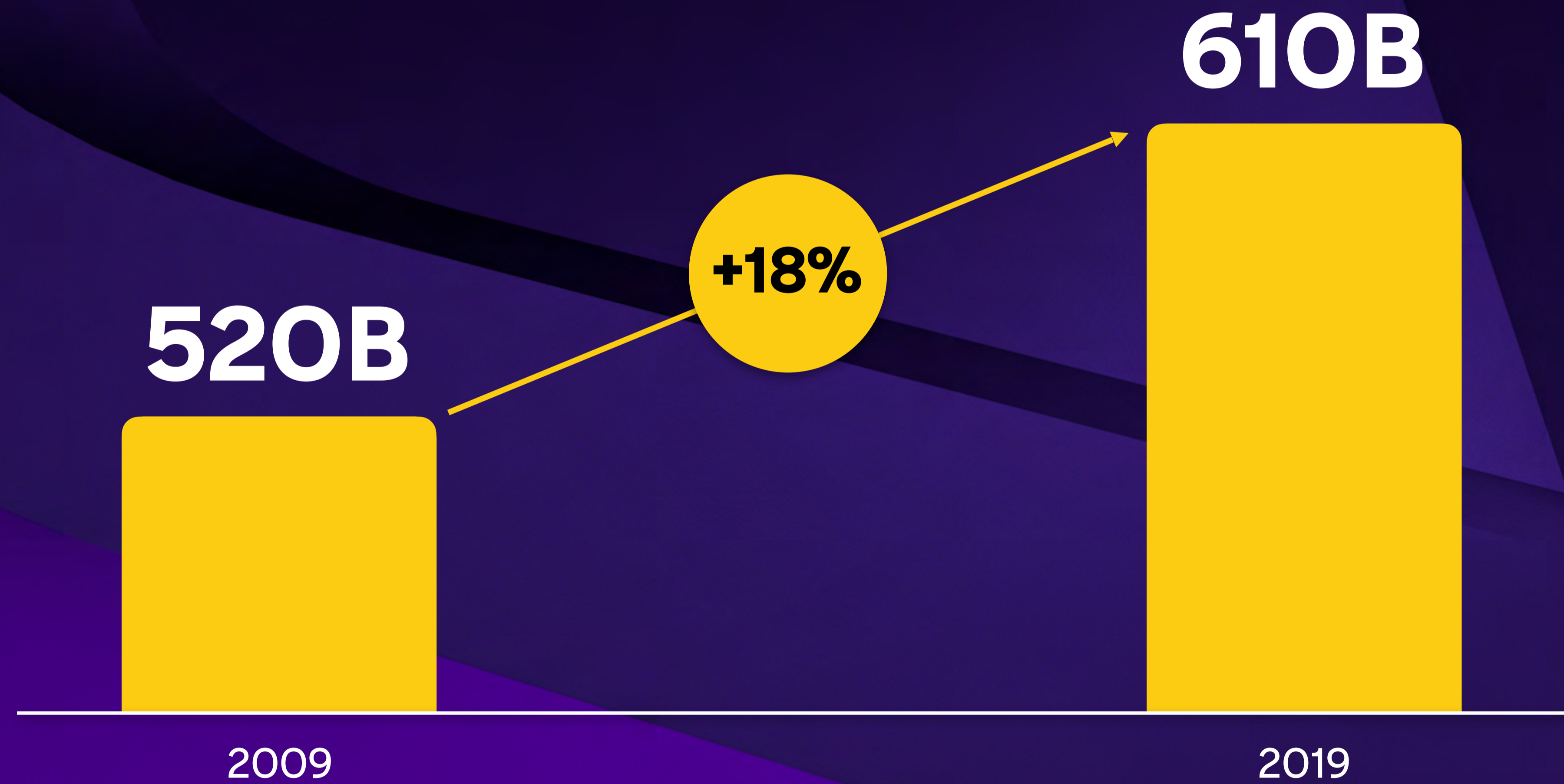


# VIDEO LANDSCAPE



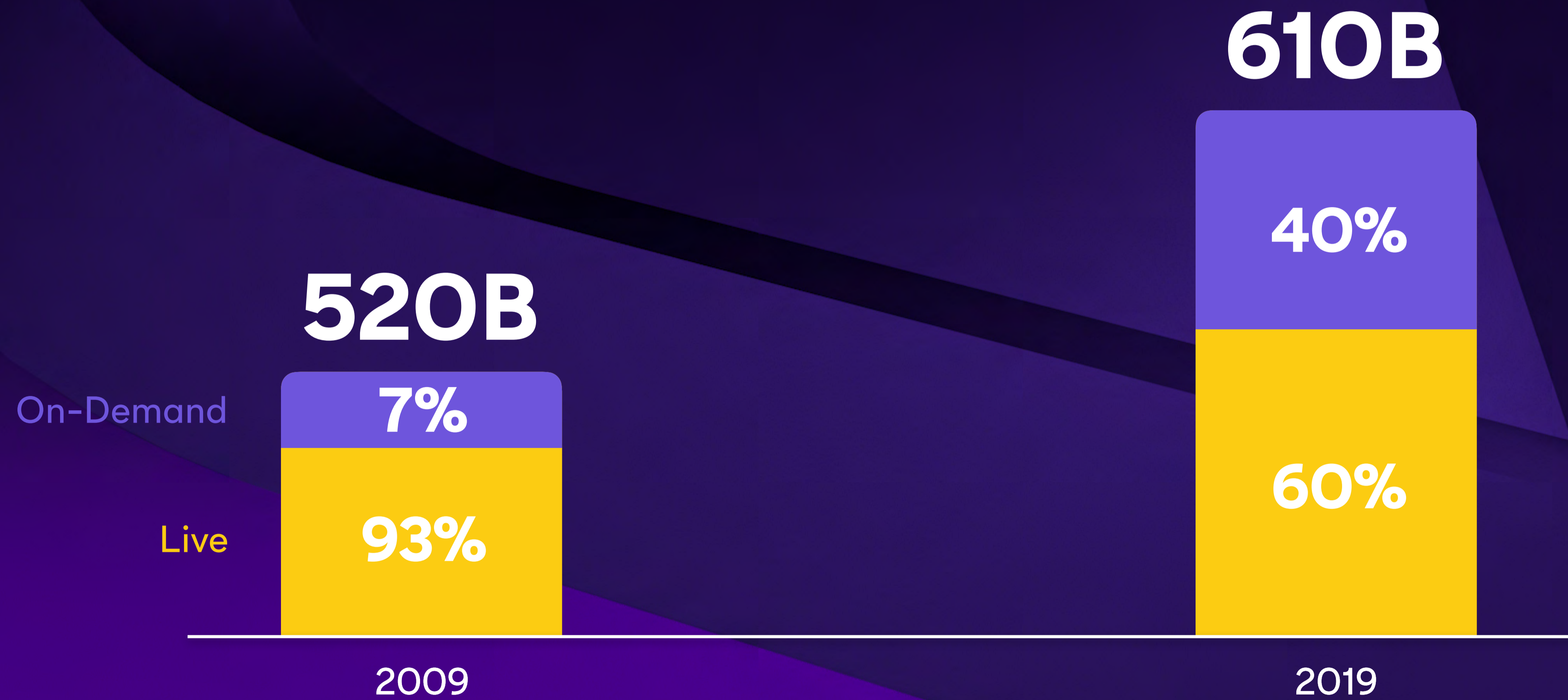
# TELEVISION'S CONTINUED GROWTH

Hours of Video Watched



# LED BY ON-DEMAND VIEWING

Hours of Video Watched



# ON-DEMAND VIEWING DRIVEN BY STREAMING

Hours of On-Demand Video Watched in 2019

**55B**

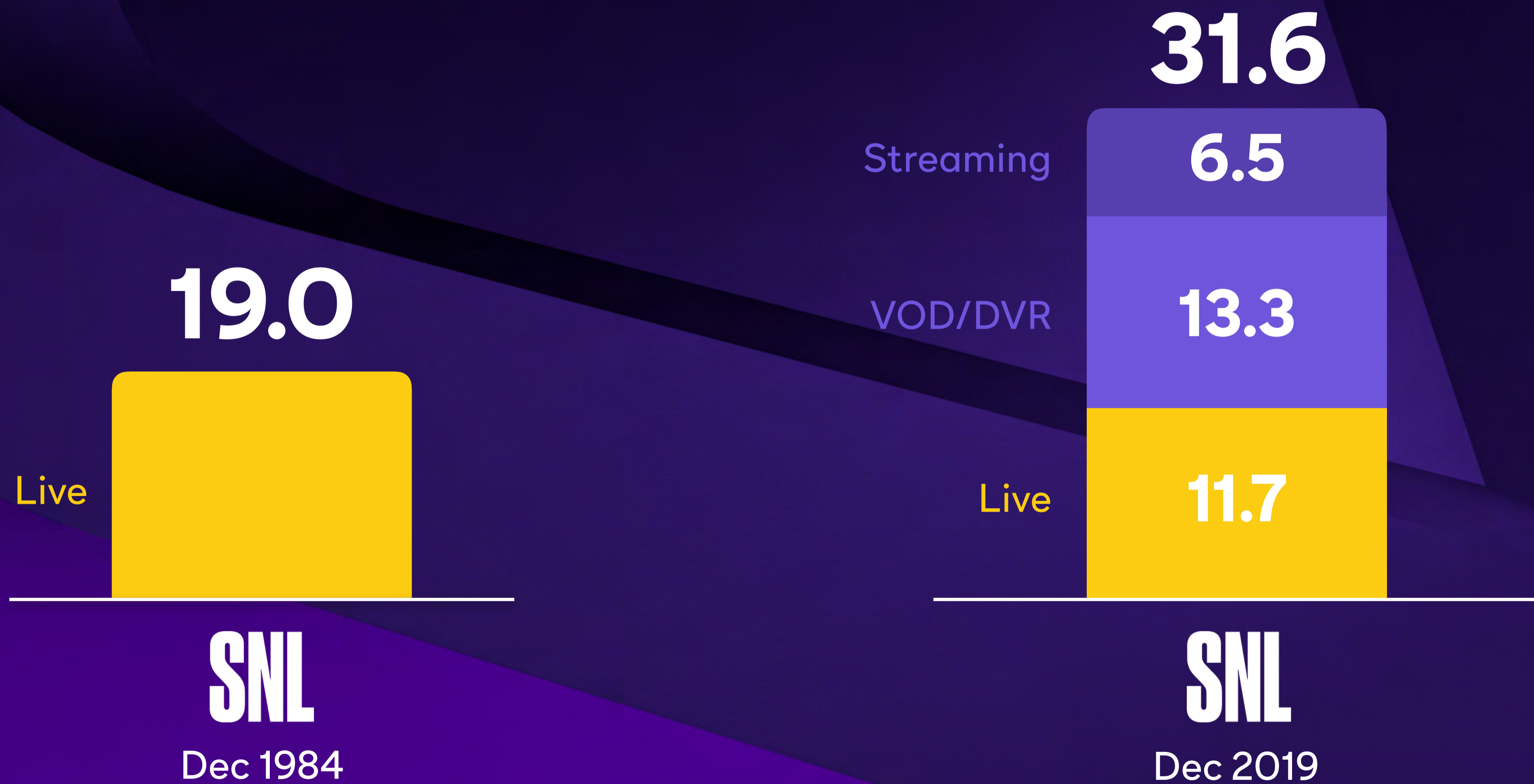
DVR / VOD  
HOURS

**190B**

STREAMING  
HOURS

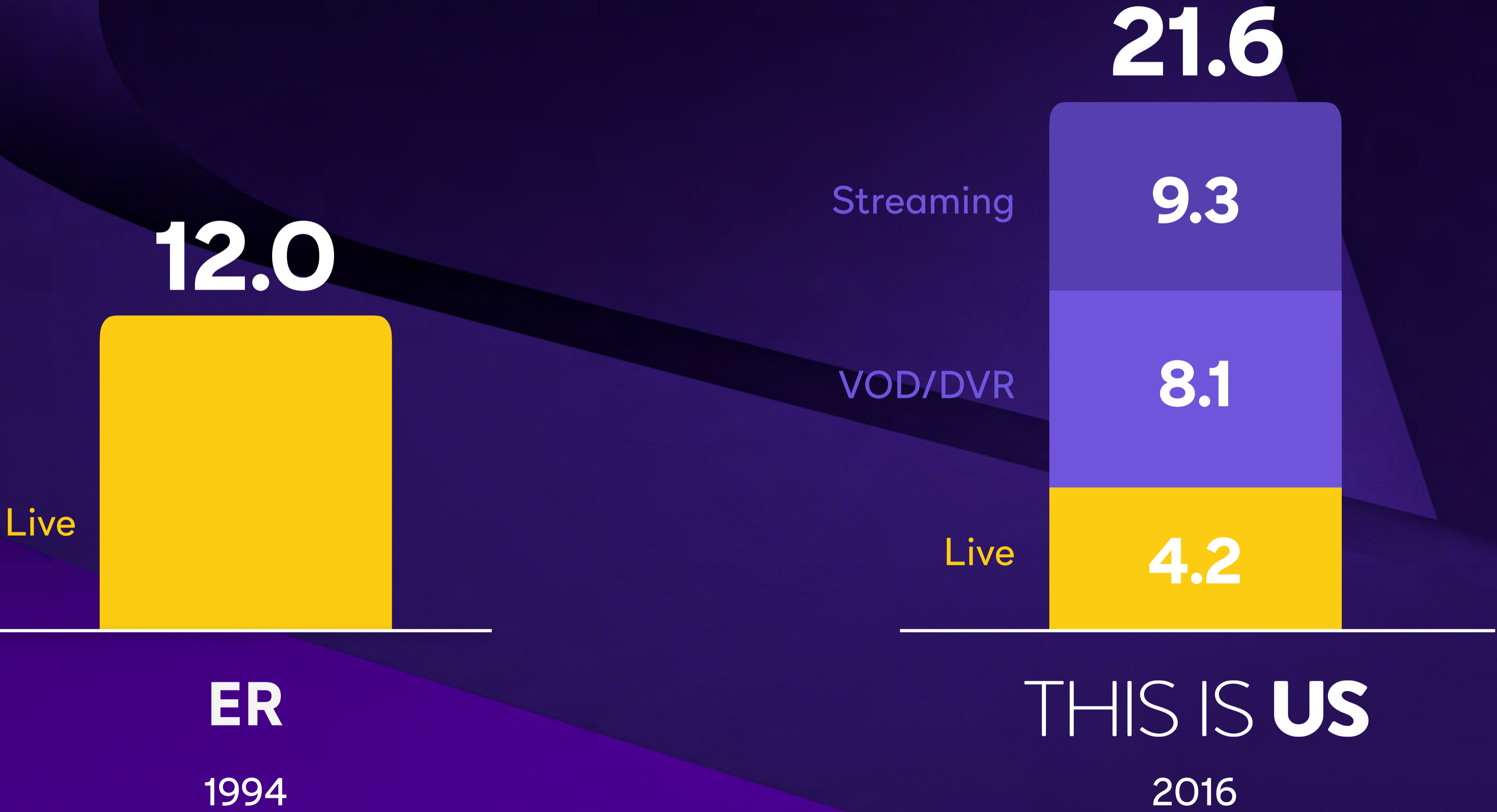
# CASE STUDY: SNL HOSTED BY EDDIE MURPHY

Millions of P2+ Hours Viewed



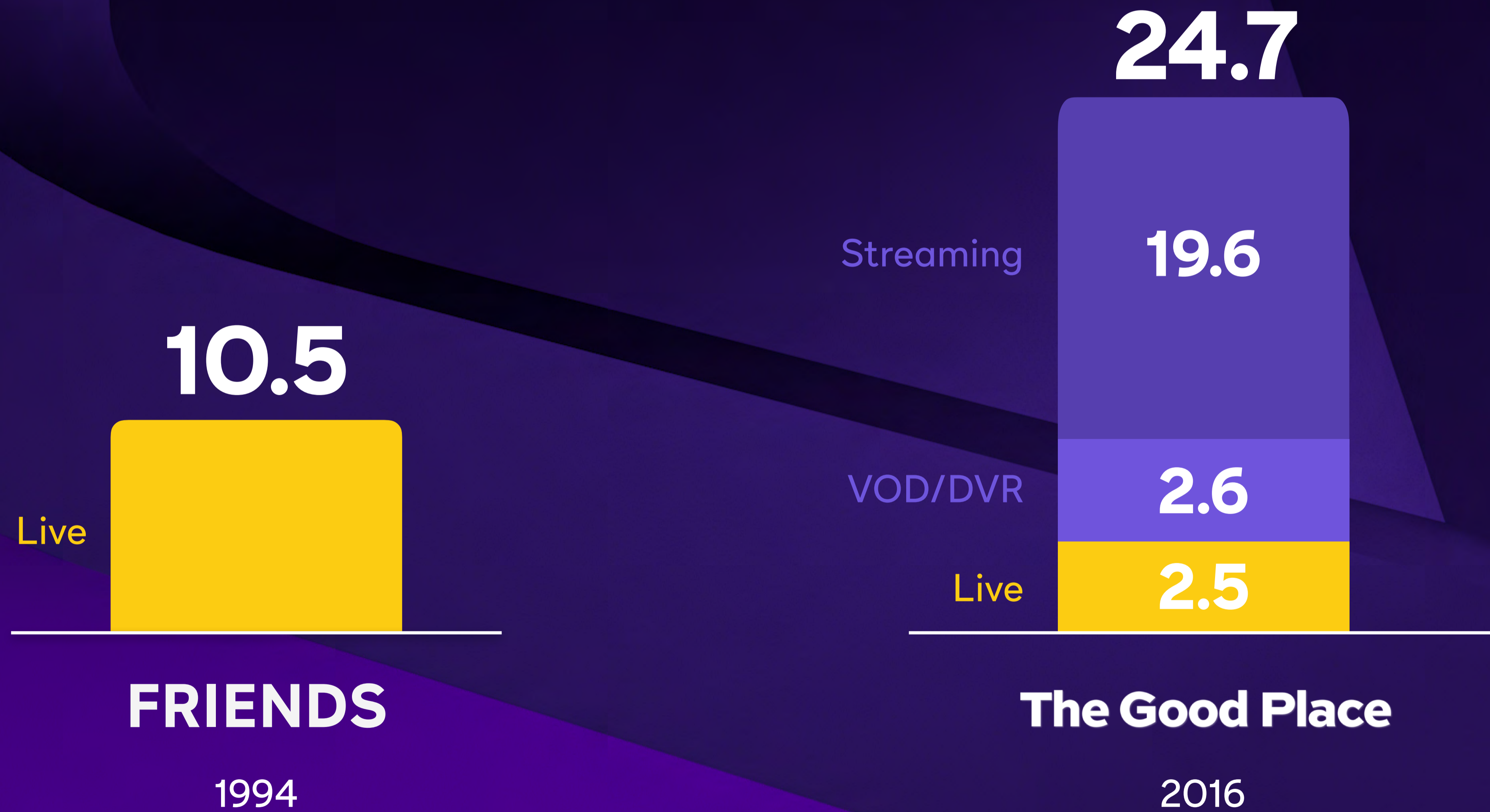
# CASE STUDY: THIS IS US

Adults 18-49 Rating



# CASE STUDY: THE GOOD PLACE

Adults 18-49 Rating





# 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

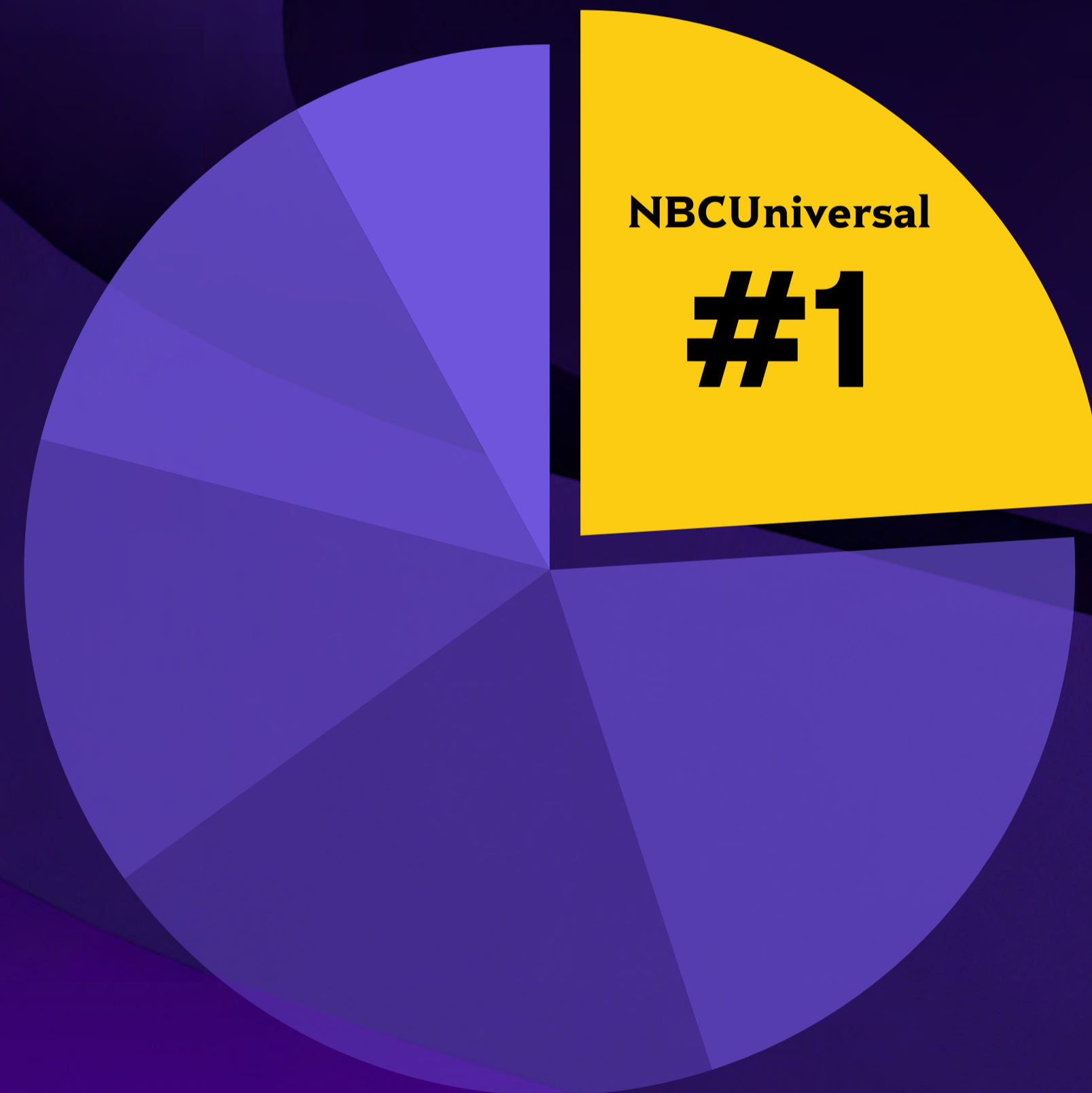


Global Distribution and Technology at Scale



# LARGEST TV AUDIENCE

P18-49 Minutes Watched



NBCUNIVERSAL  
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

# PREEMINENT FRANCHISES ACROSS ALL GENRES

Leader in Entertainment, News, Sports in English and Spanish



#1 Primetime Network



#1 Morning Show



Most Watched Event



#1 Late Night Show



#1 Hispanic Broadcaster



#1 Evening News



#1 Primetime Show



#1 Animated Portfolio

# GLOBAL DISTRIBUTION AND TECHNOLOGY AT SCALE



**55M**

RELATIONSHIPS

**#1** US Broadband, Cable Video

**#1** European Pay TV

**TOP TECHNOLOGY**

X1, Flex, Q, NOW TV



# STREAMING LANDSCAPE



Advertising  
Focused



Subscription  
Focused



Non-Premium  
Programming

Premium  
Programming





# STREAMING LANDSCAPE



Advertising  
Focused

YouTube  
Facebook  
Pluto  
Tubi

Subscription  
Focused

Disney+/Hulu  
HBO Max  
Apple TV+

CBS/Showtime  
Amazon Prime  
Netflix

Non-Premium  
Programming

Premium  
Programming





# STREAMING LANDSCAPE



Advertising  
Focused

YouTube  
Facebook  
Pluto  
Tubi

**peacock**  
Unique Strategy and  
Consumer Value



Subscription  
Focused

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

Non-Premium  
Programming

Premium  
Programming

# 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

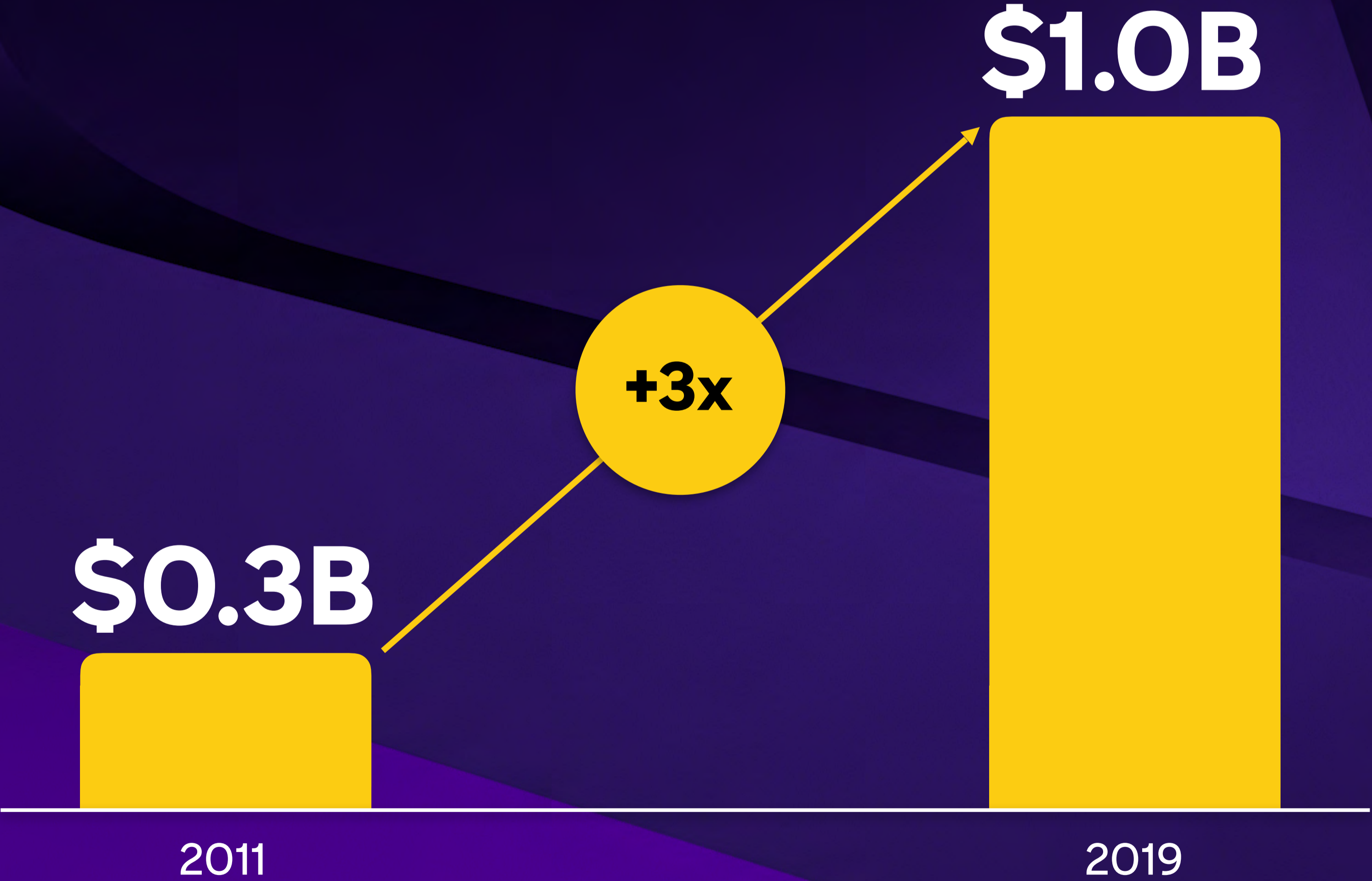
\$13B



 COMCAST  
NBCUNIVERSAL

# TAPPING INTO GROWING DIGITAL AD MARKET

NBCUniversal Digital Ad Sales Monetization



# COMCAST: BUILT FOR THIS OPPORTUNITY



**NBCUniversal**



Most Popular  
Programming

World-Class  
Creative Expertise

Top Video and  
Network Platforms

Broadest  
Distribution



**Reimagining Television**  
for the Digital Age

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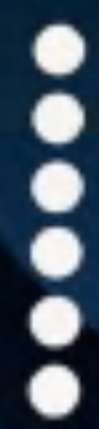
Best of  
**Linear + Streaming**





**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



**peacock**



**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



# OUR APPROACH





# STREAMING LANDSCAPE

WITH CHOICE COMES COMPLEXITY



## PROGRAMMING



CONTENT FRAGMENTATION



## EXPERIENCE



ENDLESS SCROLL



## AFFORDABILITY



SUBSCRIPTION FATIGUE

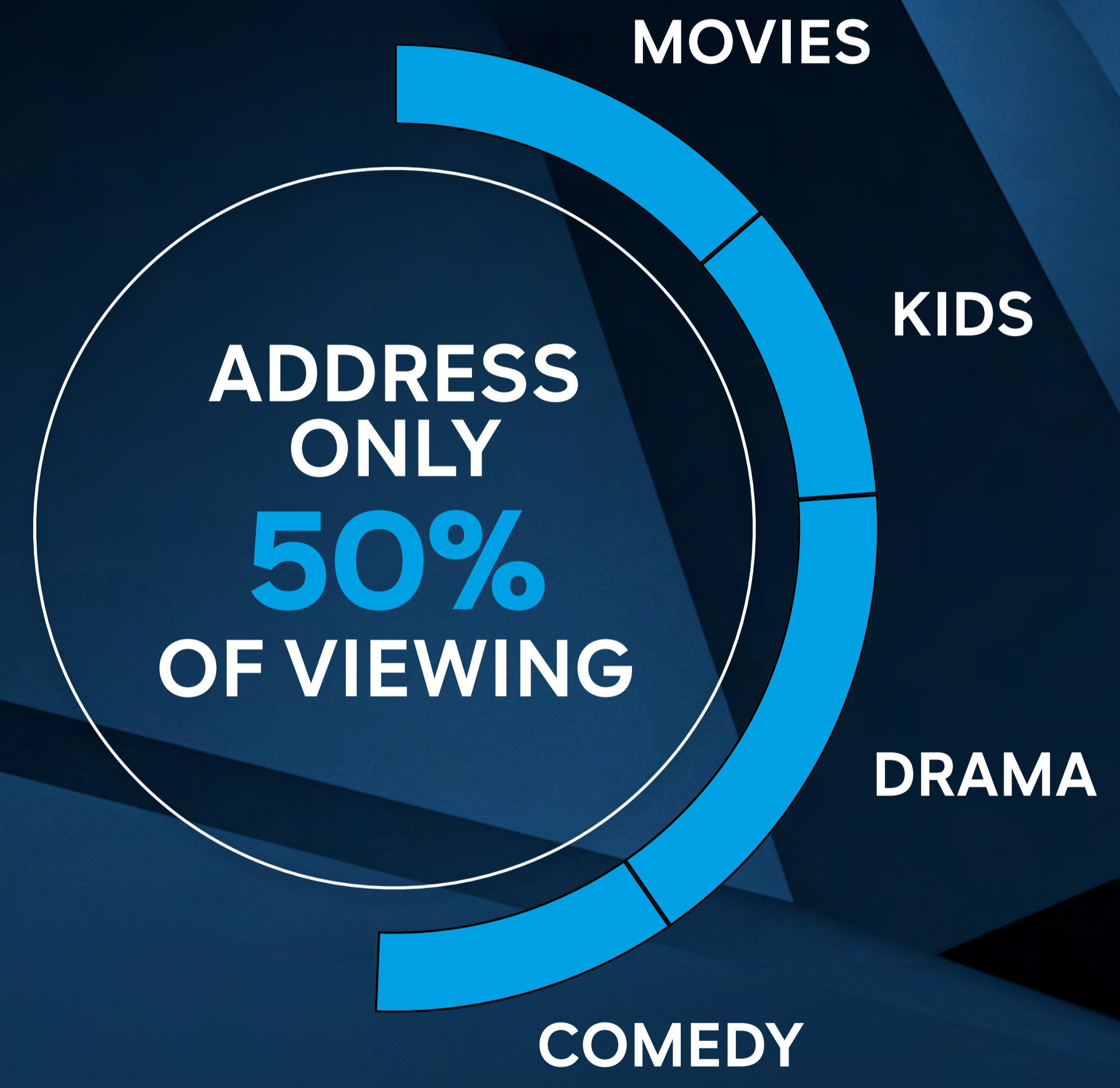


PROGRAMMING

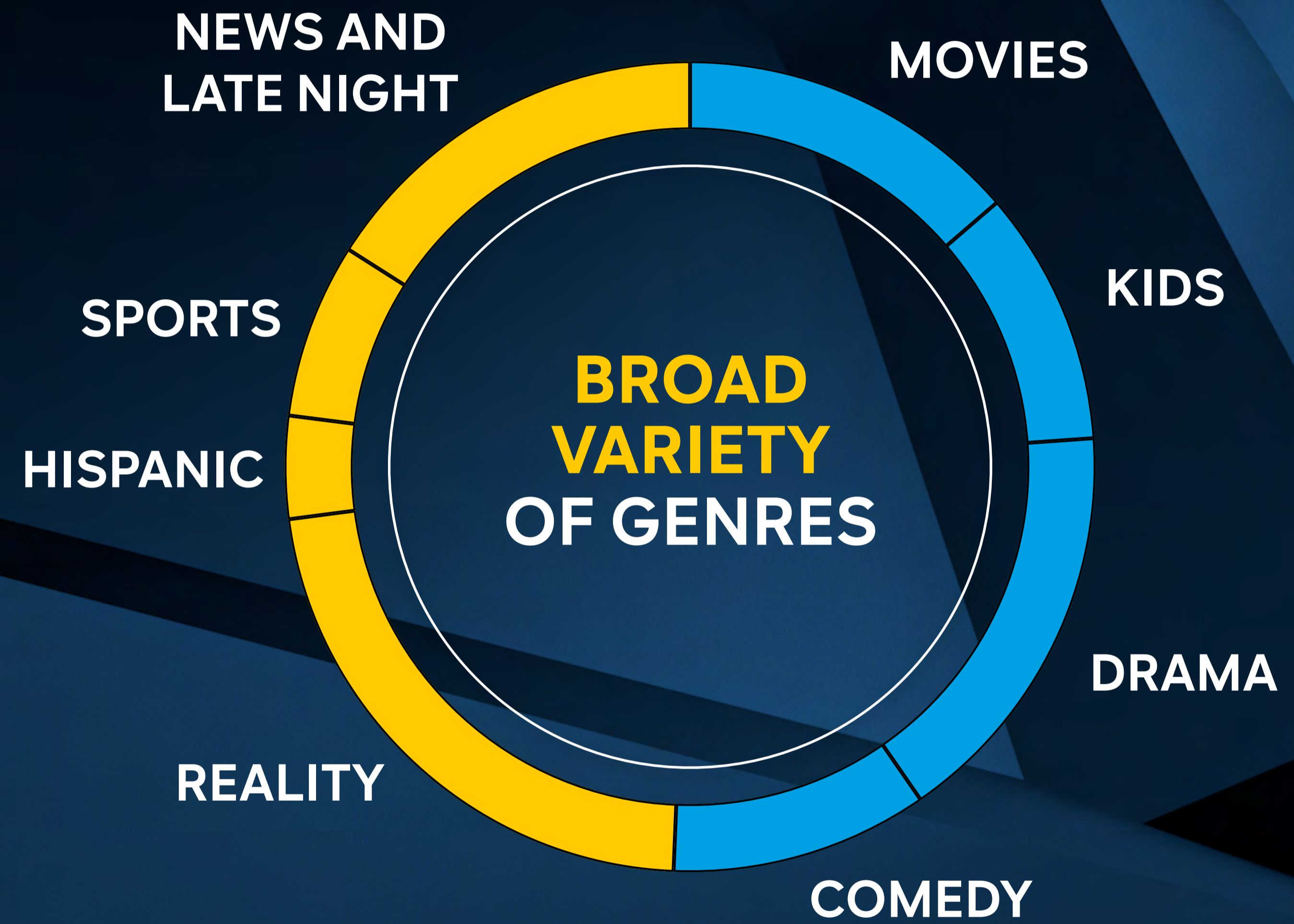


CONTENT FRAGMENTATION

**STREAMING SERVICES**  
CAN BE NARROW...



...BUT **HOUSEHOLD VIEWING** IS MUCH BROADER



peacock

**TIMELY  
AND  
CURRENT**

**BROAD  
AND  
COMPLETE**



peacock



MOVIES



SERIES



LATE NIGHT



HISPANIC



SPORTS

TIMELY  
AND  
CURRENT



NEWS



KIDS

BROAD  
AND  
COMPLETE



REALITY



ORIGINALS

peacock



TWILIGHT



YELLOWSTONE



TWO AND A HALF MEN



EVERYBODY  
LOVES RAYMOND



PRECIOUS

TIMELY  
AND  
CURRENT



THE HURT LOCKER



3:10 TO YUMA

BROAD  
AND  
COMPLETE



GEORGE LOPEZ



CABIN IN THE WOODS



EXPERIENCE



ENDLESS SCROLL

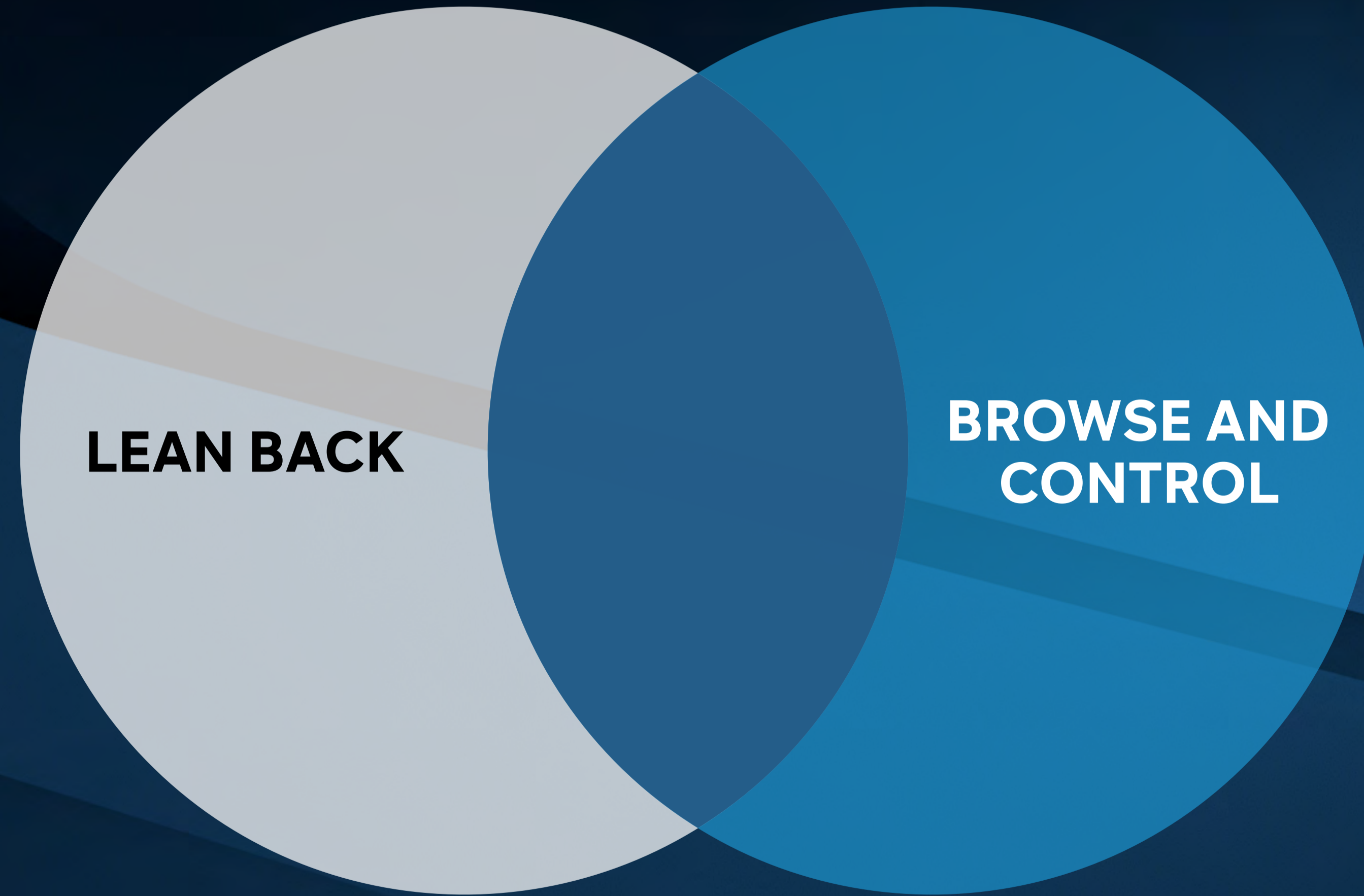
# WAYS TO WATCH

— CHANNELS —

LEAN BACK

BROWSE AND  
CONTROL

— ON DEMAND —



# STREAMING MORE. SCROLLING LESS.

DOZENS  
of Streaming  
— CHANNELS —

LEAN BACK

P



BROWSE AND  
CONTROL

THOUSANDS  
of Hours  
— ON DEMAND —

DAILY, TIMELY,  
TRENDING



AFFORDABILITY



SUBSCRIPTION FATIGUE



AFFORDABILITY



SUBSCRIPTION FATIGUE

---

**\$11/month**

Average premium subscription service



# AFFORDABILITY



## SUBSCRIPTION FATIGUE

---

**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



FREE AS A BIRD  
FREE AS A BIRD  
**FREE AS A BIRD**  
FREE AS A BIRD

peacock  For All

peacock  Free

**AD-SUPPORTED**

**7.5K+ Hours**

Current Season Series

Movies

TV Classics

News and Sports

Hispanic

Streaming Channels

And More

peacock  Premium

**\$4.99 / month**

**AD-SUPPORTED**

**15K+ Hours**

Original Series

Earlier Window

Full Tent-Pole Series

Premium Movies

4K/HDR

No-Ad +\$5/month

peacock Premium

**BUNDLED**  
WITH  
**xfinity**  
Video Subscription

~~\$4.99 / month~~

INCLUDED AT NO ADDITIONAL COST



peacock Premium

BUNDLED  
WITH  
xfinity flex

Internet-Only Subscription

~~\$4.99 / month~~

INCLUDED AT NO ADDITIONAL COST



peacock Premium

BUNDLED  
WITH  
COX<sup>®</sup>  
Subscription

~~\$4.99 / month~~

INCLUDED AT NO ADDITIONAL COST\*

\*FOR ALL ELIGIBLE SUBSCRIBERS

PARTNERSHIP WITH

COX<sup>®</sup>

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



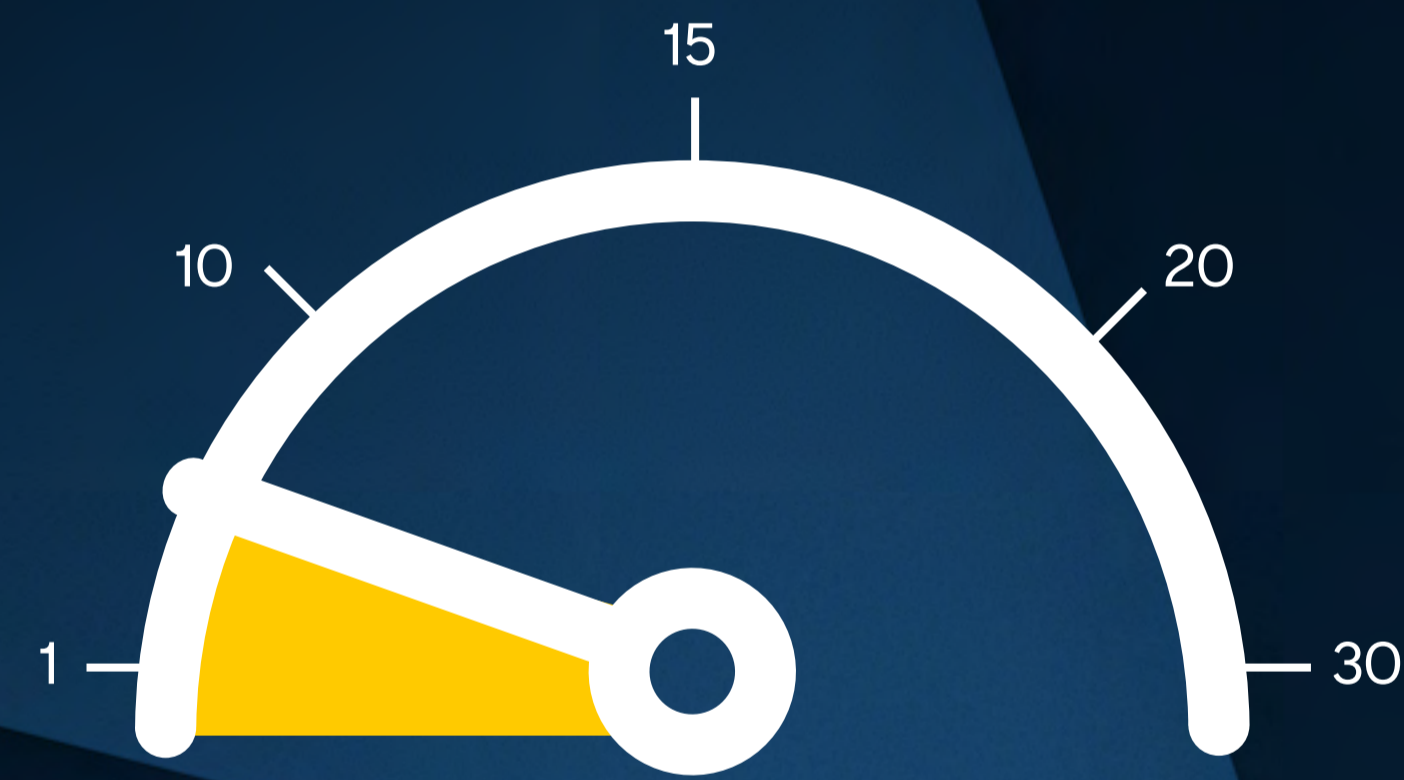
Average # of TV Ads

16-20

mins/hr

peacock 

**5 MINUTES**  
**ADS/HOUR**





## AFFORDABILITY



SUBSCRIPTION FATIGUE



## EXPERIENCE



ENDLESS SCROLL



## PROGRAMMING



CONTENT FRAGMENTATION

**FREE  
AD SUPPORTED**



AFFORDABILITY

**CURRENT AND  
CURATED**



EXPERIENCE

**BROAD  
AGGREGATION**

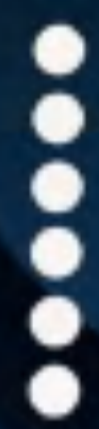


PROGRAMMING



**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



**peacock**



**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



## PROVEN PLATFORM



Built on Sky  
Technology

## DEMONSTRATED SCALE



Millions of NOW TV  
Customers

## SUPERIOR EXPERIENCE



Deep Integration  
with X1, Flex



**LINDA YACCARINO**

Chairman  
Advertising & Partnerships



**peacock**



**LINDA YACCARINO**

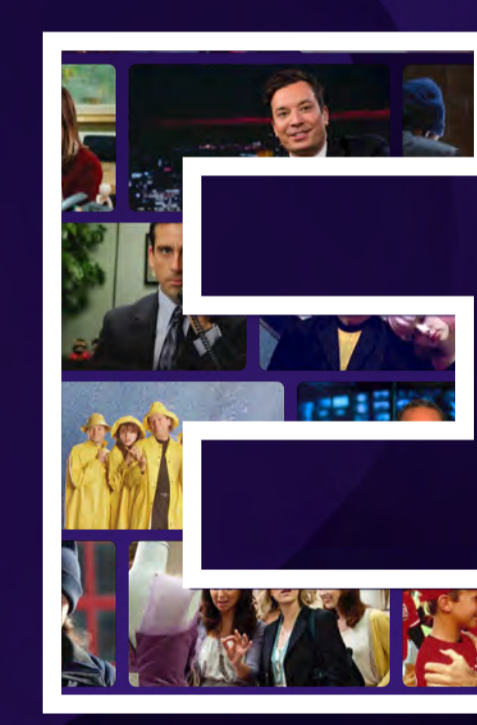
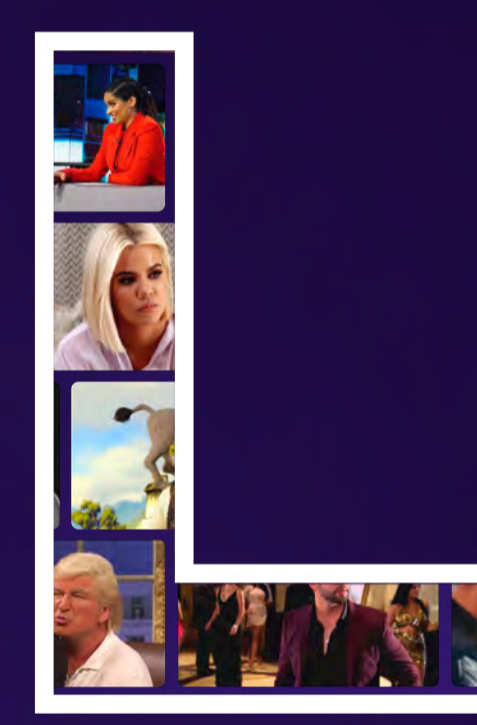
Chairman  
Advertising & Partnerships



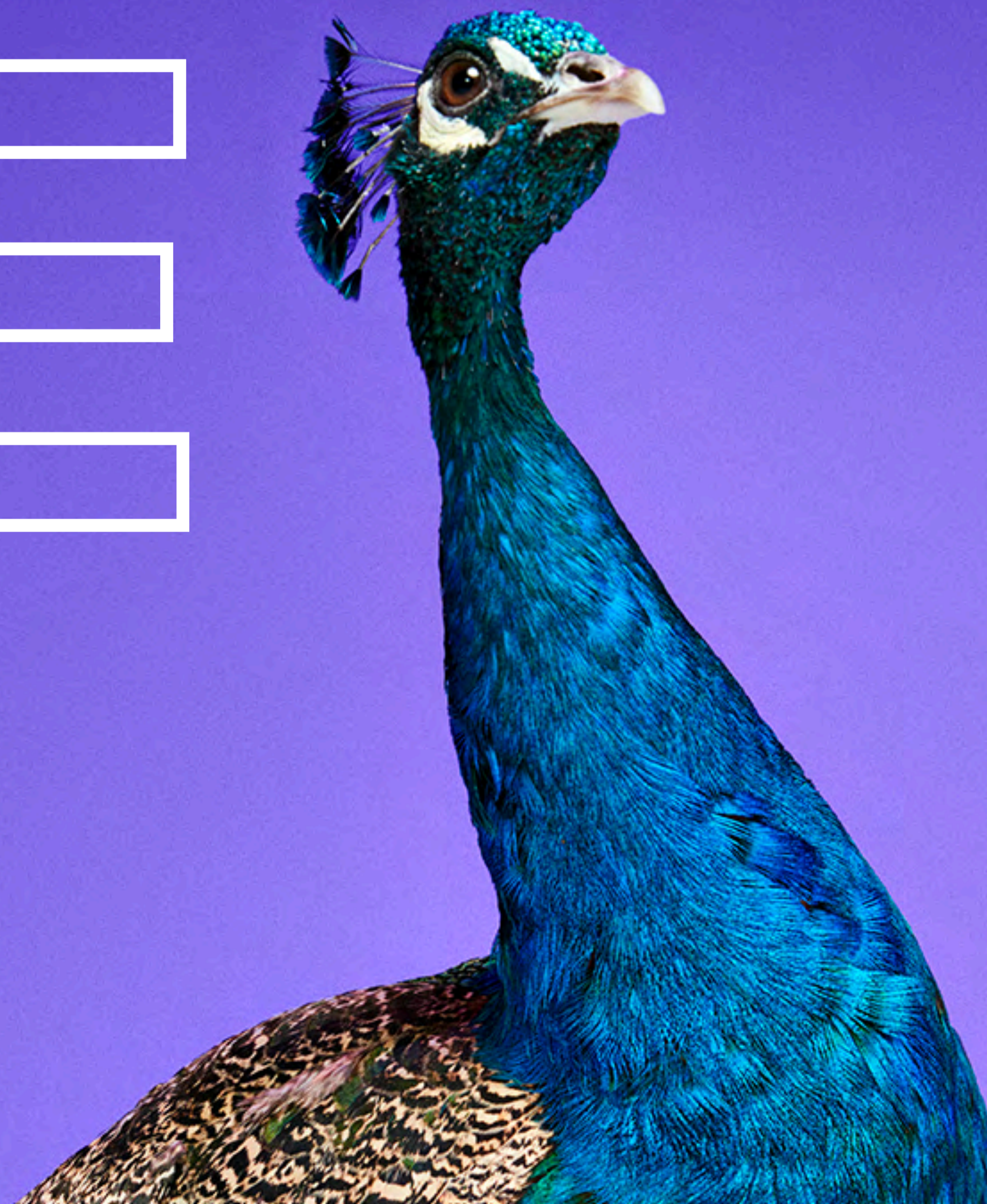




# SCALE



FREE



CONSUMERS

5

**MINS/HR**

The background consists of several overlapping, curved, organic shapes in various shades of purple, from dark to light, creating a sense of depth and movement. The shapes are layered, with some appearing to be in front of others, creating a 3D effect.

**BRAND**  
SAFETY

The image features a dark purple and black background with abstract, layered, curved shapes that create a sense of depth and movement. The word "TRANSPARENCY" is centered in a white, outlined, sans-serif font. The background consists of several overlapping, semi-transparent purple and black shapes that curve and flow across the frame, creating a dynamic and modern aesthetic.

TRANSPARENCY

DATA



The background features several overlapping, curved, organic shapes in various shades of purple, from dark to light, creating a layered, 3D effect. The shapes are centered and flow from the top left towards the bottom right.

INSIGHTS

**NBCUNIVERSAL**  
**SINGLE**  
**PLATFORM**



**LAUNCH**  
**SPONSORS**





TOKYO

2020  
Olympic rings logo



**PEACOCK STREAMING**  
COUNCIL

**NBCUNIVERSAL**  
**COMMERCIAL**  
**EXPERIENCES**

PEACOCK **SHOPPABLE TV**

PEACOCK **PRIME PODS**

PEACOCK **BINGE ADS**

PEACOCK **PAUSE ADS**





**PIONEERING**  
NEW AD  
EXPERIENCES

ON COMMAND AD

PEACOCK **SHOPPABLE TV**

PEACOCK **PRIME PODS**

PEACOCK **BINGE ADS**

PEACOCK **PAUSE ADS**

PEACOCK **SOLO ADS**

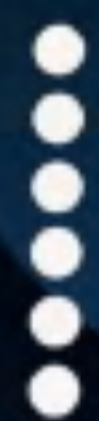
PEACOCK **EXPLORE ADS**

PEACOCK **ON COMMAND ADS**



**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



**peacock**



**MATT STRAUSS**

Chairman  
Peacock and NBCUniversal Digital Enterprises



# 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**

**NATIONAL  
LAUNCH**

**INTERNATIONAL  
LAUNCH**

**APRIL  
2020**

**JULY  
2020**

**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